

## *Original Paper*

# The Role of Strategic Prowess in Promoting High Compliance Management—A Sample of the Directors of The Iraqi Media Network

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### **Abstract**

*The current research aims to identify the role of strategic prowess in strengthening the management of high commitment and the practice of the Iraqi media network of strategic ingenuity, and management of high commitment, and given the scarcity of studies that attempted to identify and recognize the nature of the relationships between the three research variables in their direct and indirect form in the Iraqi environment, in addition, the researcher's attempt to study and address a real and realistic problem that directly affects the Iraqi media network.*

*However, the research adopted the intentional stratified sampling method for a population of network managers 250 individuals. The researcher used the Thompson equation and Mascheran's table for small samples and the size of the research sample was 160, And for this purpose, statistical tools and methods were utilized in analyzing the practical side of the search (arithmetic mean, standard deviation, Pearson correlation coefficient, simple and multiple regression methods, path analysis, Sobel test), and they were analyzed by the statistical program (SPSS V.26 & AMOS V 26), in addition to the descriptive and analytical approach through polling opinions and interviews, and it was the main tool in collecting data (the questionnaire). The theoretical part in an attempt to bridge the knowledge gap in explaining the variables.*

### **Keywords**

*strategic excellence, high compliance management, Iraqi media network*

## 1. Introduction

Among the administrative concepts that have observed great development and which must be sustained and adopted by organizations (strategic prowess, job performance) in addition to what the media scene witnessed is strong attraction and competition between Iraqi, Arab and foreign media networks in covering news in the Iraqi arena, which calls on the Iraqi media network to research everything related to the range of its work and operate to benefit from the theorists of strategic management and human resources management as a strategic solution to confront the challenges and dilemmas faced by the Iraqi media network within the scope of its environment, Especially when the network attempt to convert these propositions from theoretical framing to work practices adopted by the network, which has become top management that can analyze and explore opportunities and employ a flexible organizational structure to respond to these opportunities, so that its strategic decision reaches the goals that stem from its vision, mission, and strategic direction, As it was able to adhere to these variables through a high commitment department that works to strengthen the career path with training and education and regularly manage the performance of its human resources to make it a gateway to attract the customer and a civilized interface that reflects the role assigned to it after that of the official Iraqi state network. However, in view of the limited adoption of such topics and practices in the Iraqi media network, which today is in dire need of it, it was appropriate to subject this concept to theoretical and practical study, as a contribution to spreading and enhancing the network leaders understanding of strategic prowess and managing high commitment, especially since the network's practice contributes to reducing the scientific and knowledge gap in managing news and reporting events quickly and exclusively to bridge the media and news gap, which separates our society from developed societies.

Nevertheless, based on the foregoing and given the important role that the Iraqi media network is supposed to play in developing society by providing the news sector with the scientific qualifications and experiences necessary to carry out its responsibilities by accurately defining it with research variables, and given that the Iraqi media network practices some of the strategic prowess applications to enhance an important factor which is the high compliance management, according to what the researcher observed through his field experience and interviews with a number of officials in it to test the research problem, which is represented by questions about the level of strategic prowess and management of high commitment in this network and the nature of the relationship between them, as well as the main question of the problem embodied in (Does the strategic prowess play a role in promoting higher compliance management?).

### *1.1 The Research Problem*

The Iraqi Media Network is currently operating in a dynamic and highly complex environment, and this is what necessitated it to adapt to work within administrative, economic, technological, and societal frameworks that are constantly and rapidly changing, so it is forced to respond quickly to environmental changes because the lack of rapid response may lead to the collapse of its work and its decline from its competitors in the media sector, For example, the failure to adapt to environmental

variables may lead to a breakdown and the network will stop working completely compared to the progress that its competitors are getting, because it needs to produce and market large quantities of its services and media goods within a short period of time in order to be able to cover the fixed and huge costs that it has incurred as a result of the huge capital and operational investments involved in the news production process. Consequently, the network must actively manage its changing working conditions, and try to maintain its customers as well as attract new customers, and this is what made the capabilities and skills that help it succeed in this endeavor of great importance to it. Consequently, the network must actively manage its changing working conditions, and try to maintain its customers as well as attract new customers, and this is what made the capabilities and skills that help it succeed in this endeavor of great importance to it. However, this challenge in itself represents a strong motivation to delve into the search for the role of organizational prowess in enhancing the management of high commitment to network employees to meet these challenges and ensure its continuity and survival in the long term, and this requires an attempt to shed light on the role that strategic prowess can play in the dimensions of high commitment management. Hence, the research problem crystallized in the following questions: What is the level of strategic prowess of the Iraqi media network, and what are its trends? Is it a trend?

- Searching for new opportunities or optimal investment for opportunities, or adapting to differentiated structures?
- What is the level of high commitment management of the Iraqi media network? What are the most prominent dimensions that it adopts, practices and cares about?
- Is there a correlation between strategic prowess and high commitment management in the Iraqi media network, and what is the nature of that correlation?

### *1.2 The Importance of Research*

One of the most important pillars of scientific research is that research should be established to address existing problems in their own right, also to uncover new concepts in administrative philosophy through which the media network operates without being aware of the content and philosophical content of it. As well as supporting the success of the leaders of the researched network by improving the work and mechanisms for anticipating problems or confronting organizational problems therapeutically and utilizing scientific research methods, as the importance of the current research lies in the following axes:

- The current research is an objective attempt to shed light on the rapid development in modern administrative concepts, especially the concept of strategic prowess, which has become an effective administrative method and its role in promoting high commitment management, achieving the required success as it represents an important and effective competitive weapon, as well as achieving the goals of the Iraqi media network through theoretical knowledge to achieve a clear understanding and identification of the concepts and objectives of the researched variables.

- Diagnosing the extent of the researched network's vision of strategic prowess and its importance in promoting high commitment management, and then achieving the goals it seeks to achieve at all administrative, regulatory, and supervisory levels.
- The current research is an extension of research and studies that are concerned with the vital aspect of organizations represented by research variables, as this research represents a modest addition to the Iraqi and Arab academic stock in the field of management science, strategic management studies, and human resources, as the research provides a theoretical and conceptual framework for analyzing strategic prowess and high compliance management to the fact that these topics were not shed light on them sufficiently and completely at the level of the Iraqi School of administration studies.
- Identifying the level of interest of the Iraqi media network in strategic prowess and any dimensions it exercises better than other dimensions, as well as identifying its level of interest in high commitment management.
- Diagnosing the level of impact of strategic prowess directly in high commitment management, as well as identifying the pattern of interconnected relationships and their strength between the two variables.

