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# The Role of Strategic Partnership in Investigation Organizational Success an Analytical Study of the Opinions of a Sample of Employees Working in a Men's Clothing Factory in Najaf Governorate

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## Abstract

The current research aims to study) The role of strategic partnership in enhancing organizational success) In the men's clothing factory in Najaf Al-Ashraf, to achieve the purposes of the research, 85 questionnaires were distributed to a random sample of the employees of the clothing factory in Al-Najaf Al-Ashraf Governorate, and 80 questionnaires suitable for analysis were retrieved, and the statistical program was used. Spss v.26 and AMOS v.26 data analysis program. The results showed a strong correlation between the variable the strategic partnership, its dimensions and the organizational success required in the men is clothing factory in Najaf Al-Ashraf. The practical results also showed that there is a significant impact of the strategic partnership in achieving organizational success. The conclusion was reached that the strategic partnership has a significant impact on organizational success, as the strategic partnership contributes to improving success. One of the important recommendations is that the clothing factory must focus on strategic partnership in order to achieve organizational success.

**Keywords:** Partnership The strategy, Organizational success.

## Introduction:

Currently, the world is undergoing a novel stage characterized by significant alterations compared to the preceding years. Furthermore, alongside alterations in the political sphere, there are also various shifts taking place. Technologically, there has been an emergence of new economic conditions, mostly driven by the transition to market economies in numerous countries worldwide. Consequently, many institutions have sought to form alliances and integrate with one another. Collaborative alliances Strategic Partnerships are ready. Strategic planning is a crucial contemporary trend that enables success and ensures stability throughout periods of change Strategic collaboration occurs between companies that form partnerships. Setting common goals and creating new projects that work to increase their ability to achieve success and gain a high market share and make companies more flexible in the face of environmental changes. The partnership also works to increase the ability to adapt and support the efficiency of operational activity, which will increase the companies' capabilities to confront external variables. In achieving organizational success.

## The First Section: Study Methodology

### First: The Problem of the Study:

A successful organization works to maintain...Strategic partnerships And to increase its sales and achieve the best level of Profits and achieving organizational success This depends on the way the

production organization manages its work, as the problem of the study stems from explaining the role Strategic partnership In the process of working towards an investigation Organizational success Outstanding under certain environmental conditions.so that Strategic partnership It is the practice of mutually beneficial long-term interactions with the main partners in the market (suppliers, distributors and customers) aiming to establish closer economic, social and technical relations with the partners. And she too process that requires cooperation with varying degrees of trust based on sharing common business goals, and developing a common business strategy for producing goods and services through which partners decide to achieve the greatest degree of formality and minimize risk. This study is based on a problem that states “**Strategic partnership and its role in achieving organizational success** the following questions can also be raised:

1. The extent to which individuals in the organization understand a concept Strategic partnership And Organizational success.
2. Is there a correlation between Strategic partnership and level Organizational success for the organization?
3. How much influence is there between Strategic partnership and organizational success for the researched organization?

**Second: The Importance of Studying:**

The importance of the study is evident in the following:

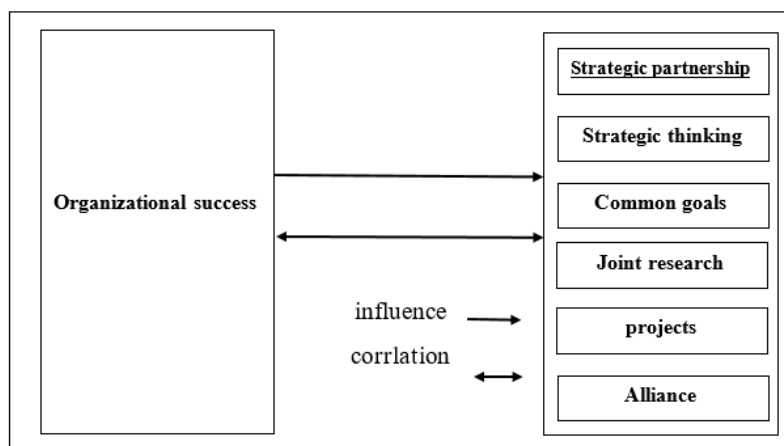
1. Explaining the importance of the study variables represented by strategic partnership and its role in Organizational success for the organization.
2. Role statement Strategic partnership in investigation Organizational success Distinguished and required by the organization.
3. Addressing the importance Strategic partnership How to achieve it in the organization and its dimensions In the course of action and the role you play in achieving Organizational success.

