


THE ROLE OF DISTINCT CORE CAPABILITIES IN ACHIEVING ORGANIZATIONAL BRILLIANCE / AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF MANAGERS WORKING IN THE IRAQI GENERAL COMPANY FOR CEMENT / KUFA CEMENT FACTORY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 27 January 2023</p> <p>Accepted 21 March 2023</p>	<p>Purpose: The purpose of this study is to achieve several goals by defining the correlation and influence of distinct core capabilities (through its dimensions (organizational resources, human resources, capabilities)) in achieving organizational brilliance (through its dimensions of (brilliance in leadership, brilliance in service and innovation, brilliance in knowledge).</p>
<p>Keywords:</p> <p>Distinct Intrinsic Capabilities; Organizational Brilliance; Kufa Cement Factory.</p>	<p>Theoretical framework: The research dealt with the theoretical aspect of the concepts related to the variable of distinct fundamental capabilities and organizational brilliance as they are modern and contemporary concepts and have an administrative nature on business organizations that seek excellence and leadership in their field of business, where the Kufa Cement Factory was chosen as an applied field to show the extent of applying the essential capabilities that have positive effects in Achieving organizational brilliance in the laboratory.</p>
	<p>Design/methodology/approach: The questionnaire was used as a tool for collecting the necessary data and information, through an intentional sample of (124) represented by senior administrations, heads of departments, directors of divisions and units in the Kufa cement factory, and the descriptive analytical method was used mainly in Presentation, analysis and interpretation of research information.</p>
	<p>Findings: The findings: Thebased on a set of statistical methods such as confirmatory factor analysis and structural equation modeling method to measure the effect relationship, arithmetic mean, standard deviation, coefficient of variation, modified analysis and Pearson correlation through statistical programs (SPSS V.24; Amos V.23).</p>
	<p>Research, Practical & Social implications: The Among the most prominent findings of the research is the interest of the Kufa Cement Factory management in adopting distinct core capabilities and rationalizing their use in terms of attention to organizational resources, improving the internal work environment, and directing employees to cooperate and follow helpful behaviors and work in a team spirit in order to ensure the improvement of manufacturing, achieving the necessary goals and strengthening the basic capabilities of the plant from It would improve the level of organizational brilliance in the future study.</p>
	<p>Originality/value: The value of the study stems from its handling of an important sector, which is the industrial sector, as this sector is considered the most important and effective in the process of economic development.</p>
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O PAPEL DAS CAPACIDADES ESSENCIAIS DISTINTAS PARA ALCANÇAR O BRILHO ORGANIZACIONAL / UM ESTUDO EXPLORATÓRIO DAS OPINIÕES DE UMA AMOSTRA DE GERENTES QUE TRABALHAM NA EMPRESA GERAL IRAQUIANA DE CIMENTO / FÁBRICA DE CIMENTO KUFA

RESUMO

Objetivo: O objetivo deste estudo é atingir vários objetivos, definindo a correlação e influência de distintas capacidades essenciais (através de suas dimensões (recursos organizacionais, recursos humanos, capacidades) na obtenção do brilho organizacional (através de suas dimensões de (brilho na liderança, brilho no serviço e na inovação, brilho no conhecimento).

Estrutura teórica: A pesquisa tratou do aspecto teórico dos conceitos relacionados com a variável das distintas capacidades fundamentais e brilhantismo organizacional, pois são conceitos modernos e contemporâneos e têm natureza administrativa sobre organizações empresariais que buscam excelência e liderança em seu campo de negócios, onde a Fábrica de Cimento Kufa foi escolhida como campo aplicado para mostrar a extensão da aplicação das capacidades essenciais que têm efeitos positivos em Alcançar o brilhantismo organizacional no laboratório.

Design/metodologia/abordagem: O questionário foi utilizado como uma ferramenta de coleta de dados e informações necessárias, através de uma amostra intencional de (124) representada por administrações sênior, chefes de departamentos, diretores de divisões e unidades da fábrica de cimento Kufa, e o método analítico descritivo foi utilizado principalmente na Apresentação, análise e interpretação de informações de pesquisa.

Conclusões: As constatações: O baseado em um conjunto de métodos estatísticos tais como análise fatorial confirmatória e método de modelagem da equação estrutural para medir a relação de efeito, média aritmética, desvio padrão, coeficiente de variação, análise modificada e correlação de Pearson através de programas estatísticos (SPSS V.24; Amos V.23).