### *1.3 Research Objectives*

This modest scientific contribution requires the researcher's attempt to show theoretical interest in some literature of modern administrative thought with the role of strategic prowess in high compliance management in general in its theoretical aspect, in particular in the Iraqi media network, as the current research attempts to achieve several goals, the most important of which are:

- Presenting and discussing some conceptual and cognitive frameworks related to research variables (strategic prowess, high compliance management), as well as identifying them in detail within its intellectual and practical framework through theoretical surveys and what the researcher will be able to read and observe in order to serve the research problem.
- Determine the most important dimensions of strategic prowess, and at what level they are necessary for the researched companies, by examining, studying, and analyzing a number of models proposed by specialists in this field.
- Strengthening the high compliance management of the researched network through the application of a model that deals with strategic prowess and benefit from it at the level of the researched network, as well as the possibility of generalizing it to Iraqi public administration organizations.
- Identify the extent of the researched companies awareness of the strategic prowess process and indicate their position in the researched network, the implementation mechanism, and identifying their most important foundations, as well as strengthening them through intellectual proposals and literature review, and the current research findings of recommendations.

- Determining the extent of the contribution of strategic prowess in high compliance management, as well as the possibility of enhancing its work with recommendations that increase its performance in quantity and quality.
- Attempting to establish a culture that carries in its aspects a concern for strategic prowess and high compliance management to be part of the culture of the network being researched, by developing mechanisms and strategies that support building a strong connection between high compliance management and the strategic prowess of the network.

## 2. Theoretical Framework and Literature Review

### 2.1 *The Concept of Strategic Prowess*

The idea of strategic prowess stems from a fundamental topic in management literature called the paradox of learning. Nevertheless, the knowledge base for strategic prowess stems from the ideas of organizational learning theory as its historical roots are in psychology, as the ideas of this theory matured in the science of the organization thanks to the efforts of several researchers, and most studies explain the emergence of the paradox of learning because of the need of organizations to deal with contradictory and opposing activities simultaneously, as they resort to essential comparisons centered on looking forward or backward, explaining the case of the old or the new, and these phrases are translated by organizational literature with two poles: the pole of expansion and the pole of exploration activities, which are the basis of strategic prowess (slave & Khurfa, 2018, p. 243).

The ongoing advancement of prowess originates from the acknowledgment that organizations today should progressively manage opposing and clashing objectives, for example, steady development versus revolutionary advancement, investigation versus abuse, arrangement versus flexibility, and some more. Nonetheless, understanding and overseeing strains just as prevailing with regards to accomplishing significant levels of Both shafts at the same time cause such pressures are vital for firms' capacity to contend and endure and the foundations fit for that have the limit with regards to the potential, for example the capacity of a mind boggling and versatile framework to accomplish and oversee restricting exercises, by accomplishing significant levels of both in a concurrent way. Despite the fact that the potential is a generally ongoing subject in writing, today it has become a significant idea in the executives' research, getting various commitments from different fields of examination (Nosella et al., 2012, p. 450). In drawing on what (Duncan, 1976) introduced, Tushman and Reilly'O created in 1996 their first hypothesis of key strategic ability or prowess. Where he demonstrated that better presentation is normal than originate from gifted associations (Al-Bashqali & Al-Dawad, 2015, p. 331), and key Strategic prowess is characterized as the capacity to oversee vital oddities and accomplish objectives that seem, by all accounts, to be dissimilar or opposing (Lis et al., 2018, p. 70).

#### 2.1.1 Characteristics of Strategic Prowess

There are three basic capabilities described in the literature on strategic acumen that is reflected in the scenario planning process. However, these capabilities are described as (TEECE, 2007) triple

classification which is divided into perception, exploitation, and reformulation and are as follows: (Chermack & Bodwell, 2010, p. 199), (Al-Bashqali & Al-Dawad, 2015. p. 332), (Al-Mahasna, 2017, p. 26)

- **Perception:** the ability to perceive opportunities and threats that require conducting external environmental surveying, research, and exploration, and this helps to realize good opportunities based on the balance between centralized and decentralized control, meaning that organizations aware of opportunities have mechanisms that apply what the external environment possesses from them as quickly as possible.
- **Exploitation:** that is, the ability to seize new opportunities. Without perception, opportunities cannot be exploited. Where the exploitation of opportunities represents the implementation of the strategic insight that leads to strategic action in certain conditions, and this requires coordination between the senior management team on the strategic intent, avoiding wrong decisions, and arranging the business model and its strategy.
- **Reconfiguration:** The key to growth is the ability to reunite strategic assets and structures and shape them according to market changes and technologies. Nevertheless, the ability to reshape resources, assets, structures, and the function of the human resource is a strategic advantage for a certain re-formation of an organizational structure. However, reshaping is a big task and requires efficient and effective resources.

#### 2.1.2 Dimensions of Strategic Prowess

##### **A-Exploration**

It is represented by the exploration for opportunities and new knowledge, which is a process that includes having a vision based on the search for opportunities that provide unfamiliar products in a way that enhances the competitiveness of the organization and has the ability to predict the needs of the target market or search for new markets. That is, the organization's pursuit of new opportunities is associated with the demand and supply of products, and some seasonal products may be an opportunity if the organization is able to invest in them (Sabr and others, 2018, p. 111).

##### **B-Exploitation:**

Exploitation is identified with the improvement of existing skills and competencies which perceived as critical to the organization's economical upper hands because of the related idea of structures and misuse. Nonetheless, field researchers have started to use prowess as an incorporated idea and it is conceivable that an exploitative exertion can regularly improve an organization's viability in investigating new information and creating assets that help new products and markets. Hence, through regular utilization of existing information and assets, management can be more mindful of where they sojourn inside the organization and have a more profound comprehension of the capacity of current information and assets. Nevertheless, one of the aftereffects of this more profound comprehension is that the organization will be better ready to start reconfiguring the different information and assets

effectively leveled out, capacities related with new disclosures in products and markets (CAO et al., 2009, p. 9).

### **C-Differentiated structure**

There are studies on the importance of differentiated structure or subdivisions of organizational tasks by maintaining distinct cultures of innovation and improvement. However, the differentiated structure is a decisive factor for the occurrence of a structural deviation that induces the existence of separate organizational processes and cultures for innovation and improvement. Nevertheless, creating differentiated structures for exploitation and exploration in a timely manner ensures that organizations can innovate, and this can be achieved through the structural separation of the multiple functions in the organization or by creating jobs with a specific orientation (Abdel Wahab & Ahmed, 2020, p. 11).