**Third: Objectives of the study:**

The study seeks to achieve the following objectives:

1. Providing a theoretical framework for the study variables represented by strategic partnership and organizational success for the organization.
2. Diagnosing the basic dimensions of variables Strategic partnership in promotion Organizational success.
3. Studying the correlation and regression (influence) relationships between them Strategic partnership and organizational success.

**Fourth: Hypothetical study plan:**



**Figure No. (1) Hypothetical diagram of the study**

**Fifth. Study hypotheses:**

Based on the path of the hypothetical plan and testing its variables, the following hypotheses were formulated:

1. The first hypothesis: It states: **There is a significant correlation between Strategic partnership and organizational success".**
2. The second hypothesis: It states: **“There is a significant effect for strategic partnership in Organizational success".**

**Sixth: Methods of statistical analysis**

In order to analyze the data, the researchers used a set of statistical methods found in the statistical programs PSS v 26 for analyzing data due to the accuracy of its results, which can help in arriving at objective and accurate conclusions. Among these methods are the following: Cronbach’s alpha coefficient And Descriptive statistics (the middle the account, An Deviation the standard).And also Correlation coefficient And Simple linear regression coefficient and Structural equation modeling (SEM).

**Seventh: Measuring tool.**

The study-measuring instrument has two primary variables, together with a component pertaining to the demographic data of the respondents in the study sample. Table (1) presents the constituents of the measurement instrument and the quantity of elements for each variable. Examine the variables and their origins. The Likert scale was utilized, represented by a pentagon. The scales' items were designed with a focus on clarity and correctness, ensuring that the respondent has a strong ability to comprehend the factors and purpose of the scales. The researcher assessed the reliability and stability of the research measures by employing the Cronbach's alpha method. The Cronbach's alpha correlation coefficient was used to obtain the reliability coefficient for the measures. The Cronbach alpha coefficient values ranged from 0.758 to 0.895, which is considered statistically acceptable in administrative and behavioral research. This is because the coefficient is greater than 0.75, indicating that the measurement tool used in the study is consistent and internally reliable.

**Table No. (1) Cronbach’s alpha coefficient for the research and coding scale**

T	Key variables	code	Cronbach's alpha	Sub-dimensions	Number of paragraphs	code	Cronbach's alpha	Source
1	Strategic partnership	strategic partnership	0.895	Strategic thinking	7	PMS	0.778	Raufflet, 2018
				Common goals	2	SPE	0.769	
				Joint research projects	4	FLE	0.758	
				Alliance	5	RES	0.812	
2	Organizational success	organizational success	0.882		13	-	-	Daft,2013:33
the total							0.864	

**Source:** Prepared by the researcher based on the above sources.

**Eighth. Study population and sample:**

This study focuses on the population of men's clothes manufacturing located in Najaf.The men's apparel factory, established in 1979, and is a significant manufacturing facility that produces a wide range of civilian and military clothes. The civil lawsuit encompasses men's suits, sports coats, shirts, and pants. The military product comprises many types of suits, such as the defense suit, which encompasses the parade suit, pilot suit, and pilots' suit. Additionally, there are internal suits, including the federal police suit, traffic suit, marine suit, and armor suit. In 2010, the factory initiated a new project known as the Chinese project, aimed at producing sophisticated suits,

including civilian suits. The plant has the capability to produce four hundred suits each day. In the year 2010, there was a qualitative development in the suit industry and its suitability to the new fashion in the markets. Regarding the study sample, 85 questionnaires were distributed to a random sample of clothing factory employees in Najaf Governorate, and 80 valid questionnaires were retrieved for analysis.

