



# Achieving Strategic Leadership According to Cognitive Creativity Research in the State Company for Textile and Leather Industries

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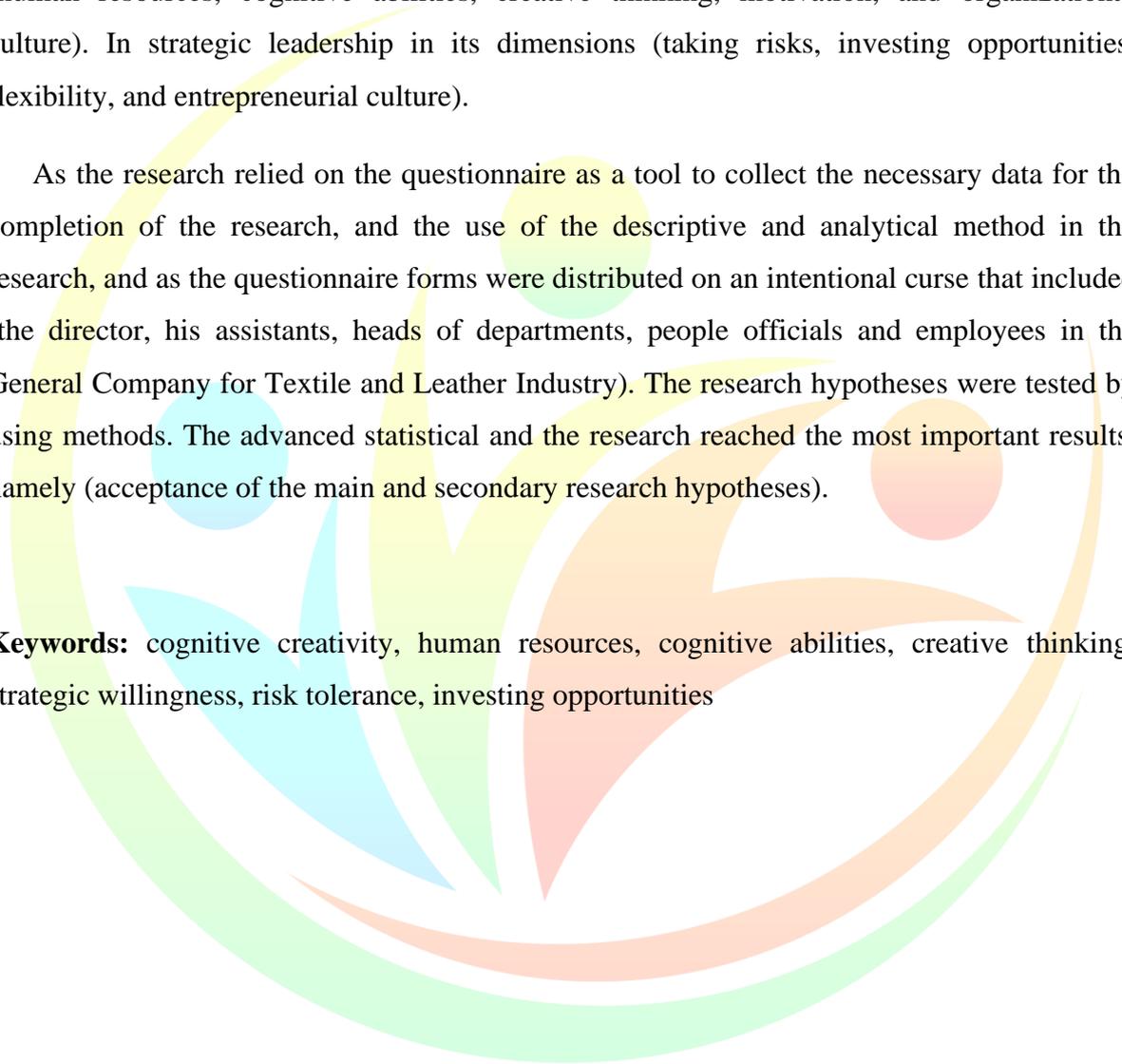
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## ABSTRACT

The current research aims to know the role that cognitive creativity plays in its dimensions (human resources, cognitive abilities, creative thinking, motivation, and organizational culture). In strategic leadership in its dimensions (taking risks, investing opportunities, flexibility, and entrepreneurial culture).

