



## The Effect of Strategic Physiognomy Capabilities In Reconfiguration the Organization : An Applied Study at the Central Oil Refineries Company in Iraq

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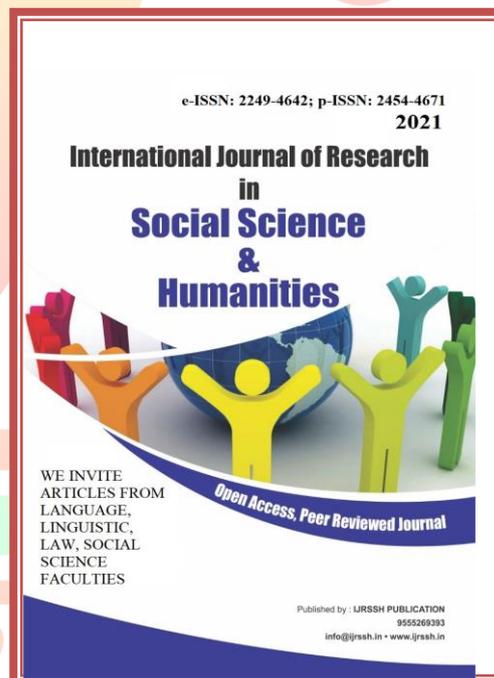
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**ABSTRACT**

The current research aims to investigate and detection the role of strategic in Oil Reconfiguration of Central Refineries Company through the dimensions represented by (empowerment, deep understanding, inspiration , and fast of environmental response. So, means that enables organizations in general to chart the correct paths to activate their practical and operational movement To achieve its goals through which it can serve the community in which it operates .Therefore, that these rapid ,turbulent changes and challenges facing these organizations necessitated them to make many transformations in a way they perform their future work. mostly focused Weak, organizations that do not make good use capabilities and skills have become unable , and in return it has become very clear unquestionably, Strategic management has occupied a central position in strategic management studies, through which organizations can outperform their competitors and stand firmly towards these challenges, in order to , survive and continue under the rapidly changing environmental conditions . Then, two main hypotheses were identified , from which several sub-hypotheses were branched out for the purpose of testing a relationship and influence between research variables , as the two researchers used the descriptive and analytical method to verify the testing of the research hypotheses , study was conducted at Refineries Company located in Baghdad , Dora area , study sample reached (100) As a director, questionnaire tool was relied upon as main method in collecting data , exploratory ,confirmatory factor analysis was carried out , ,the validity and reliability of the questionnaire was tested . To a set of results , most prominent of which is existence of a direct relationship between strategic physiognomy(SP) and reconfiguration.

**KEYWORD:** *Strategic physiognomy, capabilities , reconfiguration .*

## INTRODUCTION

Strategic physiognomy (SP) is a basic rule achieve its main position in strategic management studies. So, the way for an insightful vision by observing external phenomena and linking them with hidden knowledge to predict and meet needs of organizations from strategic elements necessary ,ensure their strategic success and sustainability (Dabbas,&Muhemmed,2018) .enable their members to make decisions to provide the necessary state of mind, organization as an entity that affects and is affected by environment surrounding. Therefore, influence must be reflected in formulation of organizational reconfiguration. Then, of change environment is harmony and harmony between organization's resources, environment, and formulated strategies (Al-Dulaimi, 2019) .

descriptive analytical approach was used as it is based on a comprehensive and detailed description of research problem, through a procedure through which information and data are collected to identify problem, nature of relationship and effect between dimensions of main , sub-variables are analyzed and understood. As study sample reached (100) managers, questionnaire tool was used as a tool to collect data, statistical methods of

descriptive analysis were relied upon. exploratory and confirmatory factor analysis and the validity and reliability test of questionnaire were used. Statistician (100) forms for searched sample. Statistical programs (Spss-V, 24) ,(AMOS-V.25) were used in processing and analyzing data, in addition to methods of descriptive analytical statistics (relative importance, Kendall correlation coefficient, arithmetic mean, standard deviation, coefficient of variation , coefficient of determination (R<sup>2</sup>) , As research hypotheses were built and it represented the nature of effect and relationship between variables in an initial and hypothetical form, with aim of verifying and testing them, it is possible to summarize research methodology as follows: -

### Research Problem

Researched variables require that they be addressed in our organizations, especially for senior leaders , because they need to understand and understand their workers that our organizations lack such a vision . It is characterized by the dynamism of competition. As study problem expressed can be in following questions: -

- What is level of availability of (Sp) in Central Refineries Company, which is

located within the Ministry of Oil formations?