**The Second Section/Theoretical Aspect**

**First: Concept Strategic Partnership**

Due For importance Understand the meaning of partnership the strategy, the focus must be on clarifying the meaning of strategic partnership linguistically and idiomatically: involve him in his matter: bring him into it. Share it was His partner. It is said: So-and-so participates in such-and-such knowledge and has a share in it. Partnership: A contract between two or more people to carry out joint work (Ibn Manzur, 2011). The concept of partnership refers to a planned, organized, reciprocal relationship between two parties, who share in achieving goals. And responsibilities Shared, by investing available resources, and identifying Responsibilities The rights and duties of each party in the partnership, with the necessity of relying on the common knowledge of their respective culture and the necessity of the availability of organizational ties, whether formal or informal (Hassan et al., 2019). It was pointed out that the partnership is based on a necessary motive that pushes the organizations involved in the partnership to govern their operations through a thorough search for rules and standards that achieve monitoring and follow-up with a strategic orientation so that the participating organizations can exercise control over their management on the one hand, and respond professionally and flexible to the changes that arise. Out of her, control (Jelassi Martinez, 2020:368) On the other hand Touched (Andriy & Lucyna,2019:23) The concept of strategic partnership as a multifaceted concept, is not To differ Not only its practices around the world, but also the different cultural, discursive and linguistic frameworks and connotations it carries. The idea is a partnership, as well as a strategic one, based on the agenda (1) which refers to the most prominent innovations that researchers have made in clarifying the concept of strategic partnership.

**Schedule (1)** explains the concept of strategic partnership according to the opinions of writers and researchers.

T	Names of writers and researchers	Concept
1	(Man De,2013:4)	Two- or three-pronged work aims to find coherent solutions that enhance the performance of the partnership party
2	(LePennec,2018:82)	A formal agreement between multiple parties who have mutually decided to pool their finances, expertise, knowledge, and other resources in order to collectively work towards shared objectives.
3	(Park,2019:259)	A diplomatic tool to change the course of the collision and achieve specific organizational goals based on relational values to influence the organization’s internal and external reality.
4	(Hsu, 2019: 521)	An alliance characterized by the coordination of logistical partnerships, formulation of crucial joint initiatives, and innovation in product development and cost reduction.

5	(Duffner , 2020:32)	A close, long-term and mutually beneficial agreement between two or more partners through which resources, knowledge and capabilities are shared with the aim of enhancing the competitive position of each partner.
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**Source:** Prepared by the researcher based on the sources listed in the table above

**Through the above concepts of strategic partnership, the researcher can define strategic partnership as a relationship between two or more parties that aims to provide benefit to customers by benefiting from the diverse capabilities and skills of the partners.**

**Secondly: Dimensions Strategic partnership**

Composed Strategic partnership the researcher will adopt several dimensions, the most important of which are strategic thinking, common goals, joint research projects, and alliances. (Andriy, 2019:20).

**1. Strategic thinking:**

Whittle bur strategic thinking as A basic and scientific topic taught in universities and colleges in the last decade of the twentieth century with the beginning of the radical change in the activities of countries, educational organizations and their environments, which led to the need to reinvent new levels of future and creative thinking (Nehdi, 2001:2)And Therefore, strategic thinking is nothing but defining long-term goals and objectives, drawing courses of action, and allocating resources to achieve those goals It also helps managers prepare for the future (Ivancevich ,2007:184)&(Shah) pointed outYesn2018: 56) The importance of strategic thinking for the organization is represented in the following