Pesquisa, implicações práticas e sociais : Entre as descobertas mais proeminentes da pesquisa está o interesse da gerência da Fábrica de Cimento Kufa em adotar capacidades essenciais distintas e racionalizar seu uso em termos de atenção aos recursos organizacionais, melhorar o ambiente de trabalho interno e orientar os funcionários para cooperar e seguir comportamentos úteis e trabalhar em espírito de equipe, a fim de assegurar a melhoria da fabricação, alcançar as metas necessárias e fortalecer as capacidades básicas da fábrica a partir de Ela melhoraria o nível de brilhantismo organizacional no estudo futuro .

Originalidade/valor: O valor do estudo deriva de seu manejo de um setor importante, que é o setor industrial, pois este setor é considerado o mais importante e eficaz no processo de desenvolvimento econômico.

Palavras-chave: Distintas Capacidades Intrínsecas, Brilhantismo Organizacional, Fábrica de Cimento Kufa.

EL PAPEL DE LAS CAPACIDADES BÁSICAS DISTINTAS EN EL LOGRO DE LA BRILLANTEZ ORGANIZACIONAL / UN ESTUDIO EXPLORATORIO DE LAS OPINIONES DE UNA MUESTRA DE GERENTES QUE TRABAJAN EN LA EMPRESA GENERAL IRAQUÍ PARA EL CEMENTO / FÁBRICA DE CEMENTO KUFA

RESUMEN

Propósito: El propósito de este estudio es alcanzar varios objetivos mediante la definición de la correlación y la influencia de las capacidades básicas distintivas (a través de sus dimensiones (recursos organizativos, recursos humanos, capacidades)) en el logro de la brillantez organizativa (a través de sus dimensiones de (brillantez en el liderazgo, brillantez en el servicio y la innovación, brillantez en el conocimiento) .

Marco teórico: La investigación abordó el aspecto teórico de los conceptos relacionados con la variable de las capacidades fundamentales distintivas y la brillantez organizativa ya que son conceptos modernos y contemporáneos y tienen un carácter administrativo sobre las organizaciones empresariales que buscan la excelencia y el liderazgo en su campo de actividad, donde se eligió la Fábrica de Cemento de Kufa como campo aplicado para mostrar el grado de aplicación de las capacidades esenciales que tienen efectos positivos en la consecución de la brillantez organizativa en el laboratorio.

Diseño/metodología/enfoque: Se utilizó el cuestionario como herramienta para recopilar los datos y la información necesarios, a través de una muestra intencional de (124) representados por altos cargos de la administración, jefes de departamentos, directores de divisiones y unidades de la fábrica de cemento de Kufa, y se utilizó el método analítico descriptivo principalmente en la Presentación, análisis e interpretación de la información de la investigación.

Conclusiones: Las conclusiones: Se basaron en un conjunto de métodos estadísticos como el análisis factorial confirmatorio y el método de modelización de ecuaciones estructurales para medir la relación de efecto, la media

aritmética, la desviación estándar, el coeficiente de variación, el análisis modificado y la correlación de Pearson mediante programas estadísticos (SPSS V.24; Amos V.23).

Investigación, implicaciones prácticas y sociales : Entre las conclusiones más destacadas de la investigación se encuentra el interés de la dirección de la Fábrica de Cemento de Kufa por adoptar capacidades básicas diferenciadas y racionalizar su uso en términos de atención a los recursos organizativos, mejorar el ambiente de trabajo interno y dirigir a los empleados para que cooperen y sigan comportamientos de ayuda y trabajen con espíritu de equipo con el fin de garantizar la mejora de la fabricación, alcanzar los objetivos necesarios y reforzar las capacidades básicas de la planta de Mejoraría el nivel de brillantez organizativa en el futuro estudio .

Originalidad/valor: El valor del estudio proviene de su tratamiento de un sector importante, que es el sector industrial, ya que este sector se considera el más importante y eficaz en el proceso de desarrollo económico.

Palabras clave: Capacidades Intrínsecas Distintivas, Brillantez Organizativa, Fábrica de Cemento de Kufa.