As the research relied on the questionnaire as a tool to collect the necessary data for the completion of the research, and the use of the descriptive and analytical method in the research, and as the questionnaire forms were distributed on an intentional course that included (the director, his assistants, heads of departments, people officials and employees in the General Company for Textile and Leather Industry). The research hypotheses were tested by using methods. The advanced statistical and the research reached the most important results, namely (acceptance of the main and secondary research hypotheses).

**Keywords:** cognitive creativity, human resources, cognitive abilities, creative thinking, strategic willingness, risk tolerance, investing opportunities

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central figure that resembles a person or a flame, composed of several overlapping, curved shapes in shades of blue, green, yellow, and orange. The figure is set against a background of a large, light-colored circle. Below the graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

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## INTRODUCTION

Determining cognitive creativity is the first major task of higher management in industrial companies, to keep pace with developments and changes in the business environment, and what is required of the necessity of planning for the continuation of its activity, and reality reveals the necessity of having a closer vision compatible with creative and innovative thinking in drawing strategic leadership; since it is considered a central tool. It is indispensable for the coordination of management at all levels of the industrial company, that the vision of the executive leader is the beginning of the company's direction towards its goals in terms of cognitive creativity and strategic leadership of the company, and its internal and external characteristics, as well as interaction with elements of its environment on the other side, especially since industrial companies face the challenge of providing products and services With better efficiency, effectiveness and quality

It should operate within the limitations or constraints of its resources and capabilities. Manufacturers also recognize that competitive advantage represents cognitive creativity and is its vital nerve. In order to accomplish the contents of the research, it was divided

into four sections: The first topic dealt with the research methodology, while the second topic was devoted to reviewing the literature that dealt with the research variables, and the third section came to analyze data and information and analyze the nature of the research sample answers, while the fourth and last topic presented the most important conclusions, proposals and future studies This research raises it in light of its results.

### First Part: Research Methodology

Industrial companies today seek to improve their business and the quality of their products and services in order to maintain their position and knowledge creativity is the main focus of its sustainability and survival. The effectiveness of identifying creativity in an integrated manner depends on the various other activities in industrial companies from setting different goals, choosing appropriate strategies and developing a practical plan Resource allocation and scheduling of its activities.

The General Company for Textile and Leather Industries suffers from a weakness in cognitive creativity, which negatively affects the strategic leadership, which leads to weakness and lag in the performance of the company and coincided with the changes that occurred in the local environment from political and

economic factors and wars during the past years, which led to the industrial organizations applying the traditional Concepts.

The research problem was determined in light of the following questions:

- 1- What is the reality of the concept of cognitive creativity and strategic leadership?
- 2- Is there a correlation and influence between cognitive creativity and strategic leadership in the researched organization? If any, what is the strength of the relationship between them

### **Second: The Importance of Research**

The importance of the research is embodied through the points shown below:

Contributing to the promotion of the concept of cognitive creativity, which is considered a new concept in the Iraqi business environment, especially the industrial, and thus attracting the attention of decision-makers about the possibility of employing it appropriately in their organizations.

- 1- This study deals with the topic of cognitive creativity which is likely to help senior management to choose creative people to take over Administrative positions through which they can raise work efficiency.

- 2- Knowledge creativity contributes to developing the capabilities and capabilities of employees.

- 3 The application of the concepts of strategic leadership by the researched organization contributes to strengthening its position in industrial organizations, and this is an actual contribution to the current research

### **Third: Research Objectives**

The research seeks to achieve the following objectives:

- Identify the nature of the relationship between cognitive creativity in achieving strategic leadership, especially in the researched company
- Finding a fruitful integration that strengthens the overlap between the fields of cognitive creativity and strategic leadership.
- Diagnosing the extent of the existence of cognitive creativity and its use in the strategic leadership of the researched company.

### **Fourth: The Research Model and Hypothesis Building**

Figure (1) presents the hypothetical diagram of the research, which aims to clarify the relationship and influence

between the research variables and also to clarify the objectives of the research. The first independent variable includes cognitive creativity and the dependent variable strategic leadership.

Current search variables:

A- The independent variable (cognitive creativity) and it consists of the following dimensions: (human resources, cognitive capabilities, creative thinking, motivation, and organizational culture).

B- The dependent variable (strategic leadership) and consists of the following dimensions: (risk tolerance, opportunity investment, flexibility, entrepreneurial culture).

