

Original Paper

The Effect of Strategic Prowess on Job Performance—A Sample of the Directors of the Iraqi Media Network

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Abstract

The current research aims to identify the nature of the Iraqi media network's practice of strategic prowess and job performance, as well as to test the correlation of the impact of strategic prowess as an independent influencing variable in job performance as a dependent variable directly affected, and given the scarcity of studies that attempted to identify and identify the nature of the correlation between the three research variables in their form direct and indirect in the Iraqi environment, add to this the researcher's attempt to examine 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 utilized the Thompson equation and Mascheran's table for small samples. The size of the research sample was 160, and the questionnaire was distributed to them, from which the researcher retrieved 146 which was valid for statistical analysis with a response rate 91.25%, And for this purpose, statistical tools and methods were utilized in analyzing the practical part of the search (arithmetic mean, standard deviation, Pearson correlation coefficient, simple and multiple regression method, 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, so it was the main tool in data collection (the questionnaire), and the research reached the most prominent results represented by the existence of direct correlation between strategic prowess and job performance, and the research contributed to providing the Iraqi and Arab library with the theoretical part In an attempt to bridge the knowledge gap in the interpretation of variables.

Keywords

Strategic Prowess (SP), job performance, Iraqi media network

1. Introduction

The media arena witnessed a strong attraction and competition between Iraqi, Arab and foreign media networks in covering news in the Iraqi arena, as well as the development of administrative concepts that should be sustained and adopted by the network and embodied in activating (strategic prowess, job performance) in the scope of its work, and working to benefit from the proposals of strategy management theorists and human resource management as a strategic solution to face the challenges and dilemmas faced by the Iraqi media network in the scope of its environment, especially when the network tries to transform these proposals from theoretical framing to work practices adopted by the network, which has become a 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 emanate from its vision, mission and strategic direction, as it was able to hold on to these variables in order to support the career path by training and education and regularly manage the performance of its human resources, as it contributes to improving the job performance of its members by performing tasks, contextual performance, managing negative behavior and reducing it as much as possible, making it a gateway to attract the customer and a civilized interface.

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 (SP) and functional performance, especially since the network's work contributes to narrowing the scientific gap in managing news and reporting events quickly and exclusively to bridge the media and news gap, which separates our society from developed societies.

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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 expertise necessary to carry out its responsibilities by accurately defining it with research variables, and given of the Iraqi media network's practice of some of the applications of (SP), even if it was not intended as a tool to enhance job performance, according to what the researcher observed through his field experience and the interviews conducted with a number of its officials, which was a field interview for testing the research problem represented by questions about the level of (SP) and job performance in

this network and the nature of the correlation between them, as well as the main question of the problem embodied in (Does strategic prowess affect job performance).

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 retreat from its competitors in the media sector, For example, 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. However, the huge capital and operational investments involved in the production experience. Consequently, the network must actively manage the changing working conditions, and try to maintain her clients as well as attract new clients, and this is what made the capabilities and skills that help her to succeed in this endeavor of great importance to it. Therefore, this challenge in itself represents a strong motivation to go into the search for the effect of organizational prowess on the job performance of network employees to meet these challenges and ensure its continuity and survival in the long term, and this requires trying to shed light on the role that (SP) can play in enhancing job performance, Hence, the research problem crystallized in the following questions:

- What is the level of (SP) of the Iraqi media network and what are its trends? Is it a trend?
- Searching for new opportunities or optimal investment for opportunities, or turning to differentiated structures?.
- What is the job performance level of the Iraqi media network? What are the most prominent dimensions that it adopts, practices and cares about?
- Is there a correlation between (SP) and job performance in the Iraqi media network, and what is the nature of that correlation?.

1.2 The Importance of Research

The importance of scientific research lies in addressing existing problems in their own right and uncovering new concepts in managerial through which the media network operates without being aware of or informed of the content and philosophical content of it, as well as supporting the success of the leaders of the researched network through improving business and mechanisms for predicting problems proactively or confronting organizational problems therapeutically and utilizing scientific research methods, as the importance of the current research lies in its 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 ingenuity, which has become an effective administrative method in the field of enhancing job performance and 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 awareness of the concepts and objectives of the researched variables.

