مجلة تنمية الرافدين

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Research Paper

The Effect of the Strategic Lens in Enhancing Organizational Immunity: An Analytical Study of the Opinions of A Sample of Administrative Leaders in Some Private Banks in Baghdad

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Abstract

The current study aimed at the strategic lens's characteristics and effects, including stakeholder participation, resource mobilization, knowledge creation, and culture management) on organizational immunity (organizational learning, organizational memory, organizational DNA) in the Iraqi banking sector (National Islamic Bank, Islamic Iraqi Bank, Bank of Baghdad, Commercial Bank of Iraq, Investment Bank of Iraq, National Bank of Iraq, United Bank for Investment, Dar Al Salam Investment Bank, Trans-Iraq Bank, International Development Bank for Investment and Finance). To achieve the objectives of the study, the descriptive analytical approach was adopted, where the researchers developed a questionnaire consisting of (41) items and a purposive sample was drawn so that the study sample consisted of (140) senior leaders (general managers, department heads, divisional officials) in Iraqi private banks, The results were analyzed using (SPSS), (Amos) program and statistical tools (Cronbach's alpha analysis, confirmatory construct validity, arithmetic mean, standard deviation, coefficient of variation, correlation coefficient, simple linear regression).

The most important finding of the study is that private banks are interested in applying the dimensions of the strategic lens, but they need to strengthen the partnership with stakeholders involved in developing the sector and consider them a strategic partner contributing to achieving the goals, and also increasing their interest in mobilizing resources and obtaining the necessary expertise and financial resources to be able to compete with other banks. Attention is paid to obtaining knowledge from its various sources and attention to modern technologies to create value for them while encouraging employees and supplementing their efforts continuously, taking into account the management of organizational culture to achieve comprehensive quality.

The researcher recommends focusing more on stakeholders as they are strategic partners for senior leaders in the banking sector and paying attention to diversifying and enhancing resources in various forms and according to the needs of the sector with the permanent development of knowledge and the acquisition of all new modern technologies that contribute to raising the quality of the private banking sector specifically because of the external pressures it faces in the Iraqi environment.

Key words:
Strategic Lens, Organizational Immunity, Strategic Balance, Organizational DNA

ورقة بحثية

تاثير العدسة الاستراتيجية في تعزيز المناعة التنظيمية : دراسة تحليلية لاراء عينة من القيادات الادارية في بعض المصارف الاهلية في بغداد

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المستخلص

هدفت الدراسة الحالية إلى معرفة التأثير الذي تحدثه العدسة الاستراتيجية وأبعادها (مشاركة صحاب المصالح, تعبئة الموارد, تنمية المعرفة , ادارة الثقافة) في المناعة التنظيمية(التعلم التنظيمي, الذاكرة التنظيمية, الحمض النووي التنظيمي) في قطاع المصارف العراقية (المصرف الوطني الإسلامي, المصرف العراقي الإسلامي , مصرف بغداد, المصرف التجاري العراقي , مصرف الاستثمار العراقي , المصرف الأهلي العراقي, المصرف المتحد للاستثمار, مصرف دار السلام للاستثمار, مصرف عبر العراق , مصرف التنمية الدولي للاستثمار والتمويل) ولتحقيق أهداف الدراسة تم اعتماد المنهج الوصفي التحليلي، إذ قام الباحثان بتطوير استبانة مكونة من (41) فقرة، وتم سحب عينة قصدية بحيث تكونت عينة الدراسة من (١٤٠) من القيادات العليا(المديرين العامين, رؤساء الاقسام, مسؤولين شعب) في المصارف الخاصة العراقية , وتم تحليل النتائج بالاعتماد على برنامج (SPSS), (Amos) وأدوات الاحصاء (تحليل الالفا كرونباخ, الصدق البنائي التوكيدي,الوسط الحسابي, الانحراف المعياري, معامل الاختلاف, معامل الارتباط, الانحدار الخطي البسيط). أهم ما توصلت اليه الدراسة: إن المصارف الخاصة تهتم بتطبيق ابعاد العدسة الاستراتيجية ولكن تحتاج الى تعزيز الشراكة مع اصحاب المصالح المشتركين معهم في تنمية القطاع واعتبارهم شريكا استراتيجيا مساهما في تحقيق الأهداف, وزيادة اهتمامهم ايضا بتعبئة الموارد والحصول على الخبرات والموارد المالية اللازمة لتستطيع أن تنافس المصارف الاخرى والاهتمام بالحصول على المعرفة من مصادرها المختلفة والاهتمام بالتقنيات الحديثة لخلق قيمة لهم مع تشجيع العاملين ورفد جهودهم وبشكل مستمر مع الأخذ بنظر الاعتبار إدارة الثقافة التنظيمية فيما يحقق الجودة الشاملة.

يوصي الباحث بالتركيز أكثر على أصحاب المصالح كونهم شريكا استراتيجيا للقيادات العليا في القطاع المصرفي والاهتمام بتنويع وتعزيز الموارد بمختلف أشكالها وبحسب حاجة القطاع مع التطوير الدائم للمعارف، واكتساب كل ما هو جديد من تقنيات حديثة تسهم في رفع جودة القطاع المصرفي الخاص تحديدا لما يواجهه من ضغوط خارجية في البيئة العراقية

الكلمات المفتاحية:

العدسة الاستراتيجية، المناعة التنظيمية، التوازن الاستراتيجي, الحامض النووي التنظيمي.

مجلة

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المجلد (٤٣)، العدد (١٤٢))،

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Introduction:

Organizations today suffer from rapid changes and their continuous pursuit of success and excellence in light of the circumstances that the Iraqi environment suffers from today, specifically in the banking sector, and their urgent need to pay more attention to the technological aspect and meet the needs of the citizen as soon as possible and at the lowest cost and with better quality than their competitors to achieve sustainability and continuity and thus achieve, Which called for the need today to pay more attention by senior leaders in the banking sector to activate the dimensions of the strategic lens and attention to strategic stakeholders and the development of tacit and apparent knowledge and develop and invest and re-disseminate it to employees with attention to providing various resources in a way that achieves better services for the citizen in a way that enhances immunity.

There were four axes in the current research. The research methodology was the focus of the first axis, the theoretical framework was the focus of the second, the practical framework was the sole focus of the third, and so on. The fourth axis was devoted to the researcher's discussion of the study's conclusions and suggestions.

First: Research Methodology

1. Research problem

The issue with the current research was the amount of the requirement for private banks to apply the dimensions of the strategic lens and organisational immune in the field, because the strategic lens offers the researched banks with a better awareness of the local environment, identifying their needs, meeting their proposals, solving their problems, and moving towards providing new services that meet these different needs of the citizen. From another point of view, there is a need for private banks to have elements that provide them with organizational immunity, which confirms a basic fact on which the research problem revolves, which is the need for banks to realize the relationship of influence between variables on the ground, The research problem can be embodied by answering the following questions:

a. What is the degree of achieving the strategic lens as well as its measurements in the private banking sector?

B. Is there

The impact of the strategic lens on organizational immunity in the private banking sector?