#### **Fifth: Research Hypotheses**

Based on the proposed structure in the research model and the nature of the perceived relationship, appropriate statistical hypotheses were formulated, to determine the nature of the relationship between the explanatory variable and the response variable, as follows:

The first main hypothesis: There is no relationship and influence between cognitive creativity as a whole in its dimensions, strategic leadership overall with its dimensions (risk bearing, investing opportunities, Flexibility, entrepreneurial

culture), and the following sub-hypotheses stem from it:

- There is a statistically significant correlation between cognitive creativity and risk tolerance.
- There is a statistically significant correlation between cognitive creativity and opportunity investment.

#### **Sixth: The Research Community and Sample**

Research community:

The research community is the General Company for Textile and Leather Industry to conduct the research, as one of the industrial companies. As the size of the community, according to the company's statistics are (219) persons focusing on managers, Department officials, and units officials and employees. On this basis was the number of distributed forms (134) included (45) paragraphs divided into two axes. The first axis included (25) questions, while the second axis included (20) questions. The research sample was determined according to the scale of the sample determination table (De Morgan, D. Morgan). The model is (134) individuals, or (63.5%) of the total research community.

**Seventh: Research Measurement Tool**

The theoretical aspect:

It is represented by the theoretical side, as the researcher relied on foreign and Arab sources that dealt with the current research variables, what is available from the Internet, and published letters and dissertations in university libraries.

The practical aspect:

It is represented by the primary data of the research based on the current research method (descriptive: analytical).

After reviewing the previous research and studies related to research variables (cognitive creativity, and strategic leadership), the researcher will rely on the questionnaire as a main tool, as well as personal interviews, using the five-year Likert scale. The current research is on a set of main variables and sub-dimensions, as shown in Table (1):

Table (1) the number of paragraphs related to the main and sub-variables of the current research of the sample of the surveyed: -

NO.	Dimensions	number of paragraphs	sequence of paragraphs	Scale
1	personal data gender age number of years for service Educational attainment Job position	1 1 1 1 1 1		
2	cognitive creativity ( independent variable)	25	1-25	
	Human resources	5	1-5	Khasim (2018)
	Cognitive Abilities	5	6-10	(Ibrahim, 2014), (Al-Azzawi, 2016)
	Creative Thinking	5	11-15	Al Hindabi et al., 2011)

	Motivation	5	16-20	(Al-Azzawi, 2014), (Jawad, 2018)
	Organizational Culture	5	21-25	(Hussein, 2007), (Barahuma, Al Zahraa, 2012)
3	Strategic leadership (dependent variable)	20	26-45	
	Risk Tolerance	5	26-30	(Al-Tamimi, 2016)
	Investing Opportunities	5	31-35	Qurna( 2014)
	Flexibility	5	36-40	(Hamad, 2018)
	Entrepreneurial Culture	5	41-45	(Kashkool, 2014)

Source: Prepared by the researcher

### **Eighth: Sources of Data and Information**

In order to achieve the objectives of the research and test its hypotheses, the following tools were used to cover the field side of the research, including:

The questionnaire: It is one of the most important tools used in collecting data, and it represents the main tool that was relied upon for the purpose of measuring the research variables, as the questionnaire for the research was designed to obtain data related to the practical aspect and to rely on the standards available in the literature wherever they can be found in a form that is compatible with the concept of the

desired variable Measuring it, and making the necessary adjustments to it according to the opinions of the jury experts that were presented to them in line with the reality and environment of the research. The demographic data of the respondents were included in its first part and the strategic direction of service and performance in its second part, after which it was determined.

**Observation:** It is considered one of the means of scientific research, which is the accurate observation and observation of a certain behavior or phenomenon under working conditions in order to obtain the required information, and the observation was relied upon and the important

information supporting the research was recorded along with the questionnaire and personal interviews.

**Personal interviews:** Personal interviews are an effective method in collecting data and information, because they help in obtaining information directly, as well as clarifying the paragraphs of the questionnaire, its content, and inquiries about its paragraphs if necessary.

## **CHAPTER TWO: THE THEORETICAL FRAMEWORK FOR RESEARCH**

### **First: Cognitive Creativity**

The departments of institutions and organizations strive to prove their existence by improving and developing the material and human capabilities, as material and individual resources are considered a pillar of the basic pillars of the process of cognitive creativity, and despite the importance of cognitive creativity, there is no comprehensive and accurate concept that researchers have agreed on what the concept means. Cognitive creativity, therefore, defines the concept of cognitive creativity as the ability to present advanced ideas, means and methods that carry an added value as a result of mental preparations for collecting information and synthesizing it consciously or subconsciously and

forming new relationships and connections between variables (Bo Hadid, 2014: 9).