INTRODUCTION

Governmental organizations generally aim for the success of their work to be in continuous competition with the rest of the organizations and to develop for the better. One of the important things in the success of these organizations is their brilliance and distinction from other organizations in the performance of their work, and thus obtaining a good competitive advantage. If good and qualified leadership is absent, performance is absent. The management was unable to achieve its goals and thus the extent of the organization's success and efficiency can be measured through the success of the administrative leaders in the uniqueness and brilliance in the performance of the work. The concept of organizational brilliance appeared as one of the most important entry points for organizational behavior to meet challenges and keep pace with rapid changes. The organization's possession of organizational brilliance enables it to achieve a dynamic alignment between its capabilities, resources and services, and the opportunities provided by the external environment and the challenges it poses. Therefore, organizations must pass their vision to employees, link brilliance to activities and operations, delegate organizational workers, and assess brilliance. Promote technology, encourage learning and that business organizations today are striving to achieve excellence and sustainability in the work environment in order to win competition. Some organizations show superior performance and great success in developing and following up their strategies compared to competing organizations, as the success of some organizations is due to their possession of core capabilities that work to support organizations in a way that helps distinguish them from other organizations, whose development requires a number of strategies and policies to improve the performance of employees in an appropriate manner. Access to distinguished ideas and solutions, as core capabilities form the basis on which organizations rely in achieving their goals and ensuring their survival and continuity. Help it adapt to environmental changes in order to achieve high performance.

Al-Anbari (2018) has dealt with his study (essential capabilities and their impact on strategic leadership, a comparative applied study between the two companies (Zain Iraq and Asiacell) for mobile communications) in Iraq. The aim of the study was to demonstrate the intellectual philosophical dimension, which is an attempt to remove ambiguity from the concept of core capabilities of the concerned departments, and then enable the departments to have a vision and intellectual background supported by effective application indicators in how they invest the core capabilities to ensure the achievement of strategic leadership. The study concluded that there is a significant effect of the core capabilities in strategic leadership in general. This indicates that the two variables constitute a system whose interactions are derived from the symbiosis of the relationship between them on the one hand and the complementarity in construction on the other hand. The study sample of the two researched companies realizes the importance of core capabilities in achieving strategic leadership.⁺⁶⁶⁵ Furthermore, Karim (2021) mentions in his study (leadership through silo and its role in organizational brilliance through strategic cohesion.) in Iraq. The aim of the study was to determine the level of influence of silo leadership on the organizational brilliance of leaders in Iraqi telecommunications companies (Asiacell, Zain Iraq, Korek), in light of strategic cohesion as a mediating variable. The study found that the respondents' perception of leadership through the silo that is made by the managements of the companies included in the study came with a level of great importance for the variable as a whole, which explains that these departments have a fairly sufficient perception of leadership through the silo that is practiced according to the strategies in force.

The field problem is manifested in the existence of a knowledge gap between theorizing and the applied reality in most organizations and this is due to the acceleration of knowledge that the world is witnessing today and to the practical progress that has taken place in all areas of life and the focus on the types of intelligence and multiple abilities and the interest in thinking and discrimination in work and with regard to the organizational brilliance variable, he pointed out (Radi , 2020) indicated that the complex and rapid changes resulting from the tremendous progress in technology and services as well as globalization, made organizations seek competition and excellence in their workplaces, and even look for organizational brilliance, which is the highest level of excellence, and on the other hand many do not know many Organizations How to create an environment in which their employees can grow and shine in order to contribute effectively to the work and this is one of the challenges that organizations face. In light of these challenges, organizations have been forced to adopt many modern strategic leadership concepts that are capable of formulating and implementing various strategic directions, as well as defining what is known as distinct core capabilities in the implementation

of their activities and work to reach the highest levels of excellence and uniqueness in performance over competitors, and accordingly, the research problem is centered:

By adopting distinct core capabilities as an inevitable means of developing and enhancing levels of organizational brilliance better than competitors To achieve efficiency and effectiveness in activities and operations by encouraging and motivating workers and expanding their vision through others, as well as the impact of capabilities on individual performance and organizational results through the knowledge, skills and capabilities associated with them and their employment in the organization's operations practices in order to contribute to giving value to the organization and workers together, and that In order to achieve excellence and creativity in customer service. From the foregoing, the research problem can be clarified by asking the following main question: What is the role of distinct core capabilities in achieving organizational brilliance in the research sample organization? From this point of view, the research poses a set of sub-questions that express the problem of research in the organization in question, as follows-:

1. What is the perception of the respondents towards the research variables in the research organization?
2. To what extent are the dimensions of distinct core capabilities available in the organization under study?
3. To what extent are the dimensions of organizational brilliance available in the organization in question?
4. Do distinct core capabilities affect the enhancement of organizational brilliance?