C. Is there an effect on the dimensions of the strategic lens together on organizational immunity?

2- research importance

Importance of research

The importance of the research comes from the role played by the strategic lens in the private banking sector and the size of its impact in achieving and strengthening organizational immunity, as the importance of the study is reflected in the theoretical importance represented during the review of various researches, scientific journals, books, master's and doctoral theses from various sites related to

the strategic lens and organizational immunity and was followed with the scientific method in collecting and recording them to benefit from them in the relevant sector, as well as research has practical importance

Which was represented by periodic visits to the site in question and then designing a questionnaire that includes the variables of the research and its elements to be distributed to the senior leaders in the private banking sector in Baghdad in order to test the hypotheses in order to reach the required results This study was based on the descriptive analytical approach, which included the use of the field work method on private banks to obtain data for the research of the independent variable and the dependent and their dimensions and enhance the data by developing a number of hypotheses to reach the real results to support the hypotheses Or vice versa and develop a program to address the failures, if any, and enhance the positive results if they appear on the site in question.

3- Research objectives:

The following is a definition of objectives:

a. Testing the effect of strategic lens dimensions on the organizational immunity of the private banking sector.

B. Test how strategic lens dimensions combined affect organizational immunity.

C. Testing the effect of stakeholder participation on organizational immunity in the private banking sector.

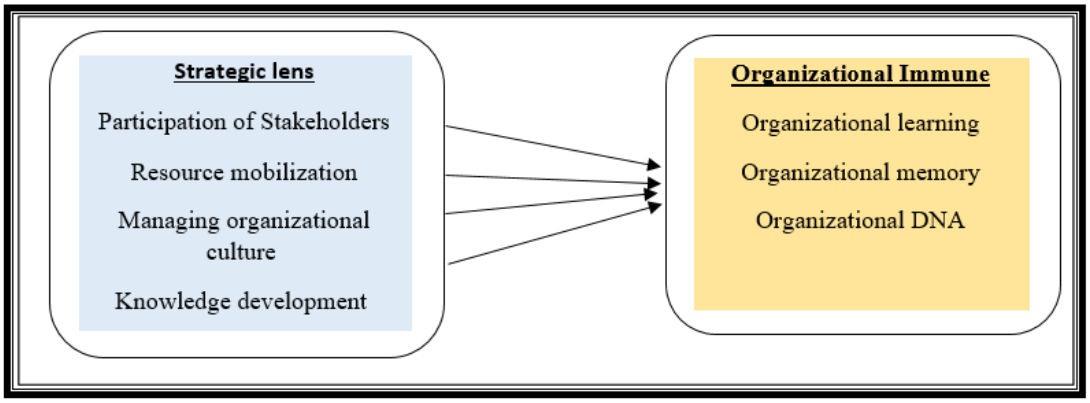
D. Testing the effect of resource mobilization on organizational immunity within the industry of private banking.

H. Testing the impacts of knowledge development on organizational immunity within the industry of private banking.

And the Testing the impact of culture management on organizational immune in the private banking sector.

g. Providing some proposals that could help the private banking sector improve its competitive position with other banks.

Figure (1): Hypothetical research chart



influence relationship ⟶

Source: Prepared by the researcher

4. Research hypotheses:

The strategic lens does not significantly affect organizational immunity, which was the first main hypothesis. From this, the subsequent sub-hypotheses were developed.

1- (The dimension of stakeholder participation on has significant impact on organizational immunity).
2- (There is a significant impact of the resource mobilization dimension on organizational immunity).
3- (There is a significant impact of the knowledge development dimension on organizational immunity).
4- (There is a significant effect of the culture management dimension on organizational immunity).

The second fundamental premise is that the dimensions of the strategic lens have a significant impact on organizational immunity.

5- Research methodology and statistical research tools:

The following statistical research tools were employed, along with the descriptive analysis method were employed: arithmetic mean, standard deviation, coefficient of variation, correlation coefficient, simple linear regression, Cronbach, and confirmatory construct validity using (SPSS, AMOS) software.

6- Research population and sample:

The sample population was chosen intentionally in accordance with what the study required and was represented by the senior leadership of the private banking sector in Baghdad. It consisted of 220 individuals. The sample size consisted of 140 individuals. Questionnaires were distributed to the intended sample, and only 106 questionnaires were recovered, as shown in the table (1).

Table (1): Research population and sample

N	Bank name	Administrative Leaders	Sample volume	Number of forms returned
1	National Islamic Bank	20	15	**15**
2	Iraqi Islamic Bank	19	12	**10**
3	Bank of Baghdad	21	14	**9**
4	Commercial Bank of Iraq	30	19	**13**
5	Iraqi Investment Bank	21	12	**8**
6	National Bank of Iraq	24	12	**9**
7	United Investment Bank	20	17	**12**
8	Dar Al Salam Investment Bank	23	15	**10**
9	Trans-Iraq Bank	20	12	**8**
10	International Development Bank for Investment and Finance	22	12	**12**
TOTAL		220	**140**	**106**

Second: The theoretical framework

1- Strategic lens:

1.1 The concept and importance of the strategic lens

The opinions of researchers varied in giving an understanding of the strategic lens, some of whom emphasized that it is modern methods, an evaluation of different visions, the ability to deal, or it is an insight into different points of view, and they were as follows:

The strategic lens considers "the contemporary methods that strategists rely on to deal with problems and challenges inside and outside the organization" (Mansour &Hlehel,2022:53). It is "an effort made by organization managers to offer many perspectives on strategic issues and the potential to do so by getting the whole picture, considering a variety of perspectives and ideas, which prompts consideration of many possibilities or approaches to strategic issues (Alsaqal et al, 2022:3). It also makes reference to "the capacity to handle issues pertaining to everything that is valuable to the organization, including all kinds of resources (financial, human, social, and natural) and performance standards in organizations that are closely tied to the strategic lens." It is a collection of distinct perspectives on issues. According to (Hussain and Atiya 2019: 1389), strategy is the evolution of an organization. According to Wessi, there are "multiple visions of various methods aimed at developing the implementation of the business organization's strategy that has been formulated, through which the flow of tasks and information and how things are accomplished are examined" (Wessi, 2022, pp. 15-16). It also includes "understanding behavior, identifying the players who monitor progress and operations, and defining goals, tasks, and workers for implementation" (Al-Abadi & Al-Dhabhawi, 2017: 242).

The many challenges that organizations face today as a result of rapid and continuous changes have made management with its traditional means incapable of confronting those challenges, which led to the need to use various modern management methods away from the traditional methods in managing organizations. This was done by using modern strategic management methods and exploiting the available opportunities and making them serve the interests of the organization, among these useful methods is the use of the strategic lens, as it is one of the important and newly emerging concepts in the administrative literature in general and in the strategic management literature in particular because of its multiple benefits, including what the researchers indicated below, which were as follows:

In the last era of the twentieth century, it has gained great importance, and perhaps the main reason for this is due to its help for organizations to survive in the long term and its contribution to organizational success, as it is the key to analysing feasibility, achieving competitive advantage, and increasing the company's ability to deal with external opportunities (Berry & Shabana, 2020: 67). And the participation of stakeholders in mobilizing resources, developing knowledge, and managing culture better (Hlehel & Mansour, 2022: 53). It provides insight into the various strategic perspectives that have arisen as a result of research and studies in the subject (Hussain & Atiya, 2019:1389). It gives managers the ability and capacity to work with creatively developed strategies and policies, as well as a clear vision for how to

implement them. It has a significant and noticeable function in giving managers and other decision-makers management advice, supports individual experiences and organizational cultures, and helps to avoid committing to creating plans and ways to handle problems (Sabr & Hussein, 2023:419). It supports the competitive capabilities of organizations and achieving success and excellence in the field of business. It contributes to giving a priority perspective to a specific activity and providing the appropriate climate that enhances the organizational culture that encourages innovation by identifying the most important practices that leaders and workers work with to form a homogeneous and coherent structure of opinions and ideas to direct business organizations towards improvement. Its performance (Broshki and Ismail, 2023:294).