- What is level of availability of dynamic capabilities in Central Refineries Company and extent of its ability to do so?
- What is extent of availability of strategic dimensions and dynamic capabilities as a requirement of work in Al-Wasat Refineries Company?
- What is effect of strategic physiognomy in enhancing dynamic capabilities of organization?
- Does company invest the strategic physiognomy among sample members in a manner that achieves its strategic objectives?

### **Importance of Research**

As the importance of the study lies through the achievement of the following matters:

- Helping the senior management to identify how to invest strategic physiognomy as an organizational thought that helps in improving dynamic capabilities through future outlook and the ability to analyze the surrounding work environment and anticipate future events.
- Its importance derives from importance of industrial sector in Iraq , especially the industrial oil companies. Its main goal is the survival and continuity of organization through the appropriateness of strategic vision of various and accelerating changes and developments.

- Identifying level of capabilities and capabilities of company being researched in field of studied study variables.

- Attracting attention and interest of target company (The Central oil Refineries Company) to such important and purposeful issues that help to develop and develop capabilities of strategic leaders , as these dynamic and renewable variables possess lofty ideas and goals that advance company's reality and enhance its ability to face rapidly changing environmental challenges.

### **Research objectives:**

The research objectives are reflected in achieving a set of objectives as follows: -

- What is level of availability of strategic vision in researched company?
- Knowing the availability of reconfiguration methods in the researched company.
- The extent of the possibility of applying the strategic physiognomy in the researched company and its effect on the reformation.

### **Research Hypotheses**

The research starts from two main hypotheses:

- There is a significant and significant correlation between strategic physiognomy and reconfiguration.

▪ Strategic physiognomy has a significant effect on reconfiguration.

**Research Methodology** Included to as a plan that clarifies and specifies methods, procedures and steps for collecting and analyzing data, in order to design the research and its procedures . Researcher relied in current study on (descriptive-analytical) approach based on a survey of sample members 'opinions about study variables, as it is an approach that has a comprehensive view and description of what an object is and its interpretation, which provides an ideal way to obtain adequate information through which reality is perceived, its phenomena are analyzed and interpreted. Subject them to study to reach accurate final results that can be adopted and circulated .

**Research Community and Sample** It included the Central oil Refineries Company in Dora area in Baghdad , included the General Director and the Associate of Administrative Affairs , as it decided to choose intentional sample method from research sample (the managers) when determining sample size , general managers and their assistants, department directors , head of people and unit managers , being most experienced and awareness of research variables as well as their administrative . scientific level that they possess, in addition to their

proficiency in job, as sample included (100) managers .

## LITERATURE REVIEW

### Strategic Physiognomy(SP)

referred (Zhang et al., 2017.) that a science based on clear systematic studies of facial features, physiological structure, In order to, mental state of a leader who tends to be able to evaluate the performance of workers and interact with them. As for the researcher (Hussain, 2018), he defined it as a group of mental and mental activities and emotions that affect the movement of face and translate the expressions that appear on the features of the workers, as it reflects the psychological nature of its workers in a direct way, and facilitates reading the mind and analyzing the personality. (SP) is a perceptual process that the higher leadership possesses through thinking instead of feeling physically, in addition to the language of non-verbal communication with workers, which can only be known through the acumen and ability of leader.

The process of a psychological diagnosis of personality is ability to judge internal qualities of employees from personal traits, to reach a conclusion about their personality , goals in order to achieve the goals and vision of the organization. Inference without the middle limit of experiences and knowledge , devoted to

seeing , anticipating opportunities through the ability to foresee, inspiration and appreciation, as well as the presence of intelligence, acumen a deep understanding to explain the environmental phenomena that surround them, draw a picture of their future, maintain their organizational health and know emotional states of the mood and impression of its members Sixth them (AL- Dulaimi, 2019).

Its importance lies in what must be achieved in terms of sustainable competitive advantage for organizations and strengthening factors. So, internal strength to achieve its aspiration it fast of response to accelerating environmental changes The ability of higher leadership through strategic vision to achieve the superior performance and organizational sustainability necessary for the survival of the organization and increase its prosperity and growth for a long term (Oghenejobo, 2014.), as it helps leaders to reach a strategic result because of their knowledge , insight in thinking and mastering problem solving organization, (SP) enhances the ability of senior leadership to accomplish administrative tasks and work to improve the strategic vision of the organization (Hughes et al.,2014.) It ability to attract and retain the best effective competencies, it enhances intrinsic motivation, as well as encouraging employees to participate diligently . Learning and strengthening

their inspiring skills (Horwitch&whipple,2014.), Senior leadership is characterized by organizational effectiveness and efficiency in defining the direction of the organization and creating a team focused on reaching it (Hossain, 2015.) .