The aim of the work is as follows:

Recognizing the extent to which the dimensions of the core competencies are available in the researched organization and the extent to which organizational brilliance is achieved. Identifying the relationship trends and their nature that link the investigated variables and their sub-dimensions . analyzing the nature of the correlation and influence relations between the research variables. Attempting to draw attention to the importance of distinct core capabilities that help increase the effectiveness of working managers and achieve organizational brilliance.

The concepts of distinguished fundamental capabilities and organizational brilliance are among the modern concepts in the field of management and because of their positive effects on the reality of business organizations.

The researcher diagnosed the lack of studies in the Iraqi environment, as it is a newly emerging topic that Iraqi researchers did not address, and no close studies and research were conducted that combine research variables, which constituted a strong motive and incentive

supported by strong will and scientific desire to delve into the current research variables to keep pace with research developments and walk in the wheel of modernity to coincide with What has been achieved by administrative thought in the field of organizational behavior and strategic management.

LITERATURE REVIEW

First: Core Competencies

The concept of core capabilities

The capabilities of the organization make it able to compete in the market in a profitable manner through many things such as skilled workers, knowledge, brand or anything that affects the competitiveness of the organization. (Schroeder&Goldstein,2018) Core competencies are the cognitive, emotional, and social skills that learners need to ensure success and competitive advantage in the present or near future in their educational and professional lives.(Kim, 2019), the strength of the organization that provides it with the ability to withstand negative changes in the external environment and make the organization sustainable in the face of those changes (Hooda & Singla, 2020) And (Tawhi, 2019) defines core capabilities as all the resources owned by the industrial organization, which are described as rare, difficult to imitate and valuable and contribute to helping the organization achieve its goals and future aspirations. An appropriate combination of different resources and skills can distinguish organizations in the market and is the basis for the competitiveness of the organization (Sihotanga et al., 2020) Core capabilities can be defined as: they are organization-specific skills and activities of tangible value that aim to achieve the highest levels of success and customer satisfaction versus competitors in a more effective and less costly manner than competing organizations.

Dimensions of core capabilities

The interest in the core capabilities of organizations of all sizes has increased, due to their effective role in achieving the learning ability of individuals in the organization, Capabilities are defined as the organization's ability to cope with environmental changes by identifying the mechanisms and processes through which opportunities and threats can be identified in the external environment (sachit & AI-himyari , 2022).Therefore, the scale (Jabbouri & Zahari, 2014) was adopted for its suitability to the research sample, which are:

A - organizational resources Organizational resources are defined as all the assets, capabilities, organizational processes, characteristics of the organization, information, knowledge, etc., that are controlled by the organization and that enable managers to visualize

and implement strategies that improve their efficiency and effectiveness (Dess et al., 2007), (Hofer & Schendel, 2006). As for (Jiang Wei, 2014) he sees it as financial resources, human resources, organizational reputation, and brand reputation. Whereas (Wojciechowska, 2016) that organizational resources are all means of production, people, information, and instructions owned or used by the organization. Organizational resources have also been defined as the tangible and intangible assets that organizations use, and on the basis of which organizations choose and implement their strategy, these resources are usually unique, valuable, cannot be imitated and have no alternative, and are different from one organization to another (Jashapara, 2011)

B- human resources The human resource is the beating heart of the organization with which it can achieve what it aims at, so the human resource is one of the important resources owned by organizations, so it is necessary to work diligently and continuously for its good management, development and development to achieve the goals of the organization, improve its performance and increase productivity (Karfoua and Al-Baldawi, 2013) Human resources are valuable, scarce and irreplaceable resources that contribute to the true competitive advantage (Hitt et al, 2001). While (Al-Husseinawi, 2019) believes that the human resource is the main pillar of the organization of any kind, as there is no organization without human resources, so the investment of human resources is represented by individuals working in organizations of various categories, levels and disciplines, and is the real pillar on which the organization is based. . The working individuals are the tool to achieve the objectives of the administration, they are the source of thought and development, and they are able to operate and employ the rest of the material resources available to the organization. Human resources also make an effective contribution to achieving the goals of the organization if the conditions that push individuals to work are available.