Knowledge and creativity are two sides of the same coin, which is cognitive creativity, for knowledge is the pillar of creativity and its inputs, as creativity represents the product and output of knowledge, and if it were not for creativity, knowledge would become extinct and forgettable, as the creativity process represents the intellectual and cognitive activity of the mind to process knowledge, recompile it and renew its attributes to form Outcome cognitive creativity (Al-Ani, 2018: 195).

In order to achieve and maintain the strategically defined level of service quality and maintain the competitive advantage, the organization invests a standardized work method that ensures access to the targeted quality of outputs, so that knowledge flows between creators through socialization and face-to-face interaction, as the codified work method includes the cognitive alignment of human resources participating in The creative process with the strategic direction presented by entrepreneurs, through learning processes related to the creative way of the organization and the sharing of knowledge experiences that enhance the viability of the same way of working (Bettiol, 2012: 559).

One of the implications of cognitive creativity: it is multimedia and multitasking, as individuals want to do more work simultaneously, so organizations must provide multimedia devices with new means to help individuals be creative, show their abilities, and invent new things to contribute to achieving the goals and objectives.

### **Second: Dimensions of The Strategic Direction of The Service**

**Human Resources:** Human resources are functional in organizations designed to maximize employee performance in service of the employer's strategic goals. The human resources department is mainly concerned with how people are managed within organizations with a focus on policies and systems. Usually, human resources departments and units in organizations are responsible for a number of activities, including staff recruitment, training and development, and performance evaluation. Reward the resource department cares Humanity also relates to industrial relations, that is, balancing organizational practices with regulations arising from collective bargaining and governmental laws (Rihan, 2004: 95).

**Cognitive abilities:** Cognitive capabilities mean that it is the ability of the individual

to analyze the situation and data and think intelligently in an effective manner, as the intelligence condition is a precondition for individual creativity as the most creative people are very intelligent, because of their importance in the success and appreciation of the goals of the organization (Ibrahim, 2014: 38). Performance with a wide range of jobs and work tasks correlates positively with the degree of cognitive selection with performance in the most demanding job with higher correlations. Some have claimed that the general cognitive ability is responsible for most of this explanatory power (Dickens, 2006: 3). Researches over time has proven that cognitive ability is a strong indicator of job performance, and although this was true across different types and levels of tasks and functions, it is more likely that you will be asked to complete cognitive ability if the role you are playing requires completion of complex tasks because the validity of cognitive ability increases with the increase in the complexity of the function (Mellett, 2020: 5).

T - creative thinking:

The relationship between creativity and thinking is a close relationship, as there is no creativity without thinking because creativity is generated from thinking, as an inner vision is formed in the human being with some creativity and

skill in the machines of the self and the operation of intelligence when starting the thinking process (Khasawiya, 2011: 110).

As Alleman and Custer describe creative thinking that includes both divergent and convergent thinking and are best described as processes of multiple nature, divergent thinking is defined as thinking with a wide range of alternative solutions while convergent thinking defines it as choosing a unique suitable solution to a problem with one correct solution. & Kester, 2020:25

While Doyle defined it as the ability to think about something in a new way, it might be a new approach to a problem, a solution to a conflict between employees, or a new result from a data set. Employers in all industries want employees who can think creatively and present new perspectives to the workplace (Doyle), 2020: 2). Likewise, he defined creative thinking as the complete set of cognitive activities that individuals use according to a specific thing, problem, situation, or kind of effort towards a specific event, as creative thinking is related to critical penance and problem solving in reality (Birgili, 2015: 73), as well. Chu and others pointed out that there are five elements of creative thinking: (a) fluency, (b) stripping of titles, (c) originality, (d) detail, (e) resistance to premature closure, which

have the effect of enhancing the capabilities and abilities of individuals in creativity and achievement. Competitive advantage in the business environment (Cho, et al, 2017: 2).

### **C. Motivation:**

Motivation is the essential core on which creativity focuses. Research (Amabel et al. 1983) demonstrated the importance of this drive for creative work and suggested that people rarely do truly creative work at work unless they really like what they are doing and focus on action rather than potential rewards (Sternberg, 2006: 89), and motivation refers to it: that internal and subjective force that moves the behavior of the individual as it directs him to achieve a specific goal that he feels the need for or of its moral and material importance for him (Hoda, 2014: 17),

### **Third: Strategic Leadership**

The meaning of leadership in the dictionary of contemporary Arabic language (pioneers and pioneers, radiated science). He touched him and asked him. "He wanted something that wanted him, -: He wanted food for his people, he wanted food for his people." Pioneering, leadership, leadership, and pioneer. He lies to his family (Ali, 2017: 66).