#### ▪ Empowerment

Empowerment allows workers to pause in the constant flow of stimuli, and consciously decide how to act subtly, rather than respond backwards. Therefore, it helps the senior leadership and workers to think effectively, focus precisely on the current task, the ability to deal with situations of tension and turmoil, enhance the ability of workers to think consciously, generate mental agility, keep pace with rapidly changing conditions and adapt to them, and increase the speed of knowledge of new matters, and on The organizational level increases confidence in leadership, unlocking the full potential of individuals, and in addition, enhancing employee participation (Greiser & Martini, 2018.).

He tries to establish his foundation in training subordinates by giving knowledge of their work, better working conditions, and a better flow of information regarding organizational and adjustment strategies in the hierarchical structure of the company. His fundamental goal is for workers to feel more satisfied with their work and that it

leads to superior performance. Employees, administrators or teams at all levels of the organization, have power to make decisions without requiring permission from their heads (Al-Dulaimi,2019.).

#### ▪ **Deep Understanding**

Organizations realized importance of strategic understanding and began to fulfill their requirements for this type of intelligence, as they sought to harmonize it with patterns of intelligence (emotional, competitive and business) and train their leadership to develop and effectively manage their elements to reach the limits of the strategic understanding of organizational leaders, as well as preparing to provide information to decision-makers and formulate strategies and plans in Organizations in general, and in service organizations in particular, in addition to an understanding between many topics of social capital and cultural knowledge management systems, as referred the strategy depends entirely on the organization's mission, capabilities, challenges and external opportunities. Reflecting appropriate cultural awareness to suit the organization and its environment (Hussain, 2018.).

in the era of globalization, privatization and information technology In the digital economy, different business organizations find themselves dominated by competitive

advantage and struggle for survival. Therefore, they have great commitments in decision-making, decision-making in a business organization must be based on a scientific methodology and a number of technical tools and techniques that will rationalize decisions to reach the best results that ensure that the organization is distinguished from others, and this depends on a deep understanding of any of them ( Dabbas & Muhemmed, 2018.).

#### ▪ **Inspiration**

There is a common relationship between creativity and inspiration, especially in its positive effects, as inspiration in turn leads to the production of more creative work and solving problems in a more effective way, as it is linked to the positive variables of well-being on an ongoing basis, including the emotional and cognitive aspects, as inspiration enhances the performance of individual work It gives energy that activates the capabilities of workers in their work, and seeks to achieve job satisfaction at work. In addition, it helps workers to persevere in increasing the productivity and profitability of the organization (Yuan, 2015.).

#### **Fast environmental response**

Response refers to the organization's ability to enable accelerated changes in the environment in a timely manner. Response

can be measured by the relative number of opportunities available and invested (Li & Holsapple, 2008.). (Mustafa ,2010: 8) indicated that the environmental response is defined by different implications to include the ability to change, and it represents the organization's internal practices to easily reconfigure resources as a quick response to changes in the business environment. he (O jha, 2008.) emphasized that all circulating contents share two factors, response and change, as change is always interactive, meaning that the use of internal organization elements to improve the organizational response to current or expected change, as any change occurs in the environment of the organization It may impose a change in the formation and structure of the organization, which in turn determines the failure or success of the organization, as it represents an internal ability to rapidly reconfigure organizational capabilities (Doz & Kosonen,2010 .) , which confirms that the strategic study has the effect of being concerned with environmental response (Kettunen, 2010.) :

- **Right strategic:** future path of the organization by searching for new innovations that support the strategy,
- **Insight:** ability to perceive, analyze , understand a complex strategic situation as it develops, and to benefit innovations when discovered.

### Concept of Reconfiguration

Organizations make efforts to maintain competitive advantage in long run. It is imperative that the organization reunify assets and organizational structures and reconfigure them to deal with modern technology markets. In addition, to maintain the superior performance of organization, organization must develop culture of organization, design reward systems and retain the talents and competencies possessed by the employees (Teece, 2007.)So,The Reconfiguration includes two basic processes which are as follows:

- The creation of capabilities that can be created internally or obtained from external sources. Capacity building is internally related to transforming existing capabilities, that is, modifying the look or appearance of existing capabilities within the organization (Carlile, 2004).
- Capacity building refers to sharing, communicating and linking new capabilities in an organization with existing resources and capabilities (Teece et al., 1997). ability to reconfigure allows the organization to ignore, modify or reconstruct organizational procedures and practices in order to make operations more efficient and effective, thus improving organizational effectiveness. key to the effectiveness and success of organizations

depends on their ability to demonstrate effective leadership and implement appropriate transformation governance. reconfiguration capacity is ability of an organization to generate capacity to integrate existing capabilities (Capron and Mitchell, 2009) .