C- capabilities Capabilities are the skills of the organization that coordinate between the resources of the organization and put them to use, and they lie in the organizational rules, that is, the method adopted by the organization in making decisions and managing internal processes to achieve its goals (Charles and Gardet, 2010), capabilities are used to complete the organizational tasks required to produce the goods and services that The organization offers it to customers in order to create value for them (Hitt, 2017) Capabilities are one of the main pillars for enhancing the proportionality and strategic compatibility of organizations, which contributes to enhancing internal stability in them and benefiting from their unique characteristics (Alshibli, 2016)

Second: Organizational Brilliance

The Concept of Organizational Brilliance

It is the feeling of working individuals of psychological well-being and that their lives are going well because they perform their work effectively and a feeling of job satisfaction (Demerouti et.al., 2015) Which is to achieve high profits or market share and satisfaction of customers and employees through the introduction or innovation of a product in a different and superior way from competitors in which products are presented at the highest level of quality and show initiative and adherence to the standards set to put the organization on the path of excellence and brilliance Lal,(2017) It is monitoring, sensing and exploiting opportunities by the organization through effective strategic planning and clarity of the comprehensive vision, in which the objectives are defined and the necessary resources are provided to achieve organizational brilliance in performance (Ahmad and Al-Saeedi, 2019) Organizational brilliance: It is a combination of the wonderful feelings possessed by employees, which leads to the highest level of well-being and creativity that distinguishes organizations from other organizations in the long run in the field of leadership, service and knowledge. The creative person excels compared to others in terms of the ideas he presents on a subject in a fixed period of time, that is, he has a high ability to think and the ease of generating them leads to outputs that enhance the ability to compete (Kthiar & Al-hindawy , 2022) .

Dimensions of Organizational Brilliance

The opinions of researchers in the field of management in general and organizational behavior in particular varied, from those who dealt with the dimensions of organizational brilliance to a large extent.

A - brilliance in leadership The leadership defines “the ability to analyze, predict and predict under environmental conditions, which contributes to maintaining flexibility and empowering workers to bring about organizational change processes when necessary” (Al-Maghrabi, 2015), and defines them (Al Shaer, 2017), “the capabilities and characteristics that Possessed by an individual or a group of individuals that contribute to influencing the achievement of the organization's goals. As (Sharma & Jain, 2013), he defined it as “the process through which the leader can influence others to achieve a common goal and direct the organization in a way that makes it more coherent and interdependent”.

B - Brilliance with service and innovation Determining the service and quality of products is one of the important tools for measuring the performance of organizations by understanding the needs and desires of customers and knowing the extent of their satisfaction

with the services provided, although there is no general agreement on one specific model used to measure or determine the service of the product provided, and the service was defined (Fan, 2018) as “a set of activities or benefits that are provided from one party to another and are essentially intangible and always related to a physical product or not” and also defined, “the ability to provide the service in a way that exceeds or matches the expectations and perceptions of the beneficiaries thereof. Which contributes to achieving increased customer satisfaction, taking into account the cost factor” (Pakurár, 2019) As for innovation, it has become one of the most important basic factors that organizations cannot go far without and achieve their strategic goals in the long run, especially after technological developments and the emergence of the concept of globalization and economic openness between countries, which forced them to adopt this concept and it is known as “the specific method or tool.” To the leaders of organizations and their ability to exploit change in order to provide the best products in a diversified way”, or it is “the process of transforming an opportunity into new and modern ideas that are widely used in the process” (Zawawi et al, 2016), and he defines it (Sheikh, 2018).) as "the process of renewal and change in administrative systems in accordance with environmental requirements aimed at creating and building new knowledge and presenting it to the customer".

C - brilliance of knowledge The brilliance of knowledge contributes to many activities, the most important of which is its effectiveness in decision-making and in all its stages, whether in the stage of identifying the problem, choosing an alternative or evaluating alternatives, by providing decision makers with all the information and data that make it an effective process, as well as improving the ability of workers to Knowing what is related to the tasks entrusted to them (Razouki, 2019), and it was defined as “the process through which the organization can enhance organizational performance through optimal treatment and application in the development of a flexible structure as well as organizational culture, system and procedures that contribute to the enhancement of knowledge and its exchange among workers in organization” (Micić, 2015)

To Test the First Main Hypothesis

(There is a Significant Correlation Between Distinct Core Capabilities and Organizational Brilliance)