#### *2.2 High Compliance Management*

The “Commitment High” model spread in the 1980s when traditional American companies realized that individuals were heading towards “control management”. However, they were less effective than the trend towards commitment management than their Japanese counterparts, so that high commitment became possessed several advantages in common with traditional Japanese work systems, but its basic principles are due to the human relations movement in the United States and its spread increased in the second half of the eighties (Al-Naimi & Hamid, 2015, p. 40).

Wood (1996, p. 41) defines the management of high compliance as “a form of management that aims to obtain a commitment so that the behavior is primarily self-regulating rather than being controlled by sanctions and external pressures for the individual, and relationships within the organization depend on high levels of trust.” Also, high compliance management is defined as “the Bundle or patterns of human resource management practices that are used in conjunction with each other or with specific strategies in order to achieve better performance, and the combination of these practices that make up human resources management gives it a greater value in terms of enhancing organizational performance and employee behavior” (Conway, 2014, pp. 3-4), as are the best human resource management practices, which include (participation in decision-making, training and development, rewards, participation in information technology communications, selective recruitment, work teams, job security) and these practices enhance the high compliance management (Zeiden, 2006, p. 20).

##### *2.2.1 Importance of High Compliance Management*

It is frequently said that HCM practices permit luring and choosing devoted and adaptable employees, guaranteeing that inner work markets reward responsibility and preparing with advancement and professional stability, and favor the utilization of direct contact and collaboration by giving a strong climate that receives a less progressive leadership style. In any case, the job that HR plays is urgent in supporting administration frameworks and the improvement of culture in the working environment through investment in authoritatively planned games and other arranged social exercises. The attention is essentially on culture traits, (for example, “the fun factor”, bunch publicity, and emblematic prizes) as opposed to on work configuration highlights, for example, work freedom. In this way, HCM

activities are related to group building exercises, “the fun factor”, particular enrollment, centered preparing, two-way correspondence, and execution related compensation (Cruz & Noronha, 2011, p. 186) HR practices that attention on control looks to lessen work costs and expanded productivity, and an accentuation on checking work measures, while responsibility centered HR practices expect to increment authoritative execution by upgrading representative devotions (Boon & Kalshoven, 2014, p. 405).

A profoundly dedicated way to deal with human asset, management is probably going to bring about shared advantages reflected in both the high fulfillment and superior performance because of the positive social trade (Latorre et al., 2016, p. 329). As for (Al-Nasrawi, 2014, p. 45), he stated that the management of high commitment is carried out with the effective management of individuals because he believes that the commitment of employees is a basic requirement to achieve the goals of the organization.

The management of high commitment permeates the organizational aspects in the life of workers through the development of workers, training and equipping them with new knowledge, skills, and competencies that lead to increased loyalty to the organization and high compliance management creates conditions that allow workers to participate in the high participation in the organization and the high compliance management works to increase productivity and reduce work pressure for workers in the organization as high compliance management enables organizations to retain high-performance workers in the organizations through its positive impact on the organizational commitment of employees, as well as high compliance management works to select workers in a manner consistent with the job and work to increase the suitability of the organization through selection and appointment to the organization and finally he states that high compliance management is universally applicable.

### 2.2.2 Developing Organizational Commitment among Employees

A great part of the ongoing research on Human Resources Management (HRM) has stressed the attractive quality of higher devotion to the labor force and the focal function of human resources management practices in building up and keeping up employees responsibility. Notwithstanding, restricted exploration has analyzed the psychological relations of perceived organizational support, trust, and procedural justice as per the hypothesis of social trade that accentuates the connection between HRM practices on employees high devotion, thus, this research comes so as to add to the research literature through a survey of applicable literature and prescribe proposals to steer future research in this area (Angelis et al., 2011, p. 571).

The existence of cooperation among the members of the organization and the belief of its members in the values of the existence of cooperation among the members of the organization affect the increase in the degree of organizational commitment of these members. However, Brown and Christina (Brown & Kristena, 2002) indicated that the strength of the effectiveness of Japanese organizations, and their good performance, are mainly due to the quality of their employees as their connection and self-integration results from the feeling that the values of work in the organization are identical with



their values, and their commitment to their organizations does not come from material motives only, but by developing strong values and culture that increases their job commitment, as well as their organizations designing a system Increase employee engagement with it, by working on training them and developing their knowledge; This improves their satisfaction, motivation, and continuous commitment to their organizations.

The development of organizational commitment among the individuals working in the organization requires that the organization deals with them clearly, creating a feeling in them that they are an integral part of the organization and its goals and practicing an open door policy with them, giving them the opportunity to take responsibility for work, developing their capabilities and skills, and cooperating with each other to work in a team spirit within the organization. However, the organization must be concerned with taking care of its cadres and employees, as the organizations must be keen on their interests, expectations, and future directions. In addition, it is necessary to look at the development of their capabilities, and that what is new for them, without retaining what is accustomed to the traditional administrative systems that were practiced and practiced from time to time. As the good attention and broad vision of the needs and requirements of individuals increases their commitment to them (Theeb & Al Saud, 2014, p. 500), we can identify highly committed management practices. It is broadly defined, including: (Black, 1999, p. 392)

- Employee participation through collaboration, team briefs, and quality departments
- Employee autonomy accomplished through job design for obligation and adaptability
- Job security
- Opportunities for progression and promotions in the work environment
- Employment practices focused on employee's devotions and improvement
- Good relations among management (downward) and employees (upward).

### 2.2.3 Factors and Dimensions of High Compliance Management

Organizational commitment is generated from the outcome of a strong multi-interaction that is represented in the characteristics of individuals, their personalities, work pressures, organizational factors, societal influences and the general environment, and the characteristics of individuals include values, beliefs, feelings, trends, education, experience and other subjective variables of individuals, while organizational factors include, for example, organizational climate, management philosophy and practice, incentives, communications, and various organizational relationships and data. As for societal influences, values, economic, social, and political conditions and other elements of community structure (Hanounch, 2006, p. 20) While it is normal that all the more engaging human resources management practices received by high involvement methods will enhance devotions, profoundly dedicated human resources management doesn't really incorporate exceptionally included practices. While, different approaches to improve responsibility other than exceptionally participatory practices are conceivable, for instance, by zeroing in on inner turn of events or enhancing impression of procedural justice. (Boon & Kalshoven, 2014, p. 405), and the dimensions of (training and education,

career path management, performance management) were adopted for the high commitment management variable, because there is almost unanimity on these dimensions.

