

**Role Pioneering Organizations In Achieving The Fundamental Parameters  
A Study Exploration For A Sample Of Staff In The Office Of Najaf Province**

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**Abstract:**

The purpose of the research is to demonstrate the role of Pioneering organizations dimensions (functional innovation, strategic flexibility, structural flexibility, entrepreneurial culture) in the intrinsic dependability measures (organizational learning, human capital, client capital). The survey was conducted and the questionnaire was analyzed for this purpose. The research community consisted of 30 directors and staff in Najaf Governorate. Responding to the lack of sample size, the sample community was adopted in full. The questionnaire consisted of (28) responder. Statistical Program (SPSS v.20) was used for analyzed data. After conducting the statistical analysis of the research data and hypotheses, the research reached a number of results, the most prominent of which is a significant effect of the intrinsically dependability in the fundamental narratives. one of the main conclusions of the study was that the Pioneering organizations play a major role in achieving the intrinsically dependability

**Keywords:** Pioneering organizations, intrinsically dependability

**Jel Classification Codes:** XN1, XN2.

**Résumé:**

L'objectif de la recherche est de démontrer le rôle des dimensions des organisations pionnières (innovation fonctionnelle, flexibilité stratégique, flexibilité structurelle, culture entrepreneuriale) dans les mesures de fiabilité intrinsèques (apprentissage organisationnel, capital humain, capital client). L'enquête a été réalisée et le questionnaire a été analysé à cette fin. La communauté des chercheurs comprenait 30 directeurs et employés du gouvernorat de Najaf. En réponse au manque de taille de l'échantillon, la communauté de l'échantillon a été intégralement adoptée. Le questionnaire était composé de (28) répondants. Le programme statistique (SPSS v.20) a été utilisé pour les données analysées. Après avoir effectué l'analyse statistique des données et des hypothèses de la recherche, celle-ci a abouti à un certain nombre de résultats, dont le plus important est un effet significatif de la fiabilité intrinsèque des récits fondamentaux. L'une des principales conclusions de l'étude était que les organisations pionnières jouent un rôle majeur dans la réalisation de la fiabilité intrinsèque.

**Mots-clés:** organisations pionnières, fiabilité intrinsèque

**Jel Classification Codes:** XN1, XN2.

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## 1. INTRODUCTION

The environment surrounding the organizations Permanent change, and not Stability, severity the competition, it is necessary, do organizations developing structures and systems, Methods of management and activities .Improve its intrinsic merit on the other.

Entrepreneurship is the activity that arises it runs a new organization for investment innovative and unique opportunity, launch with leadership foreign affairs. Technological, cultural and social changes on world level increased risk, and ambiguity for leading organizations in light of the fact that globalization and economic openness have caused intense competition among business organizations. today forecast markets how to achieve growth in the market and product development ,the role of the core competencies in achieving during organizational learning, significantly improve the performance of pilot organizations and enhance the capabilities and skills of employees and entrepreneurs, thereby strengthening the organization's leadership and core competencies encourage and motivate employees in order to provide the best products to customers, the client's capital reflects the nature of the relationship between the organization and its customers. divide the search into three sections. the first topic is the methodology of research and previous studies the second subject ,theoretical side of research, the third section deals with the practical aspect of research ,the research concludes with the most important conclusions and recommendations.

## 2. The Theoretical Framework

The second topic of the research is to present and discuss the theoretical frameworks of the leading organizations and the core competencies of the business organizations in the framework of the following paragraphs:

### **Entrepreneurial Corporation:**

the organizations entrepreneurship today does not grow nor develop through the increasing number of employees , Growth and development through the continuous search for its resources locally and internationally, in a way that reduces the cost of goods and services produced by these organizations .

The term pioneering organizations includes the principles of initiation and growth. on the other hand, the main resource of these organizations is the accumulation of knowledge through their lives in the labor market. environmental factors such as business fluctuations and economic cycle (boom and deflation), whose effects are reflected in the efforts of leading organizations to approach the target markets. (Dettwiler et.al, 2006: 33).

As Lumpkin and Dess (1995: 135) show, leading organizations are linked to creativity and accept risk, practices and strategies. Leadership in general is a behavioral phenomenon in all small and medium-sized organizations towards sustainability, which ranges from high degree of leadership to leadership. Small and medium-sized entrepreneurial organizations are risky, creative and proactive. Small and medium enterprises avoid risks and are less creative .