The results of the table (1) indicate the existence of a strong, positive, significant correlation between the variable intrinsic capabilities and organizational brilliance, as the value of the correlation coefficient between them reached (0.597**) and this value indicates the

strength of the direct relationship between these two variables at a level of significance (0.01). With a confidence level (99%) Based on the foregoing, this relationship can be explained by the interest of the Kufa Cement Factory management, the study sample, in adopting distinct core capabilities and rationalizing their use in terms of attention to organizational resources, improving the internal work environment, and directing employees to cooperate and follow the behaviors of assistance and work in a team spirit in order to ensure the improvement of manufacturing, achieving the necessary goals and strengthening The basic capabilities of the laboratory would improve the level of organizational brilliance in the future.

Based on the Foregoing, the First Main Hypothesis Can Be Accepted.

Table 1. Correlation coefficients between intrinsic capabilities distinguished by their dimensions and organizational brilliance

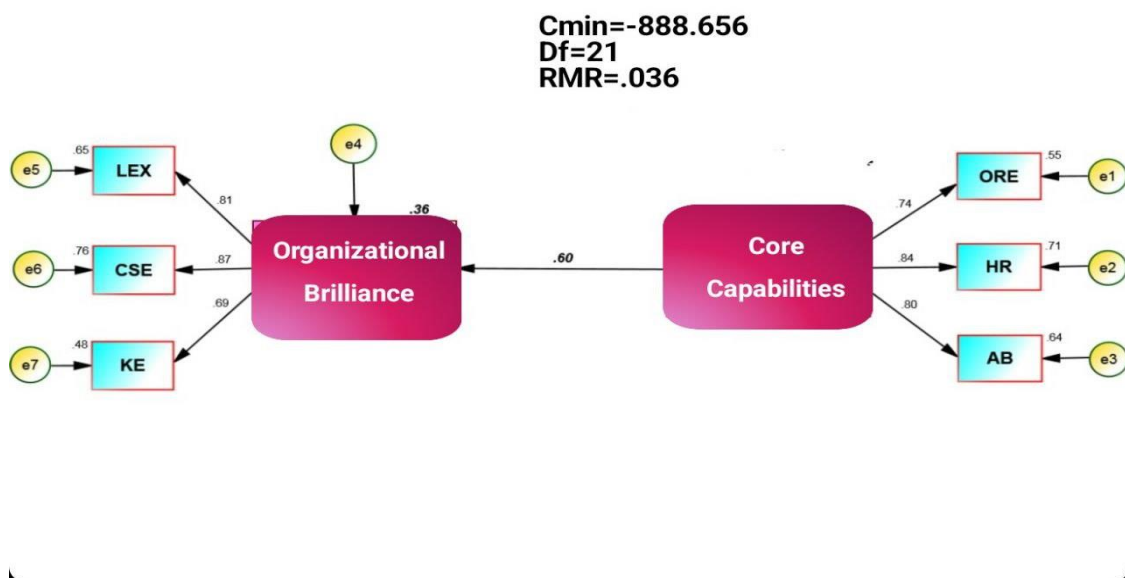
Variables		organizational resources	HR	Capacity	capacity intrinsic Featured
brilliance organizational	Pearson Correlation	.433**	.483**	.511**	.597**
	Sig. (2tailed)	.000	.000	.000	.000
	N	124	124	124	124

Source: SPSS V.23 output Prepared by the authors (2022)

Second: Testing the second main hypothesis: (there is a significant effect of distinct intrinsic capabilities in organizational brilliance)

Figure (1) shows the existence of a positive and significant effect of the variable intrinsic abilities distinct in organizational brilliance, as we note that the results of the model matching indicators were within the acceptance rule assigned to them, the value of (RMR = 0.036), which is less than its acceptable range of (080). It is also clear that the value of the standard effect factor has reached (0.60), which means that the distinct intrinsic capabilities variable affects the organizational brilliance variable by (60%) at the level of the Kufa Cement Factory, the study sample. This means that changing one unit of deviation from the distinct intrinsic capabilities in the Kufa Cement Factory, the study sample, will lead to a positive change in the organizational brilliance by (60%). This value is considered significant, because the critical ratio (C.R.) shown in the table is (8.251) a significant value at the level of significance (P-Value) shown in the same table.As it is clear from Figure that the value of the interpretation coefficient (R^2) has reached (.360), which means that the distinct intrinsic capabilities variable is able to explain (36%) of the changes that occur in the organizational brilliance in the Kufa Cement Factory, the study sample. As for the percentage The remaining (64%) is due to other variables not included in the study model.