1.2 Dimensions of the strategic lens:

(Alter & Dawans,2009) (Alsaqal et al, 2022:3) confirmed that the main dimensions of the strategic lens were (stakeholder participation, resource mobilization, knowledge development, culture management), which provides a thorough method for developing the strategic lens inside businesses It was as follows:

A- Stakeholder participation

The term "stakeholders" appeared in the 1930s and 1940s in American institutions, which advocated the idea that the institution should manage its relationships with outside representatives (Berle, Dodd, 1932). Others pointed this out in the 1950s and early 1960s, which began with the work of (Penrose, 1959). Others believe that (Ansoff 1968) was the one who mentioned the usage of this concept in his definition of organization goals (Sadouki, 2019: 124). The focus of organizations' marketing efforts has shifted in recent years from meeting customers' needs to creating value for stakeholders, including institutions, groups, organizations, employees, customers, suppliers, the public sector, and others who influence the achievement of goals and the level of achievement in the organization. This was confirmed by (Freeman 1984) in expanding the concept of stakeholders from its previous meaning, which was limited to shareholders, to that there are other parties involved, including customers, employees, suppliers, governments, competitors, consumer advocates, environmentalists, special interest groups, and the media (McGrath & Whitty 2018:723). While (Byars, Stanberry, 2018) classified stakeholders in terms of influence into:

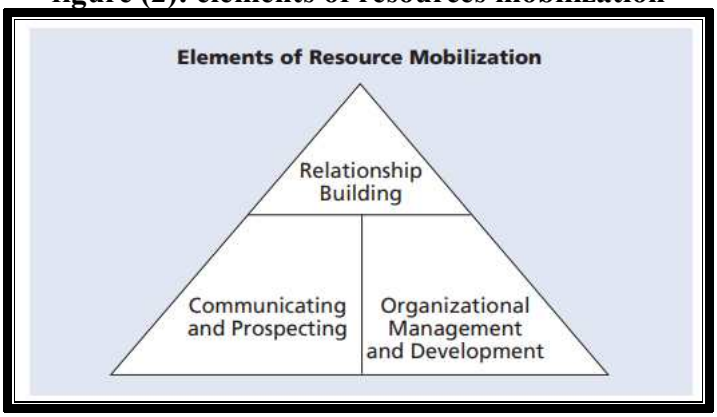
- The empowered people (shareholders, legislators, government regulators, and boards of directors) who allow the organization to function
- Regulators (competitors, peers, professional associations) influencing informal industry standards or rules
- Actors (suppliers, employees, unions, customers, distributors and retailers) influencing inputs and outputs
- Expanders (NGOs, voters, mass media organizations) whose relationship is indirect with the organization have the potential to make meaningful impacting on organizations (Bergant, 2021:771).

B- Resource mobilization

Resources of all kinds are among the most important factors for the success of the organization, increasing its revenues, and achieving competitive advantage while increasing its market share, as they meet the different needs of the customer or beneficiaries of services in the government and private sectors, and their organization and management have become among the basic needs of organizations because of their key function in solving issues, attaining excellence, and advancing the cause. And making successful strategic decisions that achieve organizational effectiveness and increase its ability to mobilize the organization's various resources.

He defined it (Pierre) as A management process that involves identifying people who have shared relationships and values and taking the necessary steps to manage those relationships From the definition, we see that resource mobilization is In fact, it is a process that includes three complementary elements These are relationship building, communication, research, development and organization management As in the figure (2) (Pierre,2010:4).

figure (2): elements of resources mobilization



source:Pierre, Danièle,2010," Resource Mobilization",p4.

Resource Mobilization Theory (RMT) developed during the 1970s and developed as a new theory in the quest of a generation of scholars to understand the emergence of society, its importance and its effects. The movements of the 1960s, as there are five types of resources: (material, human, social, organizational, cultural and moral) (Edwards & Gillham,2021:1,4)

(Al-maqashi et al) believe that human resources are among the most important assets that an organization possesses, which allows the company to fulfil its obligations and achieve its goals, as the fixed assets owned by the company cannot be managed without human resources (Al-maqashi et al, 2021:2). As for the material resources, they differ according to the nature of the organizations' work. (karasiol & karahan) indicated that the resources may consist of (building materials, machines, equipment, tools, raw materials, etc.), which require greater attention during the period of crisis to which the organizations are exposed, as they need resources. Which supports it economically to alleviate the pressure of crises (KARASIOL& KARAHAN, 260).

C-Organizational culture management

Organization culture is reflected in a group of important elements such as values, norms, guidance processes, reward systems and organizational founders because they play an important role in establishing the foundations of a permanent organization culture, while organizational culture is affected by constantly changing external factors that are outside the scope of the organization's control as they affect the performance and success of the organization. And organizational change processes.

The root of organizational culture goes back to the work of (Deal and Kennedy 1982), which is an intangible but powerful force between a community of people working together, which influences the behaviour of the members of that group. Appropriate behavioural patterns become essentially self-evident to its members when the organization constantly takes Structural (Bamidele, 2022:2).

While (Abdul Hamid) indicated that organizational culture had clearly emerged in 1979 with (Pettigrew) in an article entitled (Organizational Cultures on Studding), which explained and analysed the concepts associated with aspects of organizational life that are characterized by a cultural nature, and these were the points The launch and inclusion of the concept Within the new administrative concepts, it was considered one of the basic pillars of organization theory, which is "the invisible force that pushes the organization towards specific goals or a specific thing in a specific direction" (Abdel Hamid, 2022: 56).

The importance of organization culture is reflected in a number of key functions, which are as follows:

It acts as a guide for management and employees, an intellectual framework that organizes the members of a single organization and helps them organize their work, relationships, and accomplishments, and it helps give the organization and its employees a sense of identity. It also fosters commitment to the organization's vision, mission, and goals ,one of the things that sets an organization apart from others is its organizational culture, which also serves as a source of pride for staff members and draws in ambitious, the culture of the company is seen as a competitive advantage since it promotes creative behaviour and enables staff members to carry out their responsibilities within a single organizational structure. (Abdul Razzaq et al. 2019:158, 159).