There were different views on the concept of entrepreneurial organizations. Miller introduced a pioneering organization concept that had a marketing and entrepreneurial orientation as "an organization that undertakes to create a new marketing product, venture into risk-taking projects and always innovates and benefits its competitors." (Miller, 1983) (kuratko and Richard, 2001: 14) "is the organization that generates more business innovation and risk-taking capacity, and drives its people to innovate and innovate" (Robert and Juan, 2001) "is the organization that produces innovation, for new products or new production methods or new markets or new models

of business and entrances, and innovation comes from the new needs of customers, which results in added value to customers helping to achieve and satisfy their needs.

Carpenter Sander (2009: 405) defined it as "an organization that distinguishes opportunities, uses resources and has the ability to implement creative ideas for new risks." Griffin (2005: 305) defined it as the ability to organize, plan and reduce new risk losses. He noted the economic role played by leading organizations in the national economy and the probability of failure and success in these organizations is equal. Harvey & Donalde (2000: 9) aims to be leading organizations in evaluating business, defining their specifications quickly, recognizing quality, employee loyalty, customer orientation and independence, and can be briefly explained:

1 - speed: that is, the organization responds quickly to develop plans and solutions appropriate to the changes and conditions that are taking place in the internal and external in the speed of creativity and innovation.

2. Quality awareness: It means that the organization is fully committed to quality, whether products or services.

3. Perseverance of employees: It refers to the addition of a positive value to the entrepreneurial organization through human resources with competence, expertise, administrative capabilities, technical and loyalty to the organization.

4. Customer orientation: By meeting the needs and desires of current customers and maintaining their loyalty to the organization's products or services, and seeking new customers to acquire new markets to expand the market share of the organization.

5. Independence means giving powers and responsibilities to units to be more free to work.

Davidson (2000: 15) noted that it is "organizations that are working to create new risk and implement new technology" and divide it into two types:

1. organizations linked to innovation and growth.

2 - organizations related to the outputs of profitability and value added.

### **3. Pioneering organizations:**

#### **3.1. Job Creation:**

Job creation is important for all organizations facing a changing competitive environment and has become the encouragement of job creation and motivation in the forefront of the goals pursued by many organizations. The importance of job creation has increased in light of the sharp competition between organizations, especially international competition, which increased the need for the organization to Creativity to avoid the danger of disappearing. (Al-Amayan, 2005: 389). Functional innovation is defined as "the adoption of new ideas or behavior, for the field of the organization's industry, its market and its general environment" (Daft, 1992).

#### **3.2. Strategic Flexibility:**

A. Strategic flexibility is defined as determining the organization's potential to rearrange its position on the market, change game plans, or eliminate its current strategies when the status of customers it serves (Harrigan, 1985: 60) is not as attractive as in the past. Which determines interaction with the environment in which it operates (Hurry, 1992: 212). Strategic flexibility is important: contribute to increasing the organization's ability to respond quickly to important changes occurring in the external environment. (Ussahawanitchakit & Sriboonlue, 2011: 162-165)

B. To generate the necessary resources to enable the Organization to survive during the crisis period.

C) Helping the organization to shift from one strategy to another, with minimal time, effort, cost or performance, and long-term commitment to resources and action plan.

(D) Enable the organization to respond to changes in the needs and desires of its customers through the continuous development of products and services to ensure that these needs and desires are better met (Zhang, 2006: 85-87) (Hitt et al., 1998: 22-42).

### **3.3. Structural Flexibility:**

Means the ability of the institutional work system to change with the accompanying modern developments, which can also be achieved by merging internal divisions to work in teams that may lead to working sessions to develop new collective action plans, decentralized organizations show market developments from (Kirikova, 2006: 121) During the process of legal rationality that interferes with all levels of the institution and the various sections and functions therein, so the expansion of decentralization gave the decision-making power and different types of control mechanisms to appear interactively and the tendency to give direct supervision and increase democracy in the structural process of decision-making in the organization, And the creation of employees to express and apply their ideas, and to see managers and employees on their ideas without going through the hierarchical levels and thus create (Al tinay, 2004) sense of belonging to the organization.