The function of human resource management can play a major role in developing organizations with high commitment and this can be achieved through the following (Wood, 1996, p. 42):

- Provide exhortation on techniques for imparting the qualities and goals of the division and the accomplishments of the organization and that employees are bound to be analyzed and are pleased to work in the organization.
- Confirms to the organization that dedication is a two-way measure and that employees cannot expect that the organization is focused on them except if the administration clarifies that it is focused on them and perceives their commitment as partners.
- Persuading the organization of the need to build up an atmosphere of trust with working people and treat them in a reasonable way and tune in to the remarks and proposals made by them during the discussion and support measure.
- Developing a positive mental agreement by regarding laborers as partners toss depending on the standard of agreement and participation, rather than utilizing control and pressure, with an attention on giving occasions to learning, improvement, and room for advancement.

### 2.3 Past Studies Related to Strategic Prowess

**Table 1. The Study of (Al-Jubouri, 2010)**

|  |   |
|--|---|
| Study Title                                | The Impact of strategic prowess in Achieving Organizational Flexibility—A comparative field study between the two telecom companies (Zain and Asiacell) in Iraq   |
| The most important objectives of the study | <ul style="list-style-type: none"> <li>• Identify the extent to which Zain and Asiacell are practicing prowess and strategic flexibility</li> <li>• Explaining the impact of strategic prowess with its sub-dimensions (optimal investment of opportunities, searching for new opportunities in the market, flexible organizational structure) as an explanatory variable, and strategic flexibility as a response variable.</li> </ul> |
| Study methodology                          | <ul style="list-style-type: none"> <li>• Comparative study.</li> </ul>  |
| Study variables and tools                  | <ul style="list-style-type: none"> <li>• Strategic prowess in its dimensions (optimal investment of opportunities, search for new market opportunities, flexible organizational structure).</li> <li>• Strategic flexibility.</li> <li>• The study adopted the questionnaire as a main tool for data collection.</li> </ul>   |
| Population and sample of study             | The study population was represented in the mobile telecommunications sector in Iraq, specifically in the two companies, Zain and Asia Cell. It was applied to a  |

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|                                | sample of (72) managers in both companies distributed in several administrative levels (board members, general directors, department managers, divisional officials, unit managers, office managers).  |
| The most important conclusions | <ul style="list-style-type: none"> <li>• The high level of the main and minor variables in the two companies studied.</li> <li>• The existence of significant correlations between them, as well as the presence of a significant effect of the variable organizational prowess on strategic flexibility.</li> <li>• The presence of significant differences between the two companies in the variables of strategic prowess and strategic flexibility.</li> </ul> |

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**Table 2. The Study of Al-Banna (2016)**

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|  |   |
|--|---|
| Study Title                                | The role of strategic prowess in building literate organizations through radical innovation   |
| The most important objectives of the study | <ul style="list-style-type: none"> <li>• Exposing the possible relationships between strategic prowess and radical innovation.</li> <li>• Measuring and testing the extent of the influence of the dimensions of strategic prowess on radical creativity.</li> <li>• Measuring the impact of organizational prowess on building learning organizations through radical creativity.</li> </ul> |
| Study methodology                          | Analytical  |
| Study variables and tools                  | <ul style="list-style-type: none"> <li>• Strategic prowess in its dimensions (exploitation, exploration)</li> <li>• Radical creativity</li> <li>• The study used the questionnaire as a main tool for data collection.</li> </ul>   |
| The Population and sample of study         | The study population is represented in the mobile communications sector in Iraq, represented by Zain. The sample consisted of managers of units, departments and branches in the company.   |
| The most important conclusions             | There is a direct and strong positive effect of strategic prowess on building learning organizations, meaning the contribution of continuous exploitation and exploration processes in developing and building learning organizations that apply the knowledge they possess in all their activities.  |

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**Table 3. The Study of Palm & Lilja (2017)**

| Study Title                                | Key Enabling Factors for Strategic Ambidexterity in the Public Sector   |
|--|---|
| The most important objectives of the study | Experimentally exploring the enablers of strategic prowess in the public sector.  |
| Study methodology                          | Analytical.   |
| Study variables and tools                  | Strategic prowess in its dimensions (exploitation and exploration).<br>Interviews were used as the main tool for data collection.   |
| The Population and sample of study         | The study population was represented in two regional organizations in Sweden.<br>The sample consisted of 24 managers of innovative projects and some politicians participating in strategic development.  |
| The most important conclusions             | <ul style="list-style-type: none"> <li>• Several enabling factors have been identified for strategic prowess: (organizing with a good understanding of consumer needs and the current situation, a management team that can perceive the need for exploration, dialogue, a culture that allows for errors, balancing exploration and exploitation, focus on implementing innovations, and incentives for both exploration and exploitation)</li> <li>• It is important to create a wide area for exploration in order to achieve strategic prowess in the public sector.</li> </ul> |

**Table 4. The Study of Hoholm et al. (2018)**

| Study Title                                | Developing Strategic Ambidexterity: Enabling Service Innovation in a Hospital Setting   |
|--|---|
| The most important objectives of the study | <ul style="list-style-type: none"> <li>• Addressing the differences in the health care sector by studying the nature of innovation projects in the Innovation Clinic at the University of Oslo Hospital.</li> <li>• Improving strategic prowess in service innovation, providing more room for exploration, and improving the hospital's ability to translate, exploit and develop service innovations used.</li> </ul> |
| Study methodology                          | Case Study.   |
| Study variables and tools                  | <ul style="list-style-type: none"> <li>• Strategic prowess in its dimensions (exploration, exploitation).</li> <li>• Innovation.</li> <li>• Interviews and documents were used as methods of data collection.</li> </ul>  |
| The Population                             | The study population was represented in the innovation clinic at the University of  |

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| and sample of study            | Oslo Hospital, and the sample consisted of the clinic's employees.   |
| The most important conclusions | <p>The study suggested three prerequisites for developing strategic prowess:</p> <ul style="list-style-type: none"> <li>• Assign clear roles and responsibilities for non-uniform leadership, even if the actual work of innovation needs to be distributed across the organization.</li> <li>• To develop methods for assessing innovations throughout the innovation process to enable learning with stakeholders, to provide decision support and to make innovation potentials visible.</li> <li>• Systematic learning through innovation issues may enable an identification of the pattern of innovation barriers. Regular learning leads to stronger evidence and evidence that is returned to senior management to facilitate the strategic reconfiguration of organizations.</li> </ul> |