D- Knowledge Development

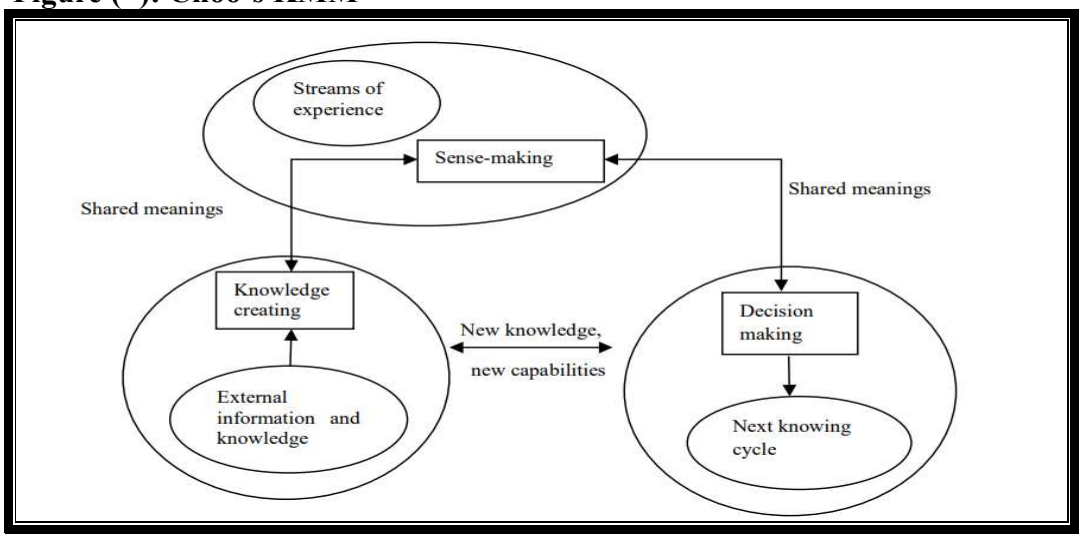
Today, knowledge, learning and innovation are the main drivers of economic and social development and the basis for achieving sustainable organization success and an important element for achieving competition with other organizations. It is inexhaustible capital, as companies nowadays seek to achieve a variety of modern management methods and often only material resources are used, which It is insufficient and therefore organizations have recently begun to pay special attention to intangible assets (knowledge).

The concept of knowledge management appeared in the early nineties in various fields, such as business administration, public policy, health care, information systems, library and information sciences. Knowledge is considered a strategic asset that must be properly managed and is considered a set of processes responsible for

using and disseminating knowledge in the organization (Haradhan, 2017: 2). In the 21st century, knowledge and knowledge management have become the most professional element in many fields of knowledge such as education, cognitive sciences, health, sociology, administrative sciences, information sciences, computer sciences, information and technology, economics, philosophy, psychology, knowledge engineering, artificial intelligence. And all its branches Business The concept of KM appeared in the business world in the last two decades of the twentieth century, and the goal of KM was to improve business performance, competitiveness, and innovation in the era of globalization (Mohajan , 2017:2). While both (Pels and Odhiambo) added that knowledge management has appeared in management science, and perhaps the strongest influence was from Nonaka's book, which he published entitled "The knowledge creating company," which distinguished between tacit knowledge and apparent knowledge, and the concept of knowledge became synonymous with development since 1996, when it transformed The World Bank to the Knowledge Bank (Pels & Odhiambo, 2004:206). (Ibrahim and others) pointed to the elements of knowledge management and development, which are represented by cooperation: which means joint work between team members to achieve a specific goal or goal, as this cooperation leads to increasing mutual knowledge among team members, raising morale, and improving communication processes, thus facilitating the delivery of data and information, which It is one of the foundations of knowledge management, As for trust: what is meant by trust is the presence of a high level of belief in the abilities of work individuals in each other and education: which is the basic element in knowledge management, which means acquiring new knowledge to use it in the best way to accomplish work and make appropriate decisions (Ibrahim et al., 2019: 278).

While (Chun Wei Choo) described a model for KM, creating and creating knowledge to help in decision-making and introducing it into the conduct of organization work after it is absorbed from the external environment and a successive cycle occurs, as each organization uses information to understand its environment, form new knowledge, and make effective decisions, as interconnected processes play a strategic role and discovery. A new cognitive vision for the organization, as in Figure(٣) .

Figure (٣): Choo's KMM



Source: Haradhan, Mohajan,2017," The Impact of Knowledge Management Models for the Development of Organizations",p3.

2-Organizational Immune

2-1: The concept and importance of Organizational immunity

The concepts of organizational immunity have varied due to the many writers and researchers and their different views on how they approach the concept of organization immunity (Al-Hadrami, 2022: 37). If (Handal and Sheran) described it as a series of steps.

and policies that the economic unit anticipates by forming an interconnected network of individuals and processes to form an impenetrable and cohesive wall that protects the organization's core values from internal penetration by working to solve work problems and correct any deviations in performance to reduce the occurrence of crises and prevent dangers. Foreign Affairs (Handal and Sharan, 2021: 415). It is a hypothetical concept that means the ability of the economic unit to confront crises such as economic, financial, administrative and competitive crises, by preventing the occurrence of their causes if they are within the internal environment and resisting external crises by building a defensive wall that avoids the economic unit incurring damages or reduces their effects (Hamad and Amin, 2023: 242), It is also a set of internal processes and mechanisms that have been strengthened to protect the economic unit from the dangers that have been identified and eliminated, because they threaten the value of the economic unit. It is an internal organizational function that limits the costs of oversight of the authority, and it is less expensive than traditional organizational systems (Alsaman and Aldabagh ,2020:73). Therefore, it can be described as a network of policies and cultures that frame the organizational structure and work in a manner similar to the human immune system to fortify it against bad ideas and concepts that enter the body of the economic unit and cause damage to it (Hassan, 2021: 331). (Alwan and Taleb) described it as a framework for

self-organization and the capacity to recognize and exclude outsiders in order to maintain the economic unit's health in a hazardous environment (Alwan and Taleb, 2015: 48).

The importance of organizational immunity comes from the fact that it represents a special bulwark for the economic unit that protects it from the dangers that it acquired after being exposed to a group of viruses, which ultimately led it to acquire immunity that helps it stand up to future dangers and viruses (Al-Yasari and Murad, 2021: 293), (Al-Samman and Al-Bakdali) also mentioned the importance of organizational immunity as follows:

- erecting an impregnable dam, symbolized by the personnel, rules, regulations, practices, and culture of the economic unit, all of which work together to thwart change and outside threats.
- Organizational immune is the product of development that reflects the organization's ability to adapt to challenges, including the increasing complexity of economic units.
- The economic unit works to modernize and develop internal methods and work to address weak points within the economic unit. (Al-Samman and Al-Bakdali, 2023: 303)

(Al-Ardhi and Hassan) added that organizational immunity is considered the best treatment for reducing cases of administrative and financial corruption in economic units. In addition, it works to provide a new vision of the competitive reality between the economic unit and other economic units, identify expected opportunities and dangers, and provide a new insight into the unit’s capabilities. Internal Economic Affairs (Al-Ardhi and Hassan, 2022: 81).

2.2 Dimensions of organizational immunity

A- Organizational learning

One of the crucial procedures that aids businesses in acquiring knowledge is the organizational learning process, retain, and retrieve various knowledge when they need it in order to develop the organizations, advance their reality, and make them a strong competitor compared to other organizations. (Chakravarthy) defined it as “a continuous process at the organization level that is strengthened by the collective ability to accept, understand, and respond to internal and external change” (Chakravarthy, 2022:2). It also alludes to interpersonal communication that contributes to the continuous creation, interpretation, integration, and institutionalization of new knowledge at multiple levels (individuals, teams, and economic units) to meet the goals of the economic unit or adapt to changes in the environment (Al-Samman and Al-Bakdali, 2023: 304). Organizational learning is represented by all the information that economic units seek to obtain in order to address errors and respond to all environmental changes, while recording the information in organizational memory (Hassan, 2022: 11).