As for the meaning of entrepreneurship as a term, it was associated at the beginning of the twentieth century with the concept of innovation that spread in a wide field in the Japanese business world, and in recent times leadership, especially in the field of business and the achievement and development of it, means racing and boldness, through courage, risk-taking and determination to succeed from In order to achieve the desired goals (Salmi, 2019: 16).

Entrepreneurship is an evolving field that has begun to flourish in recent years, yet there is no agreement on what exactly constitutes entrepreneurship (Rauch, Wiklund, Lumpkin, & Frese, 2009). There is one definition that frames the activities required to participate in entrepreneurship in this context. (Davidsson, 2005: 80) presented in (Hitt & etal, 2011: 58) his description of entrepreneurial activities with three partially overlapping perspectives: "(1) Entrepreneurship begins and runs a company. Especially; (2) entrepreneurship is the creation of new organizations; and (3) entrepreneurship is the creation of a new market economic activity."

Shane & Venkataraman criticized scholars' tendency to define the entrepreneurship field precisely in terms of an entrepreneur and what he does, and provided a more

comprehensive definition, saying that "the entrepreneurship field [is] a scientific examination of how opportunities are discovered, evaluated and exploited opportunities to create future goods and services, by whom, and with what effects. Thus, Shin and Venkataraman have argued that entrepreneurship includes sources of opportunity; Processes for discovering, evaluating and exploiting opportunities; the group of individuals who discover, evaluate and take advantage of opportunities (Shane & Venkataraman, 2000: 218). Entrepreneurship is the factor that creates wealth by combining existing factors of production in new ways, as entrepreneurs experiment with new combinations whose results are uncertain, but in order to make progress, many new differences must be tried in order to find out which of them will improve life. (Economic) (Stam & Van, 2011: 2).

**Take risks:** it is that the entrepreneur takes risks and accepts the work in situations and situations characterized by a state of uncertainty, noting that the greater the degree of desire for success, the greater the tendency and willingness to take risks in specific situations (Tetrawi & Zobairi, 2019: 22). One study found that risk is not related to gender, whether male or female, that is, an effect on risky behavior after controlling the propensity to take risks, indicating that the tendency to risk

completely mediates the effect of both sexes on risky behavior in perception of risk in other words that sex It has an indirect effect on perception of risk through overconfidence and propensity to take risks, and the propensity to risk is intended in the Sitkin and Pablo (1992) model. The primary construct for describing the decision-maker's current tendency to take on or avoid risk, the propensity to risk is conceptualized as an individual trait that can be changed over time, rather than as a characteristic of a fixed and consistent tendency (Sitkin and Pablo, 1992). Drawing on previous research, Sitkin and Pablo (1992) identify three determinants of the propensity to take risks: (1) Risk preferences (consistent differences between individuals regarding whether they prefer or ignore risk). (2) Inertia (the tendency of an individual to deal with risk-related situations in habitual or routine ways). (3) The history of results (historical patterns of success and failure to take risks) (Yordanova & Alexandrova, 2011: 274-286).

- Seize the opportunities:

(Al-Otaibi, 2008) described the opportunity as the gap in the market between what is possible and what is really there, and its exploitation by offering the best and what is valuable, and that opportunities are available at all times, and

it is not necessary to represent their existence. Exploiting them, this means that they have been effectively seen and distinguished, and the ability to distinguish opportunities is an important component of entrepreneurial success, in addition to the ability to exploit them in an appropriate manner (Qudimat, 2019: 29).

Seizing opportunities to maximize value creation, resource investment decisions must be made based on assessment of the added value of stakeholders, degree of uncertainty and risk, in order for organizations to develop a range of innovations to achieve short- and long-term goals and impacts, the main drivers that influence innovation success; and expected project impacts. The innovation phase of the entrepreneurship process benefits from the interaction of internal and external stakeholders because sometimes contributions from the knowledge and experience base of the Outside Extension lead to the creative solutions needed for innovation (fox, 2005: 117-118).