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#### *2.4 Past Studies Related to High Compliance Management*

**Table 5. A study of Ghazi (2014)**

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| Study Title                                | High commitment management and its role in achieving organizational excellence<br>A survey of the opinions of a sample of managers in Al Furat General Company for Chemical Industries  |
| The most important objectives of the study | Studying the impact of high commitment in achieving organizational excellence, and recognizing which dimensions of high commitment have an impact on organizational excellence  |
| Study methodology                          | Analytical survey   |
| Study variables and tools                  | Managing high commitment (skills development, incentives, job enrichment), organizational excellence (employee participation, operations management, knowledge management), use of the SPSS statistical package   |
| The Population and sample of study         | Al-Furat General Company for Chemical Industries, an intentional sample with a comprehensive inventory of laboratory managers and their assistants, department managers, divisional and unit directors, and officials of production lines (76) respondents. |
| The most important conclusions             | The positive effect of high commitment to organizational excellence   |

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**Table 6. Study (Muhammad, 2015)**

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|--|---|
| Study Title                                | Requirements for high commitment management to achieve strategic leadership in business organizations   |
| The most important objectives of the study | Preparing a theoretical aspect related to linking research variables, as well as identifying the nature of the relationship between the management of high commitment and strategic leadership and the effects of their application in the companies under consideration. |
| Study methodology                          | Analytical survey   |
| Study variables and tools                  | High commitment and strategic leadership. The SPSS program was employed to analyze relationships, as well as descriptive statistics. The researcher used the questionnaire and field observations.  |
| The Population and sample of study         | Iraqi contracting companies<br>Sample (100) respondents   |
| The most important conclusions             | The impact of high commitment to its dimensions (participation in decision-making, information sharing, compensation, selection, recruitment, work teams, training and development), while job security has not yet affected strategic leadership.                        |

**Table 7. A study of Gracia (2016)**

|  |  |
|--|--|
| Study Title                                | High Commitment HR Practice, The employment relationship and Job Performance: A test of a mediation model  |
| The most important objectives of the study | Clarifying and testing the model of high commitment to human resource practices and its correlation with results through employee perceptions in organizational situations |
| Study methodology                          | Analytical survey  |
| Study variables and tools                  | High commitment, human resource practices, work relationship, job performance  |
| The Population and sample of study         | Three sectors (services, education, food industry)   |
| The most important conclusions             | Shedding light on the role of high commitment to human and social resources, and the role of work relationship across perceptions, job satisfaction and employee behaviors |

**Table 8. Study (BasherRubel, 2018)**

|  |  |
|--|--|
| Study Title                                | High Commitment Human Resource Management Practices and Employee Service Behavior: Trust in Management as Mediator   |
| The most important objectives of the study | Test the impact of HCHRM on employee service behavior, and its effect on the success of official service organizations   |
| Study methodology                          | Exploratory descriptive approach   |
| Study variables and tools                  | High commitment, participation, training and development, performance evaluation, compensation, internal job opportunities, employee confidence, customer expectations |
| The Population and sample of study         | Private commercial banks in Bangladesh with a sample of 365 respondents  |
| The most important conclusions             | The components of HCHRM greatly influence employee service behavior and enhance employee confidence in management.   |

### 3. Research Methodology

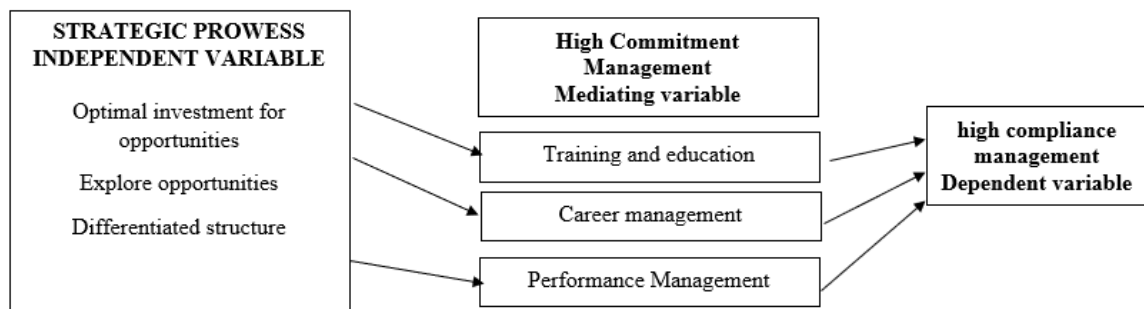
The research method is a reflection of the researcher's idea, as a result of his awareness of the problem and his attempt to find solutions to it, and the researcher adopted the experimental analytical approach in enriching the theoretical part and preparing the practical part, which was recognized as an attempt to reach accurate and detailed knowledge of the elements of an existing problem or phenomenon, to achieve a better and more accurate understanding and the development of future policies and procedures related to them, and the research methodology was determined based on its variables and the objectives envisaged thereof, As well as the nature of the data and information that will be studied and obtained, and it is the most appropriate to identify the facts and aspects of the research, and it is based on the determination of the characteristics of the phenomenon, the quality of the correlation between its variables, and the description of its nature, causes, and trends, and it is not limited to the description only, but is concerned with the circumstances and relations existing between the elements of the phenomenon and its interpretation.

#### 3.1 The Hypothetical Scheme for the Research

The hypothetical scheme aims to clarify the logical correlations of a group of main variables and the sub-variables related to each of them, and the dimensions of the variables have been chosen according to the intellectual and literary surveys due to the available resources of the researcher related to the

issue of strategic prowess and its impact on job performance and according to the researcher's review of the latest research developments in the field of variables in order to reflect the current scheme, the dimensions and variables of the discussed problem, its questions and its main premises, which stipulated the analysis and diagnosis of the main research problem in the Iraqi media network, according to the following variables:

- **Independent variable:** strategic prowess as an explanatory variable of the problem, and its dimensions are (optimal investment of opportunities, exploration of opportunities, differentiated organizational structure).
- **Dependent variable:** high compliance management as a variable responding to the research problem and its dimensions are represented in (training and education, career management, performance management).



**Figure 1. The Hypothetical Scheme for the Research**

### 3.2 Research hypotheses

The main hypothesis has been addressed according to the research problem, its importance, and its objectives. Therefore, the researcher attempts to prove the extent of its acceptance or rejection, with the degree of correlation, potential impact of strategic prowess, and its factors in high compliance management of the managers of the researched network so that these hypotheses are as follows:

1). The first main hypothesis of the research: which states (the existence of a relationship between strategic prowess and management of high commitment), and the following sub-hypotheses were branched out:

- There is a correlation between the optimal investments of opportunities with high compliance management.
- There is a correlation between exploring opportunities and high compliance management.
- There is a correlation between the differentiated structure and high compliance management.