Experts have divided organization learning into different types, including:

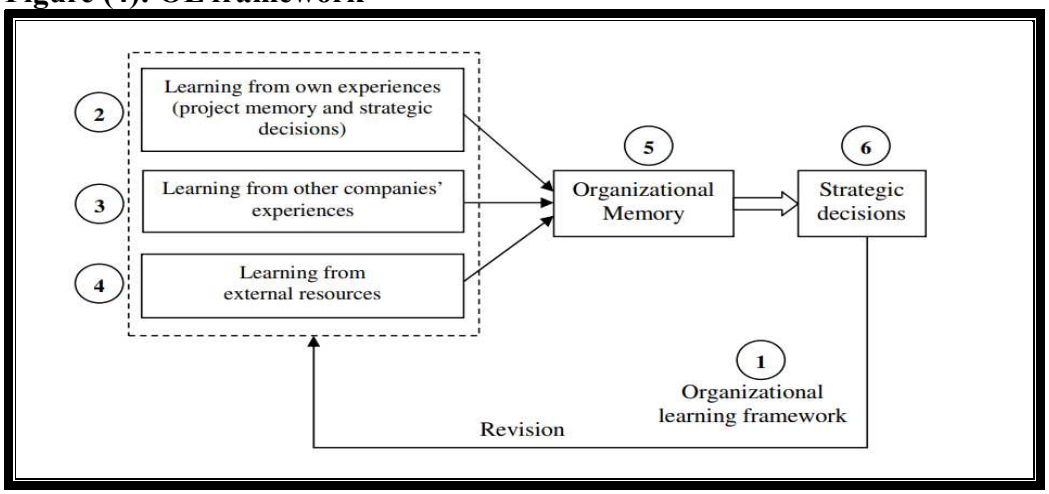
Genetic learning refers to a science created by the founders of the organization. Experiential learning is obtained through experience, which can be obtained intentionally or by chance. Indirect learning refers to the second-hand experience

carried out by people outside the home,Single-loop learning: This type of learning occurs when members of an organization answer environmental questions by finding and correcting errors. Double-loop learning. This type of learning not only controls current operations, but also controls and includes correcting culture, policies, goals, strategies, and organizational structure. Three-loop learning. This type of learning restarts the element of reflection in learning (Saadat & Saadat, 2016:222).

B- Organizational memory

The content of organizational memory consists of previously prepared information from decisions and solved problems. It is the means through which organizations store knowledge for future use and is frequently called "organizational memory." (Zadayannaya, 2012:3). It is “an accumulated stock of knowledge of mechanisms, means of treatment, and experiences with previous organizational problems and dangers that the economic unit experienced during its production path and was able to overcome. Thus, The economy might quickly make reference to it to identify the characteristics of threats and strategies to eliminate them” (Asaad and Hameed, 2023: 325). It is also considered a "repository of historical information that contributes to making and taking current and future decisions. Organizational memory contributes to confronting work challenges and obstacles and works to sustain the activity of the economic unit," as the absence of organizational memory leads to organization Alzheimer's, which affects the efficiency and effectiveness of decision-making and making (Najm, Kurdi, and Ghanem, 2022: 699). While we see that the researcher (ÖZORHON) has indicated that organization learning takes place through three sources of knowledge acquisition, which are learning from the organization’s own experiences and strategic decisions, learning from other organizations, and learning from external sources, which collectively contribute to building organizational memory (OM) and will then be the main factor To make strategic decisions in the organization to build new ideas on an ongoing basis,As in the figure(٤) (ÖZORHON, 2004:27,28).

Figure (4): OL framework



Source: Özorhon, Belis,2004,”organizational memory in construction companies :case-based reasoning model as an organizational learning”,p28.

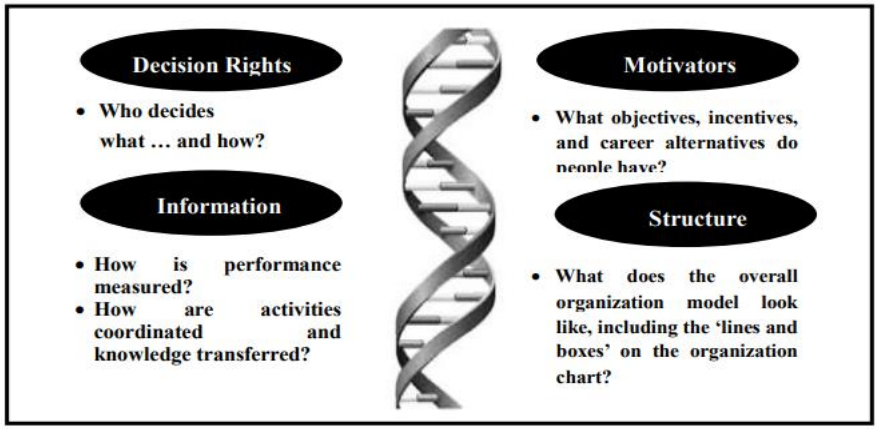
C- Organizational DNA

Some researchers have approached the analogy of organizations as a living organism with its own personality and identity, through which it reflects its organization structure and its ability to make strategic decisions based on its identity, history, brand, and culture, and carries hereditary characteristics and genes, as they referred to it as organizational DNA.

It is "a tool for analysing and identifying differences in the behaviour and personality of economic units and the many behavioural practices, procedures, and organizational structures that are affected by them" (Al-Ardhi and Hassan, 2022: 82), They also explained that it is "the organizational genes of the economic units that reflect the organizational structure and dynamism. It consists of the roles and relationships that constitute the dynamism of the economic unit, whether internal or external. It is also known as "the economic unit's contribution to distinguishing itself from other units through the work provided to its customers" (Majeed and Lafta,2022:222). (Silverman,2010) identified four types of organizational DNA, which include1- factual DNA, which is based on linear models and quantitative forecasting calculations, 2- conceptual DNA, which refers to theories, models, and theoretical concepts, 3- relational DNA, which is based on relationships within and outside organizations, 4- The individual DNA on which individuals are based as an exclusive person or as a member of society (Soroush et al, 2023:128)

The researcher (Nafei) stated that the basic building block of the organizational DNA consists of four basic elements that show the identity and personality of the organization, which are (motivators, decision-making rights, organizational structure, and information). The incentives show what the goals, alternatives and incentives that the organization possesses, and the decision-making rights of those who decide. How? As for the structure, it refers to the general organization model of the organization, and the information refers to how organizational performance is measured, how the organization's activities are coordinated, and the information that is communicated to the organization, as in the figure (5) (Nafei, 2017: 117).

figure (5) The four building blocks of organizational DNA



source: Nafei, Wageeh,2015, "The Role of Organizational DNA in Improving Organizational Performance: A Study on the Industrial Companies in Egypt",p119.