### **3.4. Pioneering Culture:**

The existence of organizational culture in the learning organization is essential in the framework of competition, which helps in innovation and rapid response to technological developments and environmental variables to achieve competitive dynamic merit. Leading organizations use organizational learning to create limited skills and resources, but innovation and creativity are not confused in finding products and services. (Hitt and others, 2001: 50). (Darity, 2007) noted that the concept of culture differs from country to country by education, and there is a role for women in achieving a Culture as well as economic development and reduce migration abroad to work towards ideas that have not received attention in the company so the organizations working to develop those skills in which individuals thus enhance their performance with competitors

## **4. Concept Of Core Competencies**

Resource-based theory is an important source of the organization's competitive advantage, which lies in the internal resources of the organization, as well as the external environment. Competitive advantage depends on the unique resources and capabilities of the organization. The resource-based theory believes that some of the resources it possesses and controls (Boguslaskas & kvedaraviciene, 2009). The term "intrinsic merit" was used for the first time in a pioneering article in 1990 by Prahalad and Hamel, A research based on the intrinsic merit of manna Organization. In order to develop a coherent strategy, the organization must take into account its internal capacities to build and implement such a strategy, ie, the organization must identify its weaknesses and strengths from within to diagnose its strategic capabilities. Coyne et al. (1997) To each other and the knowledge inherent in the teams and groups and as reflected positively in the ability of the organization to carry out one or more necessary processes according to standard standards. " Wright et al. (1998: 21) believes that "it is skills, knowledge, technology and experience that gives a certain advantage to certain points in the value chain associated with strategic operations" (Jimm et al., 2003: 3) Coordinate and integrate available resources to create a source differentiation. They are also known as "resources or capabilities that are valuable, unique, difficult to imitate or costly to imitate, and irreplaceable" (Harrison & John, 2008: 50)

**The dimensions of the fundamental dimensions:****(1)- Organizational learning:**

Is the process of acquisition and dissolution of knowledge when the transfer of knowledge from one party to another seen this process as a knowledge flowing from the source to the learner through which the learner receives the material and recognizes it as new elements of knowledge, and examine the new elements to discover the validity or error and then accept or Finally, the elements of the new knowledge are dissipated by the learner by coding them, representing them and organizing them according to priorities "(Hijazi, 2005: 101).

The most important factors that lead to the interest of organizations in organizational learning are:

1. Organizational learning is an effective tool for finding and disseminating knowledge within the organization
2. New competition coming from multiple environments and traditions
3. The speed of development has increased the interest of companies in learning.
4. Human Capital:

Human capital represents individuals in the organization, the most important source of all capabilities and success ,the experience and training of workers represents fuel and creativity, workers are the most valuable asset, they demonstrate their commitment to the work environment and the potential to develop their talents to benefit the organization. workers are a source of competitive advantage and the organization provides a climate of mutual trust and respects the wishes of individuals.(kak,2004:3).

**3- Customers Capital:**

Is the capital that reflects the nature of the relationships that bind the organization with its clients,( Rawa,2005,367). the capital of the client is one of the basic components of capital knowledge, as it justifies the capital knowledge and turn it in the form of market value, and the performance of the organizers and there are several indicators of marketing capital, including:

- ❖ Marketing Capabilities.
- ❖ Market intensity.
- ❖ Customer loyalty indicators.. (Chen &Xian: 2004:201)
- ❖ Market share size.
- ❖ Retain existing customers

The value generated by the level of customer satisfaction and loyalty, suppliers and other external parties and the organization was able to build excellent relations with these parties

**Methodology of research:****1-Research Problem:**

Despite the rapid developments and complexities in the surrounding organizations and the rapid changes in them, still thinking of facing up, and the opportunities and threats that arise, in enhancing the competitive position and increasing the ability to discover new business opportunities, with the intention of investing, controls managers' thinking and decisions in most organizations. organizations to promote entrepreneurship and improve their core competencies to achieve growth and prosperity in their business. problem must be studied and discussed and the problem can be shaped by the following questions:

1. what is the degree to which the dimensions of pilot organizations are available in research centers?
2. to what extent do organizations have intrinsic merit from the point of view of the

respondents?

3. is there a significant correlation and significant correlation between the dimensions of the leading organizations and the exclusion of intrinsic merit?

#### 2-Research Importance:

The promotion of leadership in organizations is shown to be innovative and technological ,excellence in providing the best products and services for the long term as well as improving the intrinsic merit. the importance of research through concentration, leadership is one of the contemporary administrative topics, which existing organizations must take into account. theme Fundamental themes help organizations to survive, develop and thrive.

#### 2-Research Objective:

The research dealt with the theoretical and field aspects of the two variables(Pioneering organizations, core issues) and the relationship and impact between them to achieve the following objectives;

1. know the extent to which research centers agree on the impact of pioneering organizations on achieving intrinsic merit.

2- know the role of the moral influence of the dimensions of the leading organizations in building the fundamental frameworks.