Flexibility

What is culture? The widely accepted definition of culture is by Freytag & Thurik (2007: 8) that views culture as "the collective programming of the mind". In this sense, the culture of entrepreneurship is a collective programming of the mind

towards the values and standards of entrepreneurship such as entrepreneurship, risk taking, acceptance of failure, openness to new and individual ideas, independence and achievement, as well as describing it (Stuetzer & etal, 2018: 4) seeing the entrepreneurship culture as an informal institution that constitutes legitimacy Entrepreneurship as an economic behavior, personality traits, standards and values. While he defined an entrepreneurial culture (Alayoubi, 2020: 7). On the other hand, it is "the atmosphere or climate that helps or encourages the generation of ideas, creativity and experience, and indicates the existence of a number of components of the culture of entrepreneurship, which are the components of the organization to conduct experiment, take risks and involve workers in the process of developing the organization." Fox also pointed to an entrepreneurial culture that has many elements. Such as creating value through innovation and change; freedom to grow and fail; commitment and personal responsibility; and ethics of integrity, trust and credibility (Fox, 2005: 108).

### **CHAPTER THREE: THE THIRD TOPIC: TESTING RESEARCH HYPOTHESES**

Examining the relationship between cognitive creativity and strategic

leadership in general and at the level of dimensions:

The first main hypothesis stems from the researcher's hypothesis (: There is a positive, positive, significant, significant correlation for cognitive creativity with strategic leadership and its dimensions). The tables below have shown positive correlations between the two variables of the research as a whole and on the level of dimensions, as the sub hypotheses are as follows:

- Human resources have a positive correlation with strategic leadership and its dimensions.
- Cognitive abilities are positively correlated with strategic leadership and its dimensions.
- Creative thinking is related to a positive, positive and significant correlation with strategic leadership and its dimensions.
- Motivation is related to a positive and positive correlation with strategic leadership and its dimensions.
- Organizational culture is directly related to positive and significant correlation with strategic leadership and its dimensions

With the aim of the researcher verifying the first main hypothesis and its four sub-hypotheses, the researcher resorted to the

statistical package (SPSS V.26) to test the hypotheses as follows:

- 1- The first sub-hypothesis: Human resources have a positive correlation with strategic leadership and its dimensions. From the results of Table (13) it becomes clear that there is no correlation relationship of human resources as an independent dimension with strategic leadership, and its dimensions are at the level of significance (0.05), thus accepting the null hypothesis (there is no positive correlation for human resources with strategic leadership and its dimensions).
- 2- The second sub-hypothesis: cognitive abilities are associated with a positive, direct correlation with strategic leadership and its dimensions.

It is evident to the researcher from the results of Table (13) the achievement of cognitive abilities two correlations out of five relationships, i.e. 40% of the relationships. 0.002), and with the overall strategic leadership (0.221 \*) weak at the level of significance (0.011), which indicates any increased interest by the researched factories with their cognitive capabilities, they will pay attention to flexibility and strategic leadership weakly,

while no relationships of cognitive abilities appeared with Taking risk, entrepreneurial culture, and investing opportunities, and from all of the above accept the second sub-premise.

- 3- The third sub-hypothesis: Creative thinking is related to a positive and moral correlation with strategic leadership and its dimensions.

Creative thinking achieved five correlations out of five with the strategic leadership and its dimensions, that is, with a percentage (100%) of positive relations, the strongest of these relationships was with flexibility, with a strong positive correlation co-efficient (0.530 \*\*), at the level of morale (0.000), and then with the adopted variable, strategic leadership with a positive negative correlation co-efficient (0.499 \*\*), average strength at the level of significance (0.000), and with risk tolerance (0.414 \*\*), positive correlation of medium strength at the level of significance (0.000), and with investing opportunities (0.378 \*\*) A positive correlation of medium strength at the level of significance (0.000), and finally, creative thinking was associated with the entrepreneurial culture with a positive direct correlation (0.175 \*) is weak at the level of significance (0.044). When the surveyed factories begin to pay attention to creative thinking, they will automatically

pay attention to strategic leadership and its relative dimensions from the strong to the medium and the weak. From all of the above results that became clear to the researcher through Table (13), the third sub-hypothesis is accepted.