Figure 2. the effect of distinct intrinsic capabilities on organizational brilliance



Source: Program output (Amos V. 23) Prepared by the authors (2022).

Table 2. Paths and Parameters of the Intrinsic Abilities Impact Test Featured in brilliance organizational

	Tracks Paths		Standard gliding weights SRW	Non-standard assessment Estimate	standard error SE	critical ratio CR	Significance P
organizational brilliance	<---	Distinguished core capabilities	.597	.598	.072	8.251	***
ORE	<---	Distinguished core capabilities	.743	.913	.074	12.319	***
HR	<---	Distinguished core capabilities	.842	1.084	.063	17.344	***
AB	<---	Distinguished core capabilities	.802	1.002	.067	14.912	***
LEX	<---	brilliance organizational	.805	1.023	.068	15.055	***
CSE	<---	brilliance organizational	.870	1.213	.062	19.581	***
KE	<---	brilliance organizational	.693	.764	.072	10.665	***

Source: Prepared by the authors (2022)

It is clear from the analysis of the relationship of the direct impact of the distinct fundamental capabilities in the organizational brilliance that it was positive and significant, and this corresponds with the goal of the research, which is to indicate the extent of the impact of the essential capabilities and their dimensions (organizational resources, human resources, capabilities) combined and individually in brilliance, and this is an important factor in research, study and employment of that In future research after applying it in the Kufa Cement Factory and for its positive effects on the reality of the factory after reviewing the opinion of those in charge of the factory.

MATERIALS AND METHODOLOGY

The questionnaire form was used as a tool to collect the necessary data and information, through a purposive sample of (124) represented by senior administrations, heads of departments and directors of divisions and units in the Kufa Cement Factory. A set of statistical methods through statistical programs (SPSS V.24; Amos V.23).

RESULTS AND DISCUSSION

Through the findings of the research after applying the measurement tool (questionnaire) as well as the personal interviews that the researcher conducted during the research period in order to identify the extent to which the concepts of core capabilities are applied through direct influence and the nature of the relationship between them and organizational brilliance, which is the main focus and the goal that the laboratory seeks to achieve, It is further clarified through the Conclusions and Recommendations

CONCLUSION

The laboratory has a clear conception of the distinct core capabilities that achieve its superiority and brilliance over the leading organizations in its field of work. However, the skills and activities that achieve the highest levels of success and customer satisfaction were not at the required level that ensures its superiority over the rest of the competitors, Although the laboratory management possesses good human resources, it still suffers from problems in the process of developing these resources by selecting workers according to their capabilities and experiences, Where The labor administration has a clear conception of the capabilities possessed by the working individuals to face the changes, but in reality it lacks the speed of investing opportunities and monitoring threats. This is due to the fact that the level of awareness and awareness of the employees of the importance of strategic decisions did not receive clear attention, which had a negative impact, The management of the laboratory is interested in adopting the distinct core capabilities and rationalizing their use in terms of attention to organizational and human resources and increasing their capabilities whenever their brilliance and distinction over business organizations in the field of competence, Service and innovation are among the most important factors that organizations cannot go far without and achieve their strategic goals in the long run. Therefore, the laboratory management enjoys a good level of attention to suggestions and complaints submitted by customers and works to conduct developmental surveys on an ongoing basis in order to identify the diverse needs of customers

And how to improve the level of products and carry out continuous improvement processes for all manufacturing and service processes provided to achieve maximum levels of brilliance.

The cognitive limits of the study are embodied in two main axes: they are the distinguished core capabilities and organizational brilliance, and each of them extends its cognitive roots to the fields of strategic management and organizational behavior.

The spatial boundaries of the current study were in Al-Najaf province / Iraq (the Iraqi General Company for Cement / Kufa Cement Factory).

The physical limits were represented by individuals working from the administrative leaders of the factory, represented by (the general manager, heads of departments, and officials of divisions and units), Including (senior management and middle management).

The time limits for the research extended from 15/9/2022 to 1/11/20

FUTURE WORK FOR THE WORK WOULD BE

The role of organizational brilliance in promoting job immersion. The role of distinct core capabilities in achieving organizational creativity. Knowledge management and its impact on organizational brilliance. The impact of distinct core capabilities on organizational change.

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