#### 3-Hypothetical Research Model:

The study problem was built on the idea of a research model, Search on two variables, the first variable is the pilot organization and is considered an independent variable, the second variable is the core and is considered a dependent variable, as shown in, Figure (1).

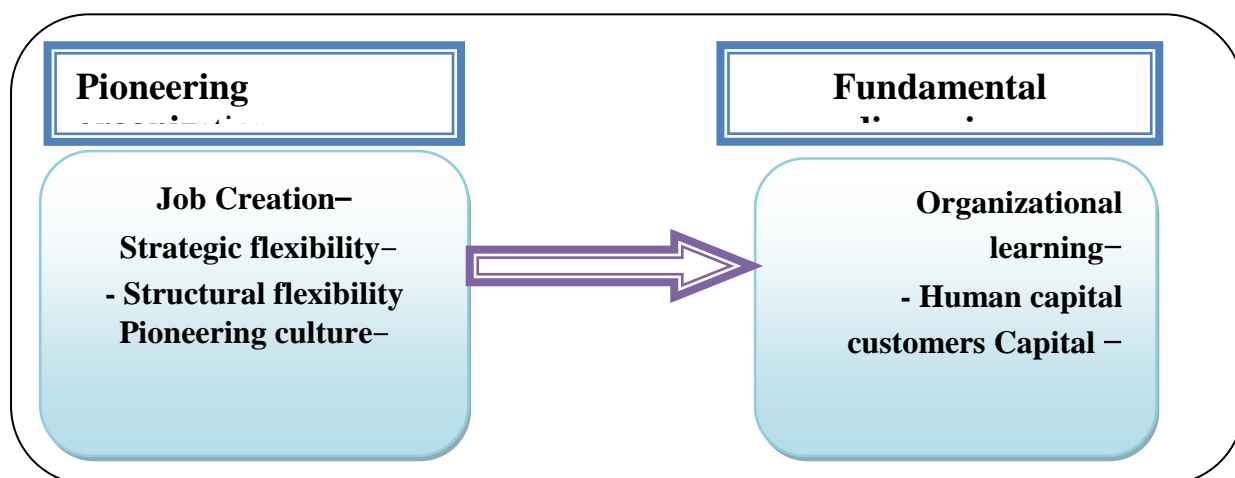


Figure (1) Formwork

Source: Prepared by the researcher

**5-Research Hypothesis:** in the problem and model research the following hypotheses were developed:

**H1:** There is a significant correlation between the leading organizations and the dimensions of the fundamental levels at the macro level.

**H2:** There is a significant correlation between the leading organizations and the core competencies at the macro level.

#### 6- Border Research:



1. Scientific Boundaries: the scientific boundaries were focused on the study of the leading organizations and their dimensions, and the study of the fundamental dimensions and their dimensions.

2- The temporal boundary: the period of research study needed by the researcher to reach the results, which extended from (2/8/2017) until (3/10/2017).

3- Spatial boundaries: The researcher chose the Najaf governorate office as a research society. The sample of the research consisted of (30) respondents and 30 respondents were fully retrieved due to the limited size of the.

### 7- Search Metrics:

For the lack of applied research in analyzing the relationship between pioneering organizations and core competencies, the researcher tried to make a great effort in developing the measurement tool according to theoretical and procedural data, the instrument was used on( Likert) scale, (Fully agree = 5, agree = 4, neutral = 3, do not agree = 2, do not agree completely = 1) Table (1) Measurement instrument and approved sources.

**Table (1) Standards approved in the research**

T	Variables	Paragraphs	The basis for the formulation of paragraphs
1	Leading organizations	16	(Kuratko et al ) ,(Hisrich,2010)
2	Substantive levels	12	(Macmillan & Tampoe2000)· (White 2004)

Source: Prepared by the researcher

### ANALYSIS AND DISCUSSION:

The aim of this research is to test the relationships between the main and secondary variables of the research, which were diagnosed with two main hypotheses, and the simple correlation coefficient of Spearman. (Spearman's Correlation Coefficient). for the purpose of testing the first hypothesis and the second and sub-hypotheses and analysis of correlation between the variables of the study, and the research of correlation between the study variables of the two main hypotheses designed for this research, namely:

The first main hypothesis: There is a significant correlation between the independent variable and the dependent organizations and the dependent variable.