Third: The practical aspect

First: Reliability of the research measurement tool

The term "reliability" speaks of the steadiness of a study measure and the continuity in producing consistent results across different time periods. The structural reliability of the measurement tool is evaluated through the use of Cronbach's alpha test. The reliability coefficient of the tool was calculated using the Cronbach's alpha coefficient, as table () shows that the values of the Cronbach's alpha coefficient range between (0.816-0.911). These values are considered statistically good because they exceed the approved minimum acceptable value of (0.70). These results indicate that the tool has internal consistency and stability, which enhances its reliability in measuring the target variables.

Table (2) Reliability coefficients for the research measurement tool

Study variables	Cronbach's alpha
Stakeholder participation	0.879
Resource mobilization	0.867
Knowledge development	0.891
Culture management	0.903
Strategic lens	0.911
Organizational learning	0.879
Organizational memory	0.816
Organization DNA	0.875
Organizational immunity	0.900

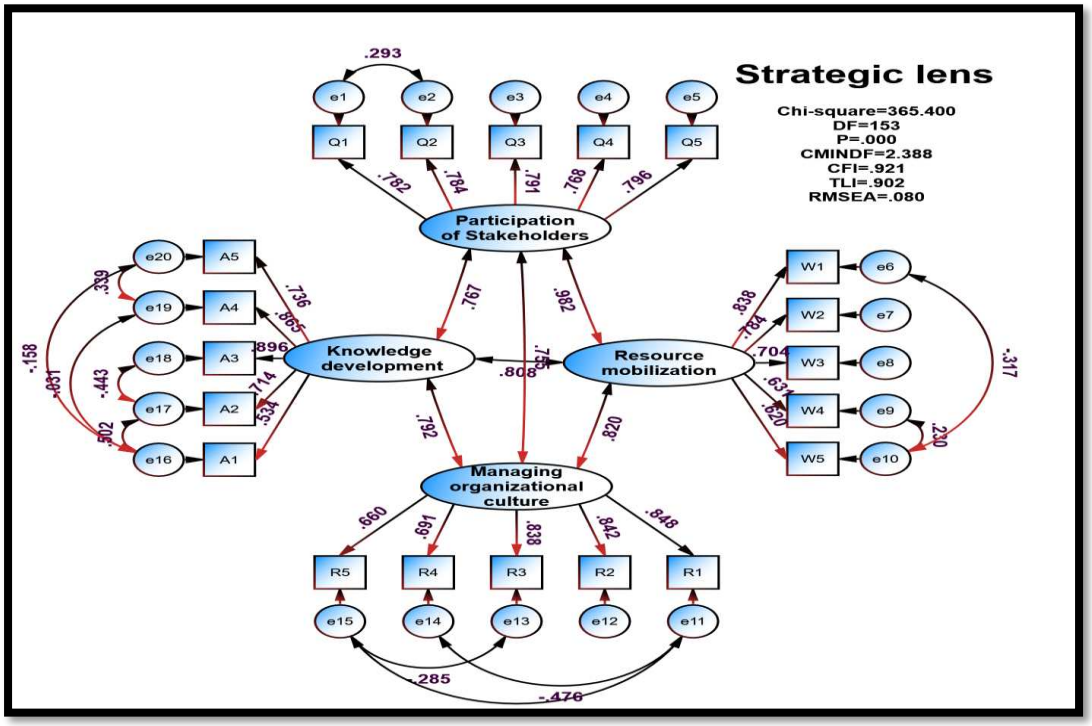
Source: SPSS V.28

Second: Confirmatory construct validity

1 - Strategic lens

There is Figure (6) showing the strategic lens model, which has four fundamental dimensions, with each dimension consisting of (5) questions. It can be seen based on the graph where all indicators were within the standards, which indicates that the indicator is good and sufficient for subsequent significance analyses**.**

Figure (6): Strategic lens model



Source: AMOS V.26

As can be seen from Table (3), the estimate values for all questions of **the strategic lens** variable ranged between (0.896 - 0.534), and it is also clear that they are significant, through the (CR) values that ranged between (10.44 - 4.878), which is greater than the critical value (CR) of (1.96), and this indicates the sincerity of the questions and is a good indicator.

Table (3): Estimates of the dimensions of the strategic lens variable

P	C.R.	Estimates	Dimensions	Track	questions
		.782	Stakeholder participation	<---	Q1
***	10.320	.784		<---	Q2
***	8.731	.791		<---	Q3
***	8.411	.768		<---	Q4
***	8.791	.796		<---	Q5
		.838	Resource mobilization	<---	W1
***	9.539	.784		<---	W2
***	8.185	.704		<---	W3
***	7.059	.631		<---	W4
***	6.141	.620		<---	W5
		.848	Knowledge development	<---	R1
***	10.440	.842		<---	R2

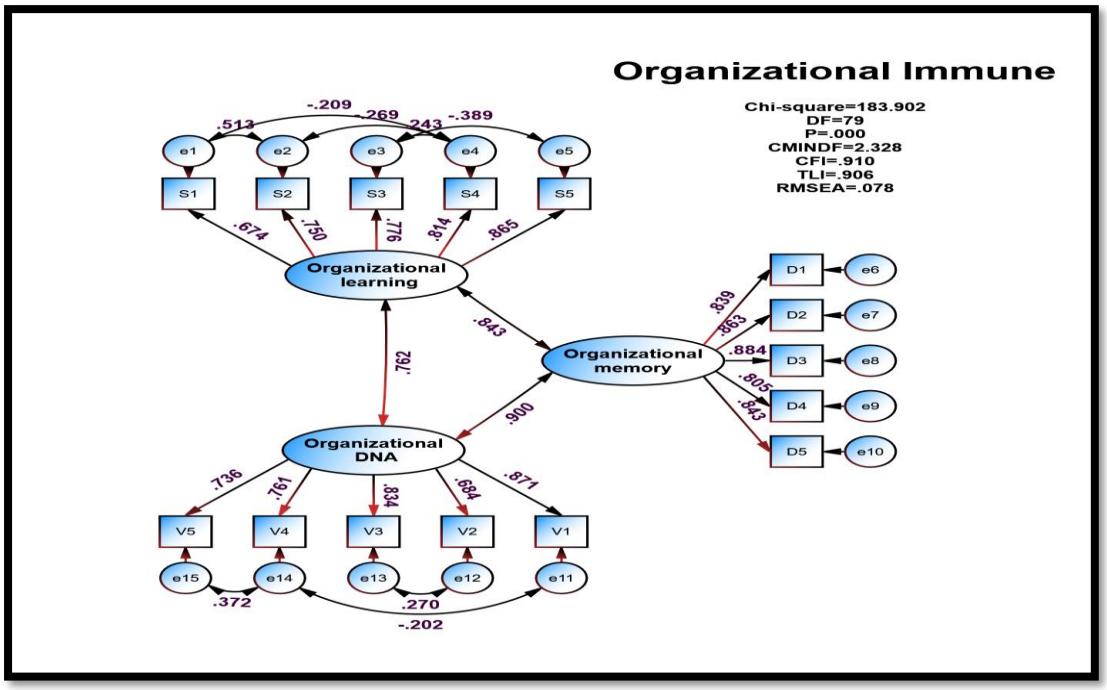
P	C.R.	Estimates	Dimensions	Track	questions
***	10.354	.838		<---	R3
***	6.608	.691		<---	R4
***	8.369	.660		<---	R5
		.534	Culture management	<---	A1
***	6.680	.714		<---	A2
***	5.623	.896		<---	A3
***	5.555	.865		<---	A4
***	4.878	.736		<---	A5

Source: AMOS V.25

2- Organizational immunity

Figure (7) shows the organizational immunity model, which consists of three basic dimensions, as each dimension consists of (15) questions. The figure shows that all indicators were within the standards, indicating that the indicator is good and sufficient for subsequent tests.