2). The second main hypothesis of the research: which states (strategic prowess and its dimensions have a significantly positive effect in high compliance management). However, the following sub-hypotheses were branched from it:



- Optimal investment of opportunities affects the management of higher compliance in its dimensions.
- Exploring opportunities impacts high compliance management in its dimensions.
- The differentiated structure affects the management of high compliance with its dimensions.

### 3.3 Procedural Definitions

**Table 9. Strategic Prowess**

**Independent variable: strategic prowess**

The organization's ability to invest the opportunities available to it and to search for new opportunities in new markets by adopting the differentiated structure to face future changes in the business environment.

Sub Variables

|                                      |   |
|--------------------------------------|---|
| Optimal investment for opportunities | The organization's ability to invest the current opportunities in the existing markets by making small adjustments in its offered goods and services to meet the needs of the current customers and to maintain the competitive position in the market. |
| Explore opportunities                | The organization is rapidly geared towards new opportunities in new markets and building new distribution outlets to serve new customers.   |
| Differentiated structure             | The division of the organization's structure into subsystems, and each of them tends to develop specific characteristics that are related to the requirements of the external environment.  |

**Table 10. Mediating Variable: High Commitment Management**

**Mediating variable: High Commitment Management**

Using human resource management practices to encourage employees to achieve the goals of the organization and execute more efforts to achieve them..

Sub Variables

|                        |  |
|------------------------|--|
| Training and education | However, the training depends on its success to a large extent on the extent to which the trainee received the culture and general knowledge in the role of education, as training often begins when education ends.                     |
| Career management      | A process that attempts to provide contributions for individuals to improve their capabilities and paths to ensure that the organization has the talent to bring out the talent it needs and that satisfy the aspiration of its members. |
| Performance Management | The process by which managers ensure that employee activities and outputs contribute to achieving the organization's goals   |

### 3.4 Research Limits

It included the following:

- **Spatial Borders:** The Iraqi Media Network in Baghdad.
- **Temporal limits:** The temporal limits were represented by the research period specified for the field study
- **Human Limits:** Directors, Associate Directors, Heads of Departments)
- **Scientific boundaries:** represented in the research variables and their dimensions (strategic prowess, high commitment management).

## 4. The Practical Framework

### 4.1 Analysis and Diagnosis of Research Variables

#### 4.1.1 Describe and Diagnose the Strategic Prowess Variable:

By observing at the results of Table 11, which shows the possibility of the media network investing in the opportunities offered by the external environment, and its tendency to search for new opportunities and new markets in light of its reliance on a differentiated structure facing the expected future changes and directly adapting to them. However, the main variable obtained strategic prowess on the arithmetic mean (3.91) is available, and it is practiced with relative interest (78.2%) good, with a standard deviation (0.574) and with a relative coefficient of difference (14.6%) which indicating agreement, homogeneity and convergence of opinions about availability, interest, and practice with variance (0.330).

**Table 11. Results of the Descriptive Analysis of the Data of the Independent Variable (Strategic Prowess)**

| Variables                | Arithmetic mean | Standard deviation | Coefficient of variation | Relative importance | Variance     |
|--------------------------|-----------------|--------------------|--------------------------|---------------------|--------------|
| Investing opportunities  | <b>3.90</b>     | <b>0.696</b>       | <b>17.8%</b>             | <b>78%</b>          | <b>0.485</b> |
| Explore opportunities    | <b>3.94</b>     | <b>0.660</b>       | <b>16.7%</b>             | <b>78.8%</b>        | <b>0.437</b> |
| Differentiated structure | <b>3.90</b>     | <b>0.693</b>       | <b>17.7%</b>             | <b>78%</b>          | <b>0.481</b> |
| strategic prowess        | <b>3.91</b>     | <b>0.574</b>       | <b>14.6%</b>             | <b>78.2%</b>        | <b>0.330</b> |

#### 4.1.2 Description and Diagnosis of the High Compliance Management Variable

The researcher notes from his review of the three previous tables on the dimensions of the intermediate variable, the high compliance management in the media network, as the research sample showed a high agreement (86.9%) about the leadership of the career management ranking, and then performance management came after the in the second-order with a relative agreement (85.9%). as for training and education came in third-order in terms of relative agreement (82.4%), However, returning to the main intermediate variable, the high compliance management which measured by these dimensions, and its availability of practice, adoption and interest have led to the availability of the high compliance management with arithmetic mean (4.00), and it is practiced with good relative interest (80%), by employing human resource management practices to encourage individuals of the network to achieve its goals and made more efforts, as the high compliance management at the general level obtained a relative difference coefficient (13.2%), with a standard deviation (0.529) at the general level indicates agreement and homogeneity in the opinions of the sample and a variance value (0.280) at the overall level of the intermediate variable is high compliance management, and as shown in Table 12.

**Table 12. Results of the Descriptive Analysis of the Dependent Variable Data, High Compliance Management**

| Variables                  | Arithmetic mean | Standard deviation | Coefficient of variation | Relative importance | Variance     |
|----------------------------|-----------------|--------------------|--------------------------|---------------------|--------------|
| Training and education     | <b>3.89</b>     | <b>0.685</b>       | <b>0.176</b>             | <b>77.8 %</b>       | <b>0.470</b> |
| Career management          | <b>4.03</b>     | <b>0.528</b>       | <b>0.131</b>             | <b>80.6 %</b>       | <b>0.279</b> |
| Performance Management     | <b>4.08</b>     | <b>0.578</b>       | <b>0.141</b>             | <b>81.6 %</b>       | <b>0.335</b> |
| high compliance management | <b>4.00</b>     | <b>0.529</b>       | <b>0.132</b>             | <b>80 %</b>         | <b>0.280</b> |

**Table 13. A Summary of the Descriptive Analysis of the Main Research Variables and Their Dimensions according to the Coefficient of Relative Difference**

| Variables and their dimensions | Arithmetic mean | Standard deviation | Coefficient of variation | Relative importance | Ranking |
|--------------------------------|-----------------|--------------------|--------------------------|---------------------|---------|
| strategic prowess              | 3.91            | 0.574              | 78.2 %                   | 14.6%               | Second  |
| high compliance management     | 4.00            | 0.529              | 80 %                     | 13.2%               | First   |