The first main hypothesis: There is a positive, significant, correlation for cognitive creativity with strategic leadership and its dimensions. Cognitive creativity achieved a total of five positive moral direct correlations out of five, i.e., 100% of the relationships. The strongest of these relationships was overall strategic leadership with a positive correlation (0.542 \*\*) at the level of morale (0.000), and with the flexibility dimension. With a positive correlation (0.536 \*\*) at the level of significance (0.000), and with bearing

the risk of a positive correlation (0.407 \*\*) at the level of significance (0.000), and with investing opportunities with a positive significant correlation (0.377 \*\*) Medium Strength at the level of moral (0.000), and finally, the relationship of cognitive creativity with the entrepreneurial culture was positive (0.300 \*\*) medium strength at the level of moral (0.000), as these results indicate any additional interest that the factories researched give to cognitive creativity, it will provide additional interest With the strategic leadership and its dimensions as far as the relationship that binds them, and from all the above, accept the first main hypothesis of the research Table (13) matrix of cognitive innovation correlation and its dimensions with strategic leadership and its dimensions:

	Indicators	Risk-taking	Flexibility	Entrepreneurial Culture	Investing Opportunities	Strategic Entrepreneurship
<b>Human resources</b>	R	0.064	0.059	0.066	0.003	0.065
	Sig	0.467	0.502	0.451	0.974	0.462
	N	132	132	132	132	132
<b>Cognitive abilities</b>	R	0.134	0.267**	0.116	0.143	0.221*
	Sig	0.125	0.002	0.187	0.101	0.011
	N	132	132	132	132	132

Creative thinking	R	0.414**	0.530**	0.175*	0.378**	0.449**
	Sig	0.000	0.000	0.044	0.000	0.000
	N	132	132	132	132	132
Motivation	R	0.355**	0.461**	0.402**	0.383**	0.538**
	Sig	0.000	0.000	0.000	0.000	0.000
	N	132	132	132	132	132
Organizational culture	R	0.447**	0.576**	0.286**	0.457**	0.590
	Sig	0.000	0.000	0.001	0.000	0.000
	N	132	132	132	132	132
Cognitive creativity	R	0.407**	0.536**	0.300**	0.377**	0.542**
	Sig	0.000	0.000	0.000	0.000	0.000
	N	132	132	132	132	132

P\*\*<0.01, P\*<0.05

## CHAPTER FOUR: CONCLUSIONS, PROPOSALS AND FUTURE STUDIES

### First: The Conclusions Reached by The Practical Side:

1. The surveyed factories adopt a workforce without discrimination, objectivity and fairness, so their jobs and tasks are assigned to the two genders, according to the competence and experience acquired during the long years during which they have entered their job positions, which are based on their initial and higher university qualifications.

2. The factories in the research sample showed that they possess human resources, which qualified them to form a department

concerned with their affairs that is concerned with addressing their weaknesses and strengthening their strengths by placing them in training courses that raise their capabilities to perform current and future tasks, as well as granting them monthly salaries that do not meet their aspirations compared to With other organizations of common jurisdiction.

3. The surveyed factories showed their investment of cognitive capabilities in improving their level of cognitive creativity through the contribution of their members to developing job performance based on their experience and knowledge skills derived from years of experience and

their scientific qualifications, as well as granting them independence and freedom to use modern methods and means in the completion of their work.

4. It is evident that factories resort to creative thinking, when they aim to raise the level of cognitive creativity; by employing the ideas of their members, which are interconnected with current problems, in order to solve and address them, in addition to presenting a bouquet of diverse ideas and constructive proposals that are applicable according to circumstantial requirements.

**Second: Recommendations and Mechanisms Concerned with The Applied Aspect of Research:**

1. The surveyed factories should pay additional attention to the work force that they own by attracting and appointing qualified individuals and technical and administrative specialists with higher degrees, and diversifying the work force in light of the successive planning of leaders.

2. The necessity for factories to pay attention to improving the capacity of their members in a manner commensurate with the work and tasks assigned to them, and to provide training programs through which they overcome current weaknesses and enhance their strengths through the following mechanisms:

Reconsidering the current salary scale and wage and bonus programs, and comparing it with other competing organizations, in line with the economic situation, to keep their current members from attrition and leakage. Preparing training programs compatible with the directions.

Creating a specialized team to analyze and monitor the work environment, enhancing the strengths of individuals' performance, improving the level of weaknesses, and developing training programs in line with the factory's future directions.

Relying on objective criteria in evaluating the performance of individuals, avoiding bias and favoritism, by making the standard of productive efficiency for the individual in light of the number of tasks performed during the required unit of time.