- a. Contributing to building a future vision
- B Guidance Achieving the organization's long-term goals.
- C. It contributes to building a knowledge base that enables decision makers to deal with internal changes
- Dr. Enabling the organization to continue through continuous development and change
- e. Creating new patterns that contribute to the flexibility of alternative decisions

so Strategic thinking aims to build an integrated picture of the organization by linking the past And the present and the future (Almarshad,2013:150)In a more comprehensive aspect it differs Thinking Strategic is different from other forms of thinking as it aims to focus on...Exploring more realistic ways to address challenges and change in the future

**2. Common goals:**

Fin the matter of strategic partnership, the partners may have special goals or objectives General, Here, any special goal must not conflict with the goals of the partnership itself, so the success of the strategic partnership depends on Establishing and implementing clear and specific common goals. Objectives are referred to by two terms (Goals and Objectives) they are used equally. The objectives were divided into two parts: the first part is financial, such as increasing the profit per share price, while the second part is non-financial, such as increasing the market share through the percentage of organizations, and both words refer to achieving measurable results (Sadler,2003:11)However, its use depends on the strategic level of the organization. The objectives (Goals)They are specific, explicit and quantitative results that have a history of achieving them and lead to objectives))These are qualitative results that are intended to be achieved and do not have a specific date To achieve it(Nijssen & Frambach 2001:59)



### **3. A For joint research projects**

Joint research projects are a wide field for educational organizations due to the nature of these organizations as educational organizations (Al-Jubouri, 2021: 22), and joint research projects are aimed at the partnership Internal or external strategy to be achieved the following ( Salimova et al., 2014:11)

a. Forming research groups of faculty members

B: Encouraging scientific visits through exchange between international educational organizations.

Developing research skills and capabilities through exchanging experiences between educational organizations.

Dr. Developing scientific and technical research in educational organizations through research partnerships with Reputable international research centers

Research collaborative relationships may face important strategic, pedagogical and practical challenges when educational and legislative structures differ, which requires a long time for support in order to be able to establish projects. Integrated and high quality (Salimova et al.,2014:11)There are also some means of cooperation between educational organizations and their members or between other educational organizations identified by (Kuada,2002:542)As follows:

a. Exchange of faculty members.

B.Joint degree programs.

C.Joint individual research projects

D.Joint conferences, workshops and seminars

### **4. Alliances:**

It is a partnership between two or more organizations in a specific project in order to obtain capital and share risks, and alliances through which profits are distributed after the work is completed between them. Participating organizations(Le Pennec and Raufflet 2018:832). In addition, alliances they are partnerships through which the profits obtained after completing the work are distributed among the organizations participating in the alliance. The alliance differs from the strategic partnership, which is characterized by its long term and is subject to renewal. A strategic alliance is a vital tool to drive growth by enabling access to external capabilities when the business environment is complex and business leaders feel the need to embrace practices that enhance the success of the partnership strategy from its development and implementation. (Cacciolatti et al., 2020:10).

As for the partnership (Partnership is described because of an urgent organizational need for purposes Addressing situations and problems that the organization may be exposed to, covering a short period to overcome an immediate situation that the organization needs. (De La Garza, et.al, 1997:11)

### **Third. Concept Organizational Success:**

In his work (Voyvavur, 2015:3), he highlighted the notion that organizational success refers to the capacity of an organization to accomplish its objectives through the allocation of its internal resources. The internal resources of an organization play a crucial role in determining its success. and these resources may be tangible or intangible assets, or capabilities such as experience, skills, and accumulated knowledge. (AlDhaafri et al, 2013: 68), and (Daft 2013: 33). On the profit side when presenting the concept of organizational success as the organization obtains the necessary resources, including financial resources, knowledge of threats, opportunities, and product distribution services, and coordination of internal activities to confront external changes. For concept, the success of organizations has two main dimensions (Al-Enezi, 2014, 528-529).