Figure (7): Organizational Immunity Model



Source: AMOS V.26

Table (4) shows the estimate values for all questions, ranging from (0.884-0.674), and the critical values (CR) for them reached between (11.699-6.63), which is higher than the approved standard critical value (CR) of (1.96). This indicates the morale and honesty of the questions, which makes it a good indicator.

Table (4): Estimates of the dimensions of the organizational immunity variable

P	C.R.	Estimates	Dimensions	Track	questions
		.674	**Organizational learning**	<---	**S1**
***	9.749	.750		<---	**S2**
***	6.630	.776		<---	**S3**
***	6.638	.814		<---	**S4**
***	7.538	.865		<---	**S5**
		.839	**Organizational memory**	<---	**D1**
***	11.242	.863		<---	**D2**
***	11.699	.884		<---	**D3**
***	10.032	.805		<---	**D4**
***	10.803	.843		<---	**D5**
		.871	**Organization DNA**	<---	**V1**
***	7.843	.684		<---	**V2**
***	10.671	.834		<---	**V3**
***	8.460	.761		<---	**V4**
***	8.770	.736		<---	**V5**

Source: AMOS V.26

Third: Analyzing the research variables descriptively

1-Strategic lens

It is clear from Table (5) that the culture management dimension came in second in terms of relative importance with the greatest general arithmetic mean (3.705), at a good level (0.832 for the standard deviation), and a high coefficient of variation (22.46). This dimension is regarded as one of the fundamental aspects that foster collaboration, creativity, and invention. Employee productivity and behaviours are positively correlated with an optimistic internal culture, which positively impacts goal achievement.

As for the lowest general arithmetic mean, it was in the stakeholder participation dimension, as it reached (3.345), with an average level and standard deviation (0.856) and coefficient of variation (25.59), as this dimension came in the fourth level concerning the relative significance. This requires that the banking sector pay more attention to stakeholders, consider them a strategic partner and an active contributor to their success, and strive to make strategic decisions that serve their own interests in line with the interests of private banks. In terms of relative importance, the strategic lens variable came in first with a coefficient of variation of (23.15), and overall, it attained an arithmetic mean of (3.43) at a good level with a standard deviation of (0.7935).

2-Organizational immunity

Table 5 makes it evident that the organizational memory dimension had the highest general arithmetic mean (3.690), at an average level (0.833 for its standard deviation) and coefficient of variation (22.57), putting it in the second level of relative importance. This enhances the sector's strength in its possession of databases that

support the sector's objectives and contribute to effective decision-making, as it is the main key to avoiding deviations in applicationThe organization's DNA dimension, measuring 3.604 with a good level of accuracy, had the lowest general arithmetic mean, a standard deviation of 0.911, as well as a coefficient of variance of 25.28. This dimension ranked third in terms of relative importance. This indicates the necessity of paying attention to adopting effective and flexible organizational structures that achieve the sector's objectives and adopting the concept of management by exception and as required by the environmental conditions surrounding the sector. Overall, the organizational immunity variable achieved an arithmetic mean of (3.56) at a good level, with a standard deviation of (0.842), as the coefficient of variation reached (23.66), where it came in second place in terms of relative importance, as shown in the table below.

Table (5): Descriptive statistics for the research variables and dimensions

Dimensions of research variables	M	S	CV	Relative importance
Stakeholder participation	3.345	0.856	25.59	4
Resource mobilization	3.389	0.739	21.81	1
Knowledge development	3.274	0.747	22.82	3
Culture management	3.705	0.832	22.46	2
Strategic lens	3.43	0.7935	23.15	first
Organizational learning	3.382	0.782	23.12	2
Organizational memory	3.69	0.833	22.56	1
Organization DNA	3.604	0.911	25.28	3
Organizational immunity	3.56	0.842	23.66	second

Source: SPSS V.28

Fourth: Testing the research hypotheses

1- Testing the first hypothesis

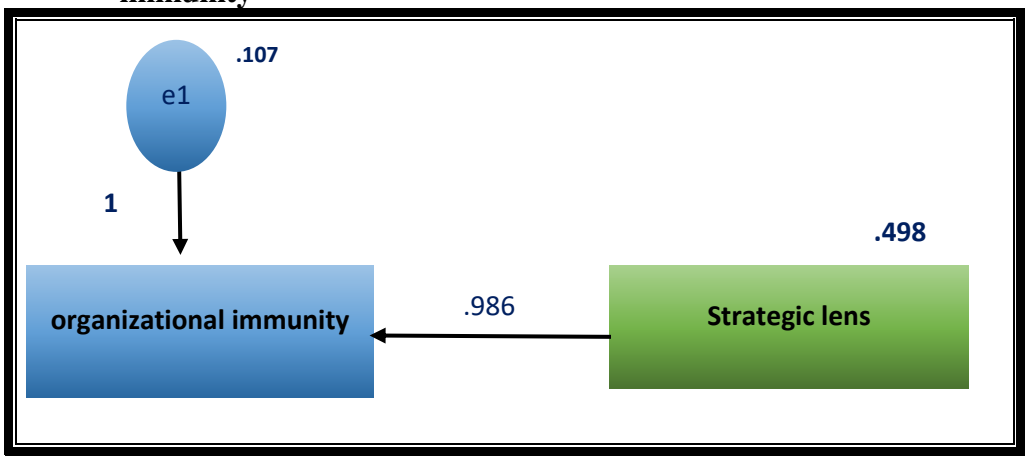
The findings demonstrated that (the strategic lens has no discernible effect on organizational immunity).

As shown in Table (6) and Figure (8), the value of (F) recorded (464.556) in the strategic lens of organizational immunity, which, at the significance level (0.05), is (greater) than the tabular value (F) (3.94). since the alternative hypothesis, which claims that the strategic lens has a substantial impact on organizational immunity), was accepted by this finding, and this suggests a major effect. Based on the findings, we deduced that the strategic lens has an impact on organizational immunity and that it has accounted for 81% of the related variables are involved. For the strategic lens variable, the value of (t) was (21.554). At significance level (0.05), the numerical value (t) was greater than at (1.984). In light of the fact that updating the strategic lens remained constant.