Reconfiguration depends on integration of new organization's resources and assets because reconfiguration of existing operational capabilities requires different types of joint interaction, and since the knowledge obtained through learning is usually at individual level, the integration of this knowledge at organizational level is necessary to redeploy New configurations of operational capabilities (Pavlou & Sawy, 2011.).

ability to reconfigure activities includes Such as redistributing and redesigning resources, So , ability to do a mechanism for companies to obtain new resources and seize innovative benefit (Karim & Capron, 2016.) .

Reconfiguration refers to organization's ability to reconfigure its resources and assets in order to achieve the sustainability and continuity of organization, keep abreast of rapid environmental changes and work to develop in internal and external environment, this requires availability of a set of capabilities, especially with regard to individual ,

organization capabilities , motivating them towards providing more creativity and cooperation, which helps The organization was able to achieve best utilization of capacity (Zhou et al., 2017.).

From foregoing, it is necessary for higher management in organization to bring its capabilities in order to be adequately aware of requirements of these dimensions, as its actual and realistic approval suffers from gaps and many determinants that could affect its results, which necessitated a degree of seriousness about bringing them as best as possible, especially that organization is working In a dynamic, highly changing and developing environment, process of keeping pace with it needs organizational capabilities (Touhi, 2020.).

## **FINDINGS, ANALYSIS AND DISCUSSION**

### **Analysis of SP**

Through Table (1) we can display and analyze results related to a parameter main variable (SP) included four dimensions, which recorded results of statistical measures as shown below:

- Record first dimension (empowerment) that included seven questions, as weighted arithmetic mean recorded a value of (4.0143) standard deviation was (0.7434)

based on what was determined from the category values, so response of researched sample is considered high on area of Likart scale, this indicates That sample is about empowerment and in a positive direction, and relative importance is (80%), which is a very good percentage in terms of importance.

As for the questions of this dimension, question No. (6) obtained the largest average of (4.1300), which refers to (possessing effective and efficient communication channels to connect all sections.) value of standard deviation was (0.8122) and relative importance reached (83%), which is a percentage. Importantly, very good.

As for the smallest arithmetic average, it was for question (2) with an arithmetic average of (3.9000), which represents (the pursuit of the smart company to achieve leadership). standard deviation was (0.9045) relative importance reached (78%), which is a good percentage in terms of importance.

- As for second dimension (deep understanding), it also included seven questions, and weighted arithmetic mean reached (3.8500) a standard deviation of (0.8003). Dimension, relative importance has reached (77%), which is a good percentage in terms of importance.

With regard to the questions, question No. (7) was recorded on the largest average of (4.0400), which indicates (taking control and being smart when dealing with opportunities) and standard deviation was (0.8752), relative importance of question was recorded (81%), which is a very good percentage of Where is the importance.

As for lowest arithmetic mean, question No. (3) had an arithmetic mean of (3.6200), referring to (strategic intelligence through activating effective thinking methods for workers.) With a standard deviation of (0.9927) relative importance of (72%).

- As for third dimension (inspiration), it included seven questions as well, weighted arithmetic mean reached (3.8543), which is with a standard deviation of (0.8379). relative importance was recorded at (77%), which is a good percentage in terms of importance.

As for the questions, question No. (4) was recorded on the largest average of (4.1500), which indicates (encouraging workers to carry out their tasks fully) and standard deviation reached (0.9468), relative importance of question was recorded at (83%), which is a very good percentage. In terms of importance.

As for lowest arithmetic mean, question No. (3) had an arithmetic mean of (3.6900)

and it refers to (pursuing a policy of motivation to stimulate future ideas of the mental abilities of workers) with a standard deviation of (1.0318) relative importance of (74%) was recorded, which is a good percentage in terms of importance.

▪ As for fourth dimension (environmental response velocity), it included seven questions, weighted arithmetic mean reached (3.7029) with a standard deviation of (0.7607). They agree to a high extent and in the direction of positive with regard to this dimension, relative importance has reached (74%) it is good in terms of importance.