3. More attention should be given to the cognitive capabilities of the researched factories, because of their role in enhancing knowledge creativity, especially by developing the capabilities of talented individuals and knowledge makers, to meet the challenges and the ability to diagnose problems and find appropriate solutions to them through:

Granting competent individuals independence and freedom to use modern methods and methods in completing work.

Activating the methods of brainstorming that develops the intelligence and intelligence of individuals, and increases their ability to face challenges and find appropriate solutions to them.

Working on the participation of individuals' intellectual and developmental contributions in senior management

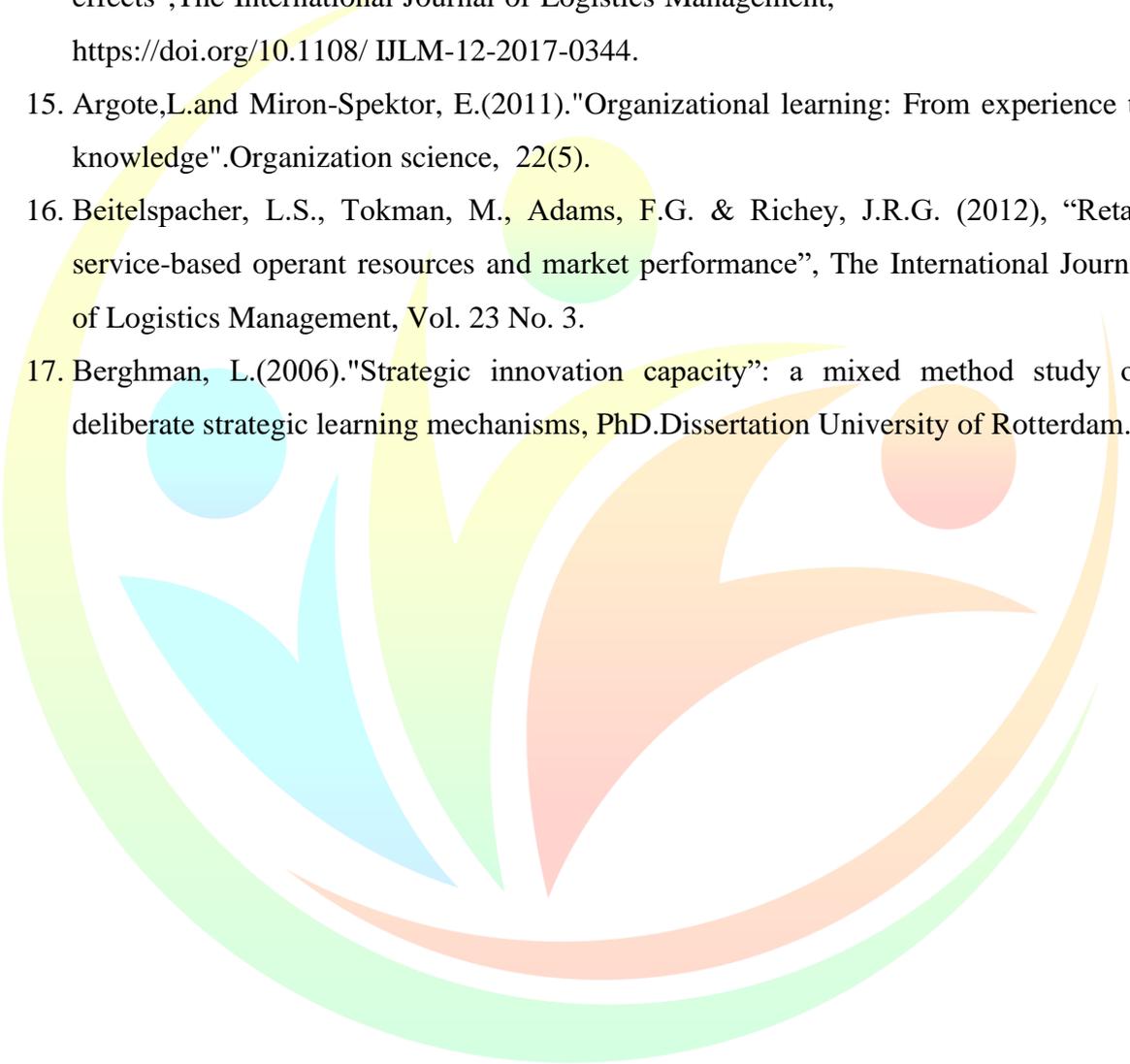
decisions as proposals that are transformed into improved decisions in light of their discussion.



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