1. Success in achieving the organization for its goals Adapting to the environment, and this is what is known as effectiveness.
2. Success in the efficient use of the organization’s available resources, which is known as efficiency. To see more of the researchers’ opinions on the concept of organizational success, table (7) below presents some of them Concepts for organizational success:

T	Names of writers and researchers	Concept
1	(Daft,2010:260)	The organization's ability, through its management, to obtain knowledge, expertise, ideas, and successful and accurate analysis of the experiences and history of corresponding organizations in the same other sectors.
2	(Salmanroghani,2013:16)	A goal that the organization aspires to, because when it is achieved, organizations always want to succeed in their tasks through the credibility of obtaining it
3	(Perreant,2014:20)	Formulating a strategy for the organization that helps it achieve long-term goals that coincide with the organization’s vision and mission
4	(Barakat,2015:13)	The ability of organizations to generate new ideas and knowledge for the purpose of producing distinctive goods and services
5	(Ugoani,2020:11)	The ability of the organization’s management to exploit its financial, human, material, and information resources and harness them to achieve its goals, and to benefit from expertise and learn from previous experiences.

**Source:** Prepared by the researcher based on the sources listed in the table above

The researcher will conclude based on the above that organizational success is the organization's ability to achieve desired organizational success through investment Resources Humanity, materialism, etc. You own it from Knowledge and information is preserved its perfect location and achieve balance between the ability of the organization and the environment in which it operates in the long term

**Eighth. Importance Organizational Success:**

The importance of organizational success is evident through the role it plays in achieving the development of the organization and enabling it to reach an advanced stage of competition with the rest of the other organizations, as well as it constitutes an incentive for organizations to develop their capabilities, including their human resources, and identify individuals who have influence, components and factors of success, and thus promote them over individuals who do not. They add anything to the organization, whether in terms of performance or development (Azzawi, 2022: 58). The importance of organizational success lies in the social, environmental, and economic levels of the organization, which he emphasized. (Marrewijk et al, 2004:11) to It achieves the following:

1. Retaining current customers and attracting more of them in the future, as well as knowing their needs and their future desires.
2. Access to information and knowledge
3. Obtaining the best results related to all activities of the organization over which you have direct control.

As specified (Ahamefula,2019:91) the importance of organizational success includes the following:

1. Helping the organization do things better than competitors by having a core capability and excellence and achieving long-term goals and balance between the organization’s goals and objectives employees.

2. Contribution in re-engineering all of the programs improvement, financial performance, operational efficiency, and productivity.
3. Creating an appropriate climate of trust and ethical dealings and reducing conflict within the organization The possibility of an increase in employee complaints against her

**Ninth: Objectives Organizational Success:**

The goal of organizational success is to help organizations crystallize creative ideas and the ability to make decisions. It focuses on the future of organizations and is therefore considered one of the most important tools for their success in order to enhance their position in the market by creating added value for the organization and working to achieve a good reputation and achieve customer satisfaction, thus ensuring Her loyalty(Suleiman 2022:66) The goals of organizational success are, as indicated by (Xu et al.,2002:241)As follows:-

1. Organizational success aims to enhance innovation in the organization and improve organizational performance through adaptation. With organizational requirements, work characteristics, organizational situation and future needs of the organization.
2. Organizational success has a role in achieving leadership and distinction, increasing the amount of returns, and adding higher value to the organization. .
3. Organizational success serves as a measure to evaluate the organization's performance, according to each stage of the organization's life
4. Organizational success enhances organizational effectiveness and efficiency through more accurate investigation and understanding of the impact of decisions inside and outside the organization.
5. Organizational success aims to achieve integration between parts the systems, by integrating the efforts of employees with other resources to achieve success.

**The Third topic /The Practical Side**

**Firstly. Statistical Description:**

This paragraph will present, analyze, and evaluate the outcomes of the study by examining the viewpoints of the respondents as indicated in their responses to all sections of the study instrument. To accomplish this, the researchers employed descriptive statistical analyses, including measures such as arithmetic means and standard deviations. They also considered the level, direction, and relative significance of the responses. The statistical software utilized for these analyses was SPSS version 26. Table (2) displays the indicated values based on the study axes.