As for questions, Question No. (3) got the highest average of (4.0200), which refers to (directing its energies to achieve a quick response in performance of its activities)

standard deviation was (0.8038) relative importance of question was (80%), which is a good percentage in terms of Importance .

As for lowest arithmetic mean, question No. (5) had an arithmetic mean of (3.5100) and it refers to (possessing a diversified tactic in exploring data faster than competitors to seize opportunities) and with a standard deviation of (1.0298) relative importance of (70%) was recorded which is a good percentage In terms of importance.

In general, for (first major variable) (strategic physiognomy), weighted arithmetic mean was (3.8554) with a standard deviation of (0.7302). In a positive direction, relative importance was recorded by an amount (77%), which is a good percentage in terms of importance.

**Table (1) level answers of Sample for main variable paragraphs (SP)**

	Strongly disagree	I do not agree	Neutral	Agreed	Strongly Agree	N	Arithmetic mean	Standard deviation	Weighted percentag	Coefficie nt of
<b>A: Empowerment</b>										
Dedicating efforts to more knowledge and creativity as a knowledge fund to predict the future.	2	6	9	65	18	100	3.9100	0.8299	78	21.2
Striving towards the smart company to achieve leadership.	0	9	19	45	27	100	3.9000	0.9045	78	23.2
Find inspiring agents who are able to design and make future decisions.	1	9	14	39	37	100	4.0200	0.9845	80	24.5

Motivating workers to take on the challenge and the risk.	1	7	13	44	35	100	4.0500	0.9252	81	22.8	
Participation of qualified personnel in strategic decision-making.	1	5	16	47	31	100	4.0200	0.8759	80	21.8	
Owning effective and efficient communication channels to connect all departments.	1	5	6	56	32	100	4.1300	0.8122	83	19.7	
Urging workers to provide creative ideas constantly.	1	5	16	42	36	100	4.0700	0.9018	81	22.2	
<b>Total</b>							<b>4.0143</b>	<b>0.7434</b>	<b>80</b>	<b>18.5</b>	
	Strongly disagree	I do not agree	Neutral	Agreed	Strongly Agree	N	Arithmetic mean	Standard deviation	Weighted percentage	Coefficient of	
<b>B: Deep understanding</b>											
A deep awareness of dealing with expected future crises.	5	7	9	42	37	100	3.9900	1.0963	80	27.5	
Informed decision after an in-depth analysis of the company's capabilities.	1	7	23	55	14	100	3.7400	0.8241	75	22.0	
Strategic intelligence by activating effective methods of thinking for workers.	3	11	24	45	17	100	3.6200	0.9927	72	27.4	
Insight in assessing things and their consequences.	5	7	17	57	14	100	3.6800	0.9732	74	26.4	
Sharing knowledge and learning stories in order to find solutions that fit its vision and goals.	1	6	17	55	21	100	3.8900	0.8396	78	21.6	
Dealing with wisdom and high reliability with employees.	1	9	12	46	32	100	3.9900	0.9481	80	23.8	
Take ownership and be smart when dealing with opportunities.	1	5	15	47	32	100	4.0400	0.8752	81	21.7	
<b>Total</b>							<b>3.8500</b>	<b>0.8003</b>	<b>77</b>	<b>20.8</b>	
<b>The degree of resolution</b>											

	Strongly disagree	I do not agree	Neutral	Agreed	Strongly Agree	N	Arithmetic mean	Standard	Weighted	Coefficient of
<b>A: Inspirations</b>										
Taking employees' opinions and creative ideas.	3	12	5	48	32	100	3.9400	1.0619	79	27.0
Extreme accuracy for the success of decisions and the achievement of goals.	1	6	14	52	27	100	3.9800	0.8643	80	21.7
Adopting a policy of motivation to stimulate future ideas for the mental capabilities of workers.	1	16	19	41	23	100	3.6900	1.0318	74	28.0
Encouraging workers to carry out their duties to the fullest extent.	3	4	8	45	40	100	4.1500	0.9468	83	22.8
Follow the method of generating opinions and ideas completely freely.	1	15	23	40	21	100	3.6500	1.0088	73	27.6
Enhancing the ability of employees to increase motivation regularly.	1	8	24	46	21	100	3.7800	0.9054	76	24.0
Inspiring creative ideas as a vital factor to ensure success.	5	5	14	58	18	100	3.7900	0.9671	76	25.5
<b>Total</b>							<b>3.8543</b>	<b>0.8379</b>	<b>77</b>	<b>21.7</b>
	Strongly disagree	I do not agree	Neutral	Agreed	Strongly Agree	N	Arithmetic mean	Standard deviation	Weighted percentage	Coefficient of
<b>D: The Fast of the environmental response</b>										
Developing its capabilities and capabilities to address internal weaknesses and exploit available environmental opportunities.	1	7	12	61	19	100	3.9000	0.8227	78	21.1
Possess a constant vigilance that enhances their ability to cope with unlikely environmental changes.	1	6	27	50	16	100	3.7400	0.8363	75	22.4
Directing its energies to achieve a quick response in the performance of its activities.	0	7	10	57	26	100	4.0200	0.8038	80	20.0