Table (6): Analysis of the influence between the strategic lens in organizational immunity

Independent variable			R	(R2)	(R2) Adj	(F)	(t)	Sig	Dependent variable
Strategic lens	(α)	0.080	0.905	0.819	0.817	464.556	21.554	0.000	Organizational immunity
	(β)	0.986							

Figure (8): Analysis of the impacting between the strategic lens on organizational immunity



Source: AMOS V.26

2- Testing the hypotheses that follow for the strategic lens's dimensions in relation to organizational immunity, as shown in Table (7):

1- The F value was achieved among the strategic lens's dimensions in relation to organizational immunity (142.786, 149.16, 263.518, 256.206), in that order. At a significance level of (0.05), it exceeded the tabular value (F), it ended up being 3.94. The aforementioned findings demonstrate that the strategic lens's dimensions have a major influence on stakeholders' involvement in achieving private banks' goals. with the role that resources play in enhancing their competitive value among their counterpart banks, with the effective role played by the acquired knowledge that is disseminated to employees in enhancing Organization immunity and taking into account the management of organizational culture in a way that serves the sector's employees, cultivating a culture of creativity and innovation, and encouraging university work to achieve comprehensive quality. As shown in Table(7)

Table (7): Sub-hypotheses of the influence between the dimensions of the strategic lens on organizational immunity

Hypothesis symbol	Hypothesis	decision
H21	There is a significant effect of the dimension of stakeholder engagement on organizational immunity	Accept the alternative hypothesis
H22	There is a significant effect of the resource mobilization dimension on organizational immunity	Accept the alternative hypothesis
H23	There is a significant effect of the knowledge development dimension on organizational immunity	Accept the alternative hypothesis
H24	There is a significant effect of the culture management dimension on organizational immunity	Accept the alternative hypothesis
Number of null hypotheses accepted		0
Number of acceptable alternative hypotheses		4

2-The value of the correlation coefficient (R) was recorded at (0.762, 0.769, 0.848, 0.845). This shows that there is a disparity in the correlation value between the organizational immunity variable's strategic lens dimensions, with the dimension exhibiting the highest correlation value. (knowledge development). It reached (0.848) This indicates that the more importance banks give to developing the approved technological methods, the more it contributes to strengthening their competitive position with their competing banks. The findings also revealed that the dimension with the lowest correlation value, stakeholder participation, was at (0.762). This means that in order for the sector to survive in the competitive environment, it must prioritize fostering stronger relationships with stakeholders and paying more attention to them in a way that advances the goals of the banking industry while maximizing the interests of powerful groups.

3- The coefficient of determination (R2) value that was attained (0.581, 0.592, 0.719, 0.713), and this indicates that there is a discrepancy in the interpretation of the strategic lens dimensions of the organizational immunity variable, as it turns out that the highest explanatory percentage was in the (knowledge development) dimension, as it explained what percentage (71%) of the variables that occur in the organizational immunity variable, The lowest explanatory percentage was in the dimension (stakeholder participation), which explained a percentage (58%) of the variables that occur in the organization immunity variable.

4- The values of (t) that were collected for the marginal slope coefficient between the organizational immunity strategic lens dimensions were (11.949, 12.213, 16.233, and 16.006), in that sequence. Since the marginal slope coefficient for the dimensions of the strategic lens is the lens has a significant dimension if its tabular value (t) is more than 1.984 at the significance level (0.05).

5- The values of (β) for each dimension, which add up to (0.686, 0.802, 0.874, and 0.782), respectively, make it evident that the strategic lens's dimensions have varying degrees of influence over the organizational immunity variable. It turns out that the knowledge development dimension has the strongest influence, with an increase of one unit in this dimension increasing the organizational immunity variable by 87%. Furthermore, since adding one unit to the stakeholder participation dimension raises the organizational immunity variable by 68%, it is evident that this dimension was the least influential.

Table (8): Examination The link between the strategic lens's dimensions and organizational immunity

	Dimensions of the strategic lens	α	B	R	R2	Adj (R2)	F	t	sig
organizational immunity	Stakeholder participation	1.226	0.686	0.762	0.581	0.577	142.786	11.949	0.000
	Resource mobilization	0.782	0.802	0.769	0.592	0.588	149.160	12.213	0.000
	Knowledge development	0.446	0.874	0.848	0.719	0.716	263.518	16.233	0.000
	Culture Department	0.762	0.782	0.845	0.713	0.710	256.206	16.006	0.000

Source: SPSS V.

3- Examining the second primary hypothesis: The strategic lens's components collectively have a noteworthy impact on organizational immunity**.**

Table (9) displays the findings of the examination between the organizational immunity strategic lens's dimensions.

-The calculated F value for the estimated model was 154.419.We accept the premise that, when taken as a whole, there is a considerable effect on organizational immunity between the strategic lens's dimensions because it exceeds the tabulated data (F) value of (2.32). The value of Adj (²R) was recorded since it turns out that the dimensions of the strategic lens can explain (85%) of the changes that occur in (organizational immunity).

- It is clear from the value (t) of the dimensions (stakeholder participation, knowledge development, culture management), which amounts to (2.204, 7.123, 7.636), respectively, which is greater than its level when tabulating (1.990) and indicates that the significance of these dimensions is proven, meaning that increasing these dimensions by a single unit, it will result in a rise in (organizational immunity) by (14%, 44%, 40%), respectively. As for the remaining dimensions, which are (resource mobilization), the results showed that they have no significant effect on (organizational immunity), Which requires the sector to pay more attention to stakeholders and include them in work-related decisions in order to solve potential issues and maximize the interests of powerful groups in order to maintain a competitive atmosphere, and to mobilize various resources to serve the achievement of the goals and interests of private and competitive banks in order to enhance their organizational reputation and find solutions and innovations to work better. In accordance with its future strategic plans while retaining creative and distinguished human resources with high knowledge of the requirements of banking work.

Table (9): Analysis of the strategic lens's elements' effects on organizational immunity

Dimensions of the strategic lens variable	(.α)	(β)	(t)	Sig.	(.R)	(.R2)	Adj (R2)	Value (F)	. Sig.
Stakeholder participation	0.009-	0.140	2.204	0.030	0.928	0.861	0.855	154.419	0.000
Resource mobilization		0.012	0.147	0.883					
Knowledge Development		0.448	7.123	0.000					
Culture Department		0.400	7.636	0.000					
F. Tabular	2.32								
T. Tabular	1.990								
Moral dimensions	Stakeholder participation, Knowledge Development, Culture Management								
Non-moral dimensions	Resource mobilization								

SPSS V.28

Fourth: Conclusions and recommendations Source:

It was found that private banks are interested in applying the dimensions of the strategic lens, but

they need to strengthen the partnership with stakeholders involved in developing the sector and consider them a strategic partner to achieve their goals, while increasing their interest in mobilizing various resources and obtaining the necessary expertise and financial resources to be able to compete with other banks and paying more attention to knowledge with... Revealing other knowledge and modern technologies to create value for them and encouraging employees to provide them continuously, taking into account the management of organizational culture in a way that achieves comprehensive quality, improves employee behaviours, and leads banks to creativity and innovation for everything new, with a focus on organizational learning by creating new knowledge and investing in what exists. among current employees and identifying deviations to address them, and the effective effect of the dimensions of the strategic lens combined in increasing the organizational immunity of the banking sector and thus increasing its ability to confront the crises to which the sector is exposed, through organizational learning stemming from knowledge gained from previous experiences and the basis for building organization memory to avoid deviations in decisions. Taken by senior leaders in the sector.

The researcher recommends focusing more on stakeholders as they are a strategic partner for senior leadership in the banking sector and paying attention to diversifying and enhancing resources in various forms and according to the sector's need, with the constant development of knowledge and the acquisition of new and modern technologies that contribute to raising the quality of the private banking sector, specifically because of the external pressures it faces in the Iraqi environment.

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