**Table (2) Arithmetic means, standard deviations, level, direction, and importance of items, dimensions, and variables**

Dimensions and variables	Arithmetic mean	standard deviation	Direction of the answer	Relative importance
Strategic thinking	3.925	.507	I agree	3
Common goals	3.928	.547	I agree	2
Joint research projects	3.983	.530	I agree	1
Alliances	3.835	.482	I agree	4
<b>a variable Strategic partnership</b>	<b>3.918</b>	<b>.357</b>	<b>I agree</b>	<b>1</b>
<b>a variable Organizational success</b>	<b>3.826</b>	<b>.356</b>	<b>I agree</b>	<b>2</b>

**Source:** Prepared by the researcher based on the program’s outputs SPSS vr.26

**Secondly. Hypothesis testing:**

In order to test hypotheses, the researcher utilized two statistical methods: the correlation matrix, which consists of basic correlation coefficients. Pearson's correlation coefficient is used to



determine the strength of the correlation links between the variables in a study. The Structural Equation Modelling (SEM) approach is regarded as a significant statistical tool for assessing the fit between the data and the proposed model in a study. This is done by using several statistical indicators.

**1. Testing the association hypothesis**

**The first hypothesis:** The first hypothesis posits that there exists a substantial association between Strategic partnership and organizational success. Researchers have obtained the correlation matrix between the variable Strategic partnership and the variable Organizational success. Table three, retrieved using the statistical programme SPSS vr. 26, illustrates the following information. Table (3) demonstrates a strong and statistically significant association at the 1% level between the variable "Strategic partnership" and the variable "Organizational successes." The simple correlation coefficient between them was 0.496. This outcome substantiates the soundness of the hypothesis provided in the initial investigation.

**Table (3) Matrix Correlation coefficients between a variable Strategic Partnership and variable Organizational success**

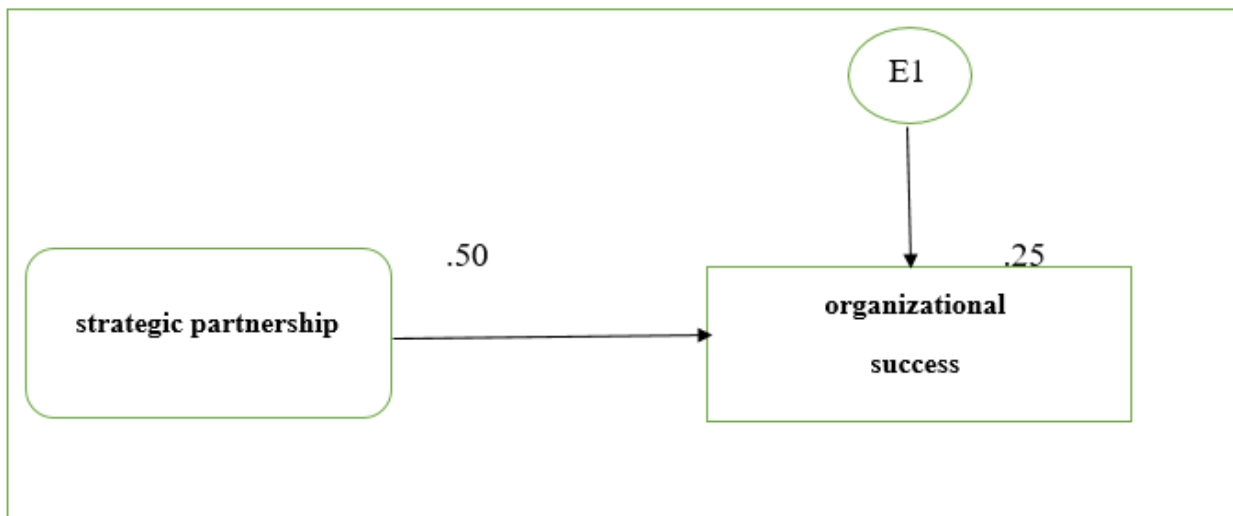
	Strategic thinking	Common goals	Joint research projects	Alliances	strategic partnership	organizational success
Strategic thinking	1					
Common goals	.343**	1				
Joint research projects	.328**	.450**	1			
Alliances	.337**	.091	.251*	1		
strategic partnership	.722**	.703**	.745**	.585**	1	
Organizational success	.283*	.344**	.360**	.385**	.496**	1
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