#### 4.2 Analyzing the Correlation between Strategic Prowess and High Compliance Management

To test the first main hypothesis (there is a significant and significant correlation between strategic prowess and its dimensions with the high compliance management), the results of Table 14 show the existence of positive correlations between strategic prowess and its dimensions and the high compliance management as a whole, so the results were as follows:

It is evident to the researcher from the results of Table 14 that there is a strong positive direct correlation (0.584 \*\*), with a strong significant level (0.000), which is less than the significance value (0.05) which is between the main variable, strategic prowess and high compliance management at the macro level, as for the dimensions of the independent variable, strategic prowess, the highest correlation for investment opportunities with the high compliance management was strong (0.541 \*\*), with a significance level (0.000), then came in the second order, the differentiated structure with the high compliance management, positive strong correlation (0.528 \*\*) significance level (0.000), and in the third order came positive correlation (0.370 \*\*) with medium strength between exploring opportunities and high compliance management, with a significance level (0.000). However, from all of the above, the second main hypothesis is accepted (there is a positive significant correlation for strategic prowess and its dimensions with high compliance management).

**Table 14. The Correlation between Strategic Prowess and High Compliance Management**

| The sample | significance level | Correlation coefficient | Independent variable     | Correlation | Dependent variable         |
|------------|--------------------|-------------------------|--------------------------|-------------|----------------------------|
| 146        | 0.000              | 0.541**                 | Investing opportunities  |             | high compliance management |
|            | 0.000              | 0.370**                 | Explore opportunities    |             |                            |
|            | 0.000              | 0.528**                 | Differentiated structure |             |                            |
|            | 0.000              | 0.584**                 | strategic prowess        |             |                            |

#### 4.3 Analyzing the Correlation between Strategic Prowess and High Compliance Management

To test the first main hypothesis (there is a significant a correlation between strategic prowess and its dimensions with the high compliance management), However, the results of Table 15 show the existence of positive correlations between strategic prowess and its dimensions and the high compliance management as a whole, so the results were as follows:

It is evident to the researcher from the results of Table 15 that there is a strong positive direct correlation (0.584 \*\*), with a strong significant level (0.000), which is less than the significance value (0.05) which is between the main variable, strategic prowess and high compliance management at the

macro level, as for the dimensions of the independent variable, strategic prowess, the highest correlation for investing opportunities with the high compliance management was (0.541 \*\*) with a significant level (0.000), then came in the second order, the differentiated structure with the high compliance management, strong positive correlation (0.528 \*\*) with significant level (0.000), and in the third order came which is a medium-strength positive correlation (0.370 \*\*) between exploring opportunities and high compliance management, with a significant level (0.000). Therefore, from all of the above, the second main hypothesis is accepted (there is a positive significant correlation for strategic prowess and its dimensions with high compliance management).

**Table 15. The Correlation between Strategic Prowess and High Compliance Management**

| The sample | significance level | Correlation coefficient | Independent variable     | Correlation | Dependent variable         |
|------------|--------------------|-------------------------|--------------------------|-------------|----------------------------|
| 146        | 0.000              | 0.541**                 | Investing opportunities  |             | high compliance management |
|            | 0.000              | 0.370**                 | Explore opportunities    |             |                            |
|            | 0.000              | 0.528**                 | Differentiated structure |             |                            |
|            | 0.000              | 0.584**                 | strategic prowess        |             |                            |

**P\*\*<0.01, P\*<0.05**

#### 4.4 Analyzing the Impact Correlation between Strategic Prowess and High Compliance Management

It is evident from the results of Table 16 that there is an effect of the independent variable, the strategic prowess, in the dependent variable, the high compliance management which amounting (0.584), with a significant level (0.000), and the value of the critical ratio (8.892), which is greater than its tabular value (1.962) at the level of significance. (0.05), while the value of the test constant was (2.058), and the value of the standard error was (0.057), and as shown by the equation:

$$\text{High compliance management (Y)} = 2.058 + 0.584 (\text{strategic prowess})$$

While the independent variable explained strategic prowess with a rate of (34.1%) of the changes that occur to the high compliance management at the level of significance (0.000), and the value of (F) computed was (79.076) which is greater than its tabular value (3.849), while the remaining percentage was (65.9%) It is attributed to other variables that were not entered into the laboratory research model, and from all of the above accepting the fifth main research hypothesis (the strategic prowess in high compliance management affects positively at the level of significance (0.05)).

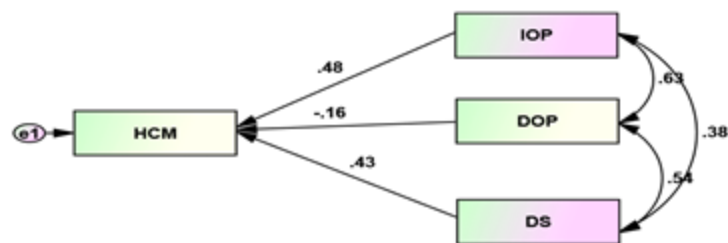
**Table 16. the Impact of Strategic Prowess in High Compliance Management**

| strategic prowess | R    | R <sup>2</sup> | F      | T     | Sig  | β    | α     | Se   | High compliance management |
|-------------------|------|----------------|--------|-------|------|------|-------|------|----------------------------|
|                   | .584 | .341           | 79.076 | 8.892 | .000 | .584 | 2.058 | .057 |                            |
| Acceptable        |      |                | 146    | n     | 145  | 144  | 1     |      | DF                         |

However, when the researcher resorted to multiple regression to find out which dimensions of strategic prowess had an effect in high compliance management in the media network, and as shown by the results of Table 17 and Figure 2, the effect was particularly through investment opportunities, with the value of the marginal tendency (0.476) and at a significant level (0.000) which is less than the level of significance (0.05), and the value of the critical ratio (6.058), which is greater than its tabular value (1.962), while the effect of the differentiated structure in the high compliance management was (0.431) and at the level of significance (0.000) and the value of the critical ratio (5.943) While exploring opportunities in the high compliance management did not have any effect on the level of significance (0.062), and the impact value was (-1,867) which is less than its schedule value (1.962).