Adopting environmental sensing by searching for competitors' information and environmental changes.	3	9	31	44	13	100	3.5500	0.9361	71	26.4
Having a versatile tactic in exploring the data faster than competitors to seize opportunities.	3	16	23	43	15	100	3.5100	1.0298	70	29.3
The use of a mechanism that ensures dynamic performance and positive interaction with the environment.	1	9	33	46	11	100	3.5700	0.8439	71	23.6
Adopting strategic intelligence to collect information about competitors and their goals.	5	13	16	46	20	100	3.6300	1.0978	73	30.2
<b>Total</b>							<b>3.7029</b>	<b>0.7607</b>	<b>74</b>	<b>20.5</b>
<b>Total of the first variable (strategic physiognomy)</b>							<b>3.8554</b>	<b>0.7302</b>	<b>77</b>	<b>18.9</b>

**Source: Based on results of statistical analysis**

### Analysis of Reconfiguration Data

As for dependent variable (reconfiguration), it also included seven questions, and the weighted arithmetic mean reached (3.9829) and a standard deviation of (0.8148). relative importance has been recorded at (80%), which is a very good percentage in terms of importance.

As for questions, question No. (6) was recorded on largest average of (4.1300), which indicates (use of methods, methods and modern administrative technology to

simplify work procedures) standard deviation was (0.8122), relative importance of question was recorded at (83%), which is a good percentage. Very important.

As for lowest arithmetic average, question No. (1) had an arithmetic mean of (3.8800), referring to (re-diversifying its internal and external resources to obtain new products) and a standard deviation of (0.9669). relative importance was recorded at (78%), which is a good percentage in terms of importance .

Table (2) level of answers of sample for independent paragraphs (reformatting)

	The degree of resolution					N	Arithmetic mean	Standard deviation	Weighted percentage	Coefficient of
	Strongly disagree	I do not agree	Neutral	Agreed	Strongly Agree					
<b>Reconfiguration</b>										
Re-diversifying its internal and external resources to acquire new products.	3	8	11	54	24	100	3.8800	0.9669	78	24.9
Modification or re-arrangement of procedures from organizational practices in order to make operations more efficient and effective.	3	5	17	44	31	100	3.9500	0.9783	79	24.8
Reuse its resources and assets for business continuity and sustainability.	3	3	12	52	30	100	4.0300	0.9040	81	22.4
Determine the job role of workers to facilitate appropriate decision-making.	2	6	11	51	30	100	4.0100	0.9156	80	22.8
Attracting talents and investing the distinguished capabilities of human cadres.	3	7	22	28	40	100	3.9500	1.0860	79	27.5
Using modern administrative methods, methods and technology to simplify work procedures.	1	6	3	59	31	100	4.1300	0.8122	83	19.7
Exerting efforts and capabilities to achieve a sustainable competitive advantage.	3	3	17	52	25	100	3.9300	0.9018	79	22.9
<b>Total</b>							<b>3.9829</b>	<b>0.8148</b>	<b>80</b>	<b>20.5</b>

Source: Based on results of statistical analysis

**Correlations between variables** From Table (3) it is possible to know the nature of relationship between main variable (**Strategic physiognomy**) and independent variable (**Reconfiguration**), depending on the Kendall correlation coefficient as follows:

**Table (3) shows values of Kendal correlation coefficient between the independent variable, reconfiguration, and second major variable, strategic physiognomy, with its dimensions**

	Empowerment	Deep understanding	Inspirations	Fast environmental response	Strategic physiognomy
<b>Reconfiguration</b>	<b>**0.515</b>	<b>**0.570</b>	<b>**0.681</b>	<b>**0.609</b>	<b>**0.693</b>
<b>P-valu Values</b>	0.000	0.000	0.000	0.000	0.000
<b>Significance limit at a significant limit 0.01</b>	Moral	moral	moral	moral	Moral

**Source: based on results of electronic calculator**

\* \* Indicates at 0.01 level of significance.