**Table (2)**

**Table of variance analysis of regression, to test the validity of the multiple linear regression model related to the first main hypothesis.**

		Leading organizations	Core competencies
Spearman's rho	Correlation Coefficient	1.000	.523
	Sig. (2-tailed)	.00	.003
	N	30	30

\*\*. Correlation is significant at the 0.01 level (2-tailed). Source: Prepared by the researcher

The correlation between the leading organizations (the independent variable) and the intrinsic variables (dependent variable) is indicated by the level of significance of  $0.01 = \alpha$  where the correlation coefficient of the pilot organizations is (1.000) and the main ones (0.523). The statistical significance (sig) (0.00) and for the core (0.03). The following table shows the test of the secondary assumptions of the first main hypothesis:

**Table (3)**

Correlation coefficients between the variables of the leading organizations and the fundamental variables of the tables.

Correlations

Variables of pilot organizations			Organizational learning	Human capital	Financial capital
Spearman's rho	Creative creativity	Correlation Coefficient	.025	.206	.498
		Sig. (2-tailed)	.896	.275	.005
		N	30	30	30
	Strategic flexibility	Correlation Coefficient	.104	.292	.555
		Sig. (2-tailed)	.586	.117	.001
		N	30	30	30
	Structural flexibility	Correlation Coefficient	.195	.031	.270
		Sig. (2-tailed)	.302	.871	.150
		N	30	30	30
	Pioneering culture	Correlation Coefficient	.103	.340	.577
		Sig. (2-tailed)	.589	.066	.001
		N	30	30	30

\*Moral at 10.0=  $\alpha$  Source: Prepared by the researcher

In the second main hypothesis: There is a significant significant correlation between the independent variable and the underlying organizations. To test the validity of the second major hypothesis of its incorrectness, a progressive linear regression analysis was used (Stepwise Multiple Linear Regression Analysis). Before testing, the validity of the multiple linear regression model should be validated. As shown in Table (12) below:

Table (4)

Table of variance analysis of regression, to test the validity of the multiple linear regression model related to the second main hypothesis.

	Model	(Sum of Squares)	(d.f)	(Mean Square)	(F)	Sig.
1	Regression	.632	1	.632	9.224	.005 <sup>b</sup>
	Residual	1.917	28	.068		
	Total	2.548	29			

a. Dependent Variable: Substantive levels

b. Predictors: (Constant), Leading organizations.

1.40

)=

( $\alpha = 0.05$  at the moral level) (1.28) in terms of freedom of the numerator and denominator (f). It is clear from the results shown in the table that the calculated value of F (9.224) is greater than the



numerical value of (F) and the statistical value of (0.005) is less than the moral level ( $\alpha$ ) = 0.05, and the hypothesis was accepted: There is a significant effect at the level of 0.05 ( $\alpha$ ) for the leading organizations in terms of dimensions (functional creativity, strategic flexibility, structural flexibility, pioneering culture) Confirms the validity of the multiple linear regression model. To determine the effect of each dimension of the independent variable on the dependent variable, Me the results of multiple regression analysis on the second hypothesis The following table shows that.

**Table (5)**  
**Relationship between pilot organizations and core competencies**

	Model	(Unstandardized Coefficients)		Standardized Coefficients	tCalculated	Sig.
		B	Std. Error	Beta		
1	(Constant)	.848	.273		3.108	.004
	Leading organizations	.447	.147	.498	3.037	.005

In the light of the regression equation, the constant is 0.848 ( $\alpha$ ). This means that there are intrinsic cadres of 0.848 when the value of the leading organizations is zero. (0.498 =  $\beta$ ) indicates that a change of (1) in the pilot organizations will lead to a change of 0.498 in the dimensions of the fundamental parameters.

### CONCLUSIONS:

The research reached several conclusions, the most important of which are:

- 1 - The results of the statistical analysis confirmed that the variables of the pilot organizations were able to achieve their objectives through the variables of the fundamental frameworks.
- 2 - The research indicated that the leading organizations are one of the factors that affect the organizational performance and this effect can be observed through the performance of workers.
- 3 - Departments still lack the technical, administrative and cognitive knowledge to develop leadership skills.
- 4 - The results of the study showed that the variable (pioneering organizations and intrinsic merit) has an important impact on the characterization of the organization and the absorption of developments in the market and monitoring the movements of competitors.
5. The existence of a relationship between the dimensions of the leading organizations (job creation, strategic flexibility, structural flexibility, entrepreneurial culture) and the dimensions of the fundamental dimensions of (organizational learning, human capital, client capital)

### RECOMMENDATIONS:

The need for organizations to possess knowledge and leadership resources to enable them to perform their work and achieve excellence and exploit opportunities through the resources they own. So, we hope that this research will be the basis for future researchers to solve the complexity of pioneering organizations In achieving the fundamental parameters.

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