**Table 17. The Multiple Impact of the Dimensions of Strategic Prowess in High Compliance Management**

|   |      | Impact factor | Standard error | Critical ratio | significant level | The sample |     |
|---|------|---------------|----------------|----------------|-------------------|------------|-----|
| M | <--- | x1            | 0.476          | 0.054          | 6.058             | 0.000      |     |
| M | <--- | x2            | -0.161         | 0.062          | -1.867            | 0.062      | 146 |
| M | <--- | x3            | 0.431          | 0.054          | 5.943             | 0.000      |     |



**Figure 2. The Multiple Impact of the Dimensions of Strategic Prowess in High Compliance Management**

## 5. Conclusions and Recommendations

### 5.1 Conclusions

The Iraqi media network's tendency to attract and employ individuals who are scientifically competent and cognitively qualified, who have primary and higher university degrees, without regard to their gender, and to strengthen the workforce at skillfully productive ages and through their experience in light of a group of homogeneous ages that contributed to providing them with job performance and adopting them to manage high commitment and their acquisition of strategic prowess.

The Iraqi Media Network is working on investing opportunities from its media work environment in light of its endeavor to constantly make formal and substantial adjustments, which made it adopt the quality of media service and obtain a market share in the media market.

The Iraqi Media Network demonstrated its ability to explore opportunities through comprehensively selecting its new media services and goods, and working to accept atypical requests that exceed the limits of its current media outputs.

The Iraqi Media Network has a differentiated structure, which supports its adoption of strategic prowess in light of its formation according to its future plans, in light of it's based on the functional and geographical basis spread in all Iraqi provinces, and working to meet the desires of the largest segment of the public.

- The Iraqi Media Network adopts training and education as a method to improve the level of high compliance management, by providing training opportunities both outside and inside Iraq, and also provides its members with scholarships and study leave aimed at providing them with new job skills, and providing appropriate educational and training programs to perform their jobs and develop them in the future.

The Iraqi Media Network believes in managing the career path and works to support it by empowering its members to perform their jobs and new leadership positions at the expense of others, and emphasizing the selection of its leaders from within.

The Iraqi Media Network has a performance department with a good level of experience and skill, as it works to support its members with a reward according to their job output, as well as adopting the principle of the glass ceiling if they are assigned to the top job for women.

The Iraqi Media Network has demonstrated its ability to perform its leadership duties well, by aligning the energies and capabilities of its human resources with its objectives, as well as its constant willingness to receive the suggestions and opinions of its customers.

The Iraqi Media Network has proven its ability to direct its strategic prowess to directly improve the level of high compliance management, especially by investing in opportunities, owning a distinct structure, and working to discover opportunities individually, but at the macro level, it has allocated its investment to opportunities and supported them with a differentiated structure in promoting high compliance management in general.

The Iraqi Media Network adopts the high compliance management, particularly through its emphasis on managing performance, training and education, managing the career path of its members, and employing it in improving their job performance in a positive way, but it directs training, education and career path identification together to improve the level of performance of its members directly.

The Iraqi Media Network employs and directs its strategic prowess in directly enhancing the high compliance management, which maximizes the impact of the strategic prowess in the high compliance management dimensions (training, education, and performance management).

### *5.2 Recommendations*

The necessity for the Iraqi Media Network to give more attention to investment opportunities from the media environment by improving the quality of its current media services, and to be keen on reducing the costs of its internal operations and introducing substantive and formal improvements in quantity and quality, and achieving the desires of its audience.

#### **1) The Iraqi Media Network should give additional attention to exploring opportunities through:**

- Accepting atypical requests on its media products and working on diversifying and renewing them.
- Marketing its new media products in the Iraqi media market, and opening marketing outlets for its media products in the Arab and international markets, especially since the Iraqi community is spread in most countries of the world.
- Creating working methods, presenting informational products and introducing media production methods that correspond to the desires and tastes of the customer.

#### **2) The Iraqi Media Network should adopt a differentiated structure that responds to the competitive media environment by:**

- Adopting a flexible organizational structure that responds to network strategies.
- Creating coherence, complementarity and cooperation between its departments and units, and coordinating work between them in a synergistic manner.
- Striving to spread the spirit of creativity and building an organizational climate that supports the network's future direction.

#### **3) The need for additional Iraqi media network to pay attention to training and education through:**

- Providing media training opportunities for its members and providing them with continuous strategic education at the internal and external levels.
- Creating proactive training programs that are compatible with the future goals of the network, each according to specialization, and working on adopting and simulating the experiences of leading countries in the field of media.



- Openness and cooperation with Iraqi, Arab and international institutes and universities in the field of media, management and technical specialties, by reserving special seats for postgraduate studies

**4) The Iraqi Media Network should pay attention to the career path of its members, as it is the proper scientific and career method for occupying various job positions and the real storage for them through:**

- Adopting job replacement and succession planning for leaderships, by preparing leaders who remained in the back lines, in a way that facilitates the smooth transition of positions in the event of retirement, transfer, sickness and death, and in a manner that facilitates the management of the public facility without prejudice to the specifications of its vacancies.
- Enabling competent individuals to acquire leadership learning and develop their personal and creative qualities in order to obtain job positions that are compatible with their outputs and contribute to improving the overall network performance.

**5) It is imperative that the Iraqi media network pay attention to performance management, because it has an impact on the level of job performance of its members through:**

- Promoting the glass ceiling method among its members and adopting it in assuming leadership positions without regard to gender.
- Adopting various evaluation methods in evaluating performance, based on efficient, objective and neutral contributions and outputs.
- Accept the proposals of subordinates and work to exchange views with them on the one hand, and integration with other units and sections of the network in order to achieve its overall goals.

**6) Work to pay attention to the performance of the tasks of the members of the Iraqi media network through:**

- Openness to all opinions of the network's internal and external customers, by creating transparent communication channels with them.
- Work to find reward programs that are compatible with the burdens, duties and outputs that contribute to achieving the network's objectives and in a way that distinguishes it from its closest competitors.
- Paying attention to the network's reputation and working to build it through the quality of media outputs, adopting methods of creativity, and contributing to social responsibility.

**7) The Iraqi Media Network should pay attention to the contextual performance of its members through:**

- Creating work blogs that enhance the respect of colleagues' feelings in word and deed.
- Activating voluntary work cases and supporting them financially and morally.
- The delivery of real, positive information about the network when its members speak to the community.

- Ensuring that not to interfere with the privacy of network members, and spread informal relations as the main basis for formal relations.
- The necessity to invest in the Iraqi media network, the direct correlation between strategic prowess and high compliance management, especially when it directs its investment to opportunities and their distinct structure in improving the outputs of their organizational performance.
- It is imperative that the Iraqi media network pay attention to the job performance of its members, and support it through the high compliance management, particularly by directing it to training and education, and determining the career path to improve that performance.

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