**Impact hypothesis testing**

To investigate the effect hypothesis, the study will apply a structural model employing the structural equation modelling approach (SEM) with the assistance of AMOS vr.26 software. In the manner described:

**Second hypothesis:** The second hypothesis posits that there exists a notable impact of strategic partnerships on the success of organizations. A model was constructed to examine the hypothesis regarding the correlation between the Strategic Partnership variable and the variable representing Organizational success. Figure (2) below illustrates the application of a structural modelling equation in the AMOS ver. 26 programme.

Figure (2) a for a structural model of variable influence Strategic Partnership In a variable Organizational success



Show the results of the table (3) the data displayed in Figure (2) shows a significant effect of a variable Strategic partnership in a variable Organizational success the value of the influence factor (.496) and a critical ratio (5.077).

Table (4) Variable effect Strategic partnership in a variable Organizational success

Path	Standard estimates	SE	CR	R2	P
strategic partnership <--- organizational success	.496	.097	5.077	.246	***

\*\*\*The probability of getting a critical ratio as large as 5.077 in absolute value is less than 0.001.

Even if it changes Strategic partnership, it explains 24.6% of the change in a variable Organizational success. These results provide support for the second hypothesis.

#### Section 4: Conclusions and Recommendations

##### Firstly. Conclusions:

1. Strategic partnership is considered one of the basic tools that helps the organization improve its relationships through strategic thinking, common goals, joint research projects, and alliances. Therefore, it helps the organization enhance its strengths and reduce the difficulties and consequences it faces.
2. Achieving the dimensions of the strategic partnership represented by (strategic thinking, common goals, joint research projects, and alliances) is the strongest guarantor of the organization’s survival, growth, and continuation in the business world.
3. The topic of organizational success has captured the attention of many writers in the field of organizational behavior due to its role in helping organizations identify their performance and the extent of development occurring in it.
4. The dimensions of strategic partnership together achieved a significant correlation with organizational success at the level of the organization under study. This is consistent with the first main hypothesis, which stated that there is a significant correlation between the dimensions of strategic partnership combined in the organization under research.
5. The results reached in the body of the research contributed to the conclusion that the main hypotheses in the organization under research were accepted.

**Second: Recommendations:**

1. The management of the organization under discussion, which aspires to the success of its work and maximize its market share compared to competing organizations in the same industry, must pay attention to the dimensions of strategic partnership (strategic thinking, common goals, joint research projects, and alliances) and give it great importance because of its great and fundamental impact on Achieving organizational success.
2. Necessity interest administration the organization Restriction search with dimensions that It was completed broaching to her In Search In a way Larger relatively and work on Achieve it Efficiently And effectiveness from Yes Use it A weapon Competitively To face Organizations The competition in the time the present.
3. On administration the organization Restriction, search more interest with dimensions Strategic partnership in general and after Flexibility In a way private to promote turn in Achieving organizational success in a way better.
4. That Achieving organizational success for the company He depends on her abilities in Implementation Dimensions Strategic partnership efficiently and effectiveness from Side, And excitement interest customers in their preference for products the organization on other from products Organizations the competition from Side Other.
5. Deepen Awareness I have Managers in the organization Restriction search In a way Larger Relatively Understandably Organizational success and indicators for measuring it And engage these Managers in Seminars And conferences Yours the topic.
6. On administration the organization Restriction search more interest with organizational success, measure it, And analyze it between a period And another With a purpose Identify on rate the growth The result in it.

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