Kendall correlation coefficient shows nature of correlations between independent variable reformatting and the second major variable (strategic physiognomy and its dimensions, empowerment /deep understanding / inspiration / fast of environmental response), as Kendall correlation coefficient showed a complete positive significant correlation between independent variable, reconfiguring with strategic physiognomy with its dimensions (Empowerment / deep understanding / inspiration / fast of environmental response) as correlation coefficient for Kandal reached its value (0.515, 0.570, 0.681, 0.609, 0.693) respectively and as shown in table below, which is a significant correlation at a significant

degree (0.01) if value of P -value (level of significance) is smaller than degree of significance, so there is a significant correlation relationship. This indicates a positive relationship between the reconfiguration and each of (empowerment / deep understanding / inspiration / fast of environmental response), as for type of relationship it is a direct relationship, that is, more reformation increases, more (empowerment / deep understanding / inspiration / fast of environmental response) This is justified for purpose of accepting first main hypothesis.

independent variable (reconfiguring) achieved with main variable (strategic physiognomy), Kandal correlation coefficient achieved a positive significant

correlation, reaching (0.693), which is a significant correlation at a significant degree (0.01) if P-value (level of significance) is lower than The level of significance with that there is a significant correlation relationship, and this indicates the existence of a significant correlation relationship.

### **Relationships between research variables**

Table (4) shows the results of regression analysis of effect (SP) in its dimensions (empowerment / deep understanding / inspiration / fast of environmental response) in the reconfiguration. Dimensions of main variable (empowerment / deep understanding / inspiration / fast of environmental response), as the calculated value of (F) was (87.843, 116.557, 118.603, 90.598, 239.751), respectively, calculated value of (F) was greater than tabular value at level of significance (0.05,0.01) under degree of freedom (1, 98) and (R<sup>2</sup>) explained same (47%, 54%).

, 55% and 48%), respectively, of amount of contributions made to (empowerment / deep understanding / inspiration / fast of environmental response). The value of () amounted to (0.754, 0.750, 0.720, 0.742, 0.746), respectively, indicating that change that occurs in the reformulation by one unit leads to an increase in (empowerment / deep understanding / inspiration / fast of environmental response) by (0.958). , 1.094, 1.210, 1.234, 1.091), respectively, results recorded a significant impact relationship, as the calculated value of (F) was (239.751), which is greater than tabular value at a level of significance (0.05,0.01) and below degree of freedom (1, 98) (R<sup>2</sup>) explained percentage of (71%) of amount of contributions made to achievement of strategic physiognomy, value of amounted to (0.746) and indicates that change occurs in strategic physiognomy by one unit leads to an increase in realization of reconfiguration by (0.746) This indicates acceptance of the second main hypothesis.

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**Table (4) A statement results effect of independent variable of reconfiguring (SP) with its dimensions**

Independent variable	Dependent variable	The value of the constant a	Beta coefficient value $\beta$	coefficient value $R^2$	The computed F value	Indication level (0.05)
reconfiguration	Empowerment	0.958	0.754	%47	87.843	moral
	Deep understanding	1.094	0.750	%54	116.557	moral
	Inspirations	1.210	0.720	%55	118.603	moral
	Fast environmental response	1.234	0.742	%48	90.598	moral
	Strategic physiognomy	1.091	0.746	%71	239.751	moral

Source: Prepared by the two researchers, depending on results of electronic calculator

- Tabular F value below significance level (0.05) and degree of freedom (98.1) = 4.00

- Tabular F value below significance level (0.01) and degree of freedom (98.1) = 7.08

## CONCLUSIONS

AND

B. Existence company's possession of strategic (empowerment, deep understanding, inspiration, and fast of environmental response).

## RECOMMENDATIONS

### Conclusions

The most important conclusions reached by researchers through results of statistical analysis in previous paragraphs will be mentioned as follows:

A. results of statistical analysis showed that company's management enjoys a strategic analysis and its ability to keep pace with challenges it faces rapid changes in work environment.

C. results of correlation analysis confirmed the active role of reconfiguration in Target Company, this indicates acceptance of first main hypothesis.

D. influence relations indicated consistent with what was mentioned. This confirms the role of (SP) in reconfiguration, indicates acceptance of second main hypothesis.

### Recommendations

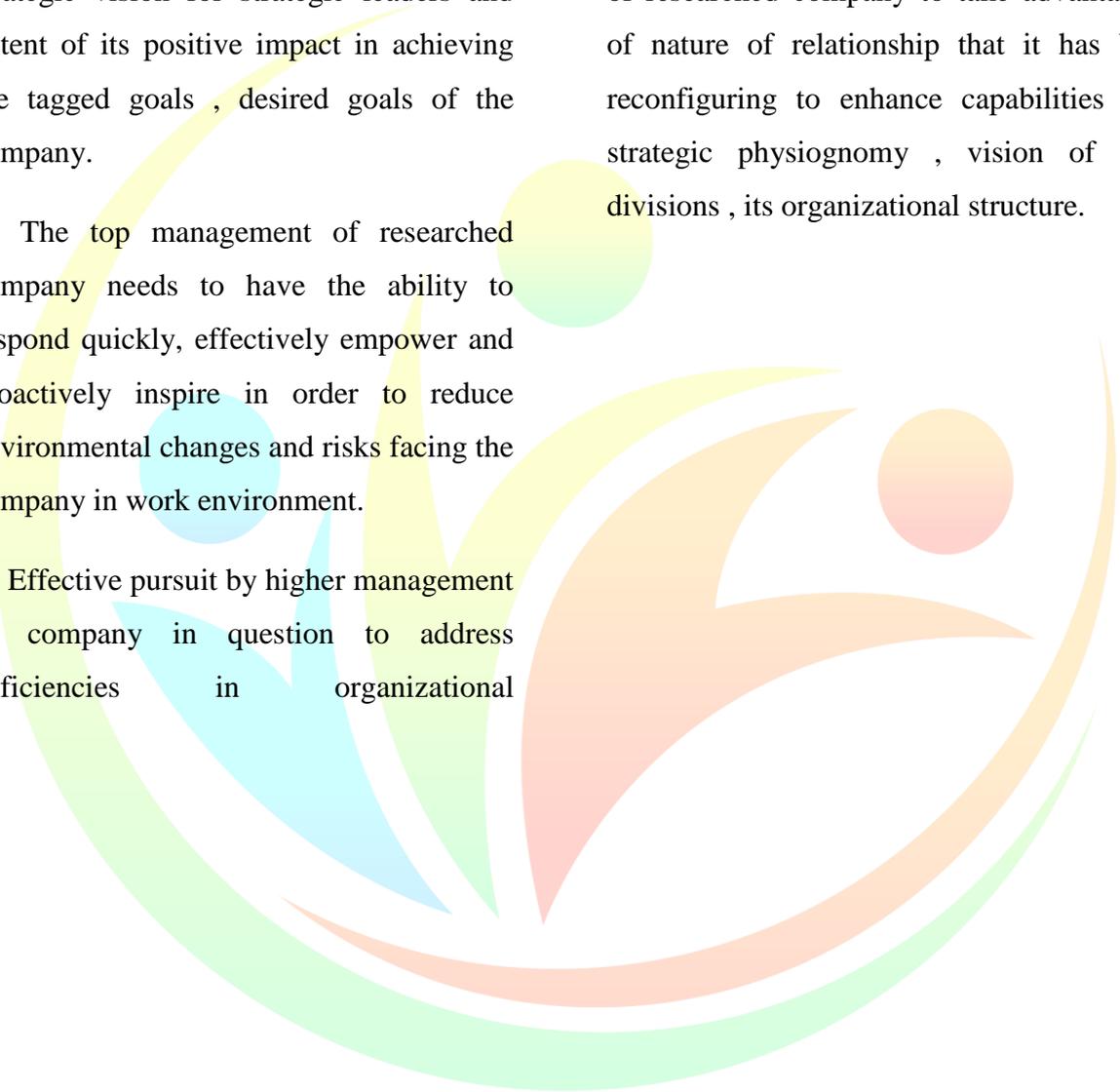
A. Working to enhance level of organizational awareness of higher management in researched company regarding the importance and role of strategic vision for strategic leaders and extent of its positive impact in achieving the tagged goals , desired goals of the company.

B. The top management of researched company needs to have the ability to respond quickly, effectively empower and proactively inspire in order to reduce environmental changes and risks facing the company in work environment.

C. Effective pursuit by higher management of company in question to address deficiencies in organizational

reconfiguration of company, by setting policies , programs , adopting an approach that enables it to manage it efficiently and effectively.

D. The necessity for higher management of researched company to take advantage of nature of relationship that it has by reconfiguring to enhance capabilities of strategic physiognomy , vision of its divisions , its organizational structure.

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 yellow, orange, and red. This central figure is set against a background of larger, sweeping curves in shades of green and blue. The overall design is dynamic and modern.

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