- Diagnosing the extent of the researched network's vision of (SP) and its importance in enhancing job performance, and then achieving the goals it seeks to achieve at all administrative, regulatory, and supervisory levels.
- The current research is an extension of the research and studies that are concerned with the vital aspect of organizations represented by the research variables, as this research represents a modest addition to the Iraqi and Arab academic treasury in the field of management science and strategic management studies and human resources, as the research provides a theoretical and conceptual framework for analyzing (SP) and job performance. Because this topic was not shed light on it sufficiently and completely at the level of studies of the Iraqi School of Administration.
- Identifying the level of interest of the Iraqi media network in (SP) and any dimensions it exercises better than other dimensions, as well as standing on the level of its interest in job performance.
- Diagnosing the level of the impact of (SP) directly on job performance, as well as identifying the pattern and strength of interconnected correlations 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 (SP) in job performance in general in its theoretical aspect, and in particular in the Iraqi media network, as the current research seeks to achieve several goals, the most important of which are:

- Presenting and discussing some conceptual and cognitive frameworks related to research variables (strategic prowess, job performance), as well as identifying them in detail within its intellectual and applied framework and through theoretical surveys and what the researcher will be able to read and recognize in order to serve the research problem.
- Identifying the extent of the researched companies' awareness of the (SP) and stating 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's recommendations.
- Determining the extent of the contribution of (SP) to job performance, as well as the possibility of enhancing its practice with recommendations that increase its performance in quantity and quality.

2. The Literature Review and Theoretical Framework

2.1 The Concept of Strategic Prowess (SP)

The idea of (SP) stems from a key topic in management literature called the paradox of learning. Nevertheless, the knowledge base for (SP) 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 demonstrate the emergence of the paradox of learning because of the need of institutions 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 traditional or the modern, and these phrases are translated by organizational literature with two poles: the pole of exploration and the pole of expansion activities, which are the foundation of (SP) (slave & Khurfa, 2018, p. 243).

The recent development of prowess stems from the realization that current corporations must deal with conflicting and contradictory targets such as incremental exploration versus exploitation, innovation versus radical innovation, alignment versus adaptability, and several more. However, managing and understanding tensions as well as succeeding in producing high levels of both poles simultaneously cause such as stress and conflict are essential for firms' capability to survive and compete and the institutions capable of that possess the capacity for the potential, i.e., the ability of a complex and adaptable system to manage and achieve opposing activities, through achieving high levels of both in a contemporary manner. Although the potential is a relatively recent subject in literature, today it has become a major concept in management research, receiving numerous contributions from different fields of study (Nosella et al., 2012, p. 450). In drawing on what (Duncan, 1976) presented, Tushman and Reilly'O developed in 1996 their first theory of (SP). Where they indicated that superior performance is expected to come from skilled institutions (Al-Bashqali & Al-Dawad, 2015, p. 331), and SP is defined as the capability to manage strategic paradoxes and achieve objects that appear to be divergent or contradictory (Lis et al., 2018, p. 70).

2.1.1 Characteristics of Strategic Prowess (SP)

Three fundamental skills are represented in the literature on (SP) that are reflected in the procedure of planning the scenario. However, these capabilities are described as (TEECE, 2007) triple classification which is divided into exploitation, perception, and reformulation which 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 recognize good opportunities based on the balance between centralized and decentralized control, meaning that organizations aware of opportunities have mechanisms that implement what the external environment possesses from them as quickly as possible.

- **Exploitation:** the ability to seize new opportunities. Therefore, 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, structures, assets, 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 (SP)

A-Exploration

It is represented by some exploration for new and different knowledge and opportunities, which is a process that includes having a comprehensive vision based on the exploration and search for opportunities that present unfamiliar products in a method that enhances the competitiveness of the company and can predict the demands of the target market or search for new markets. That is, the organization's pursuit and hunt of new opportunities is correlated with the supply and demand of products, and some seasonal products may be an opportunity if the company can invest in them (Sabr & others, 2018, p. 111).

B-Exploitation:

Exploitation is related to the development of existing competencies which identified as crucial to the company's sustainable competitive advantages due to the connected nature of structures and exploitation. However, researchers have begun to utilize prowess as an integrated concept and it is possible that an exploitative effort can often improve a company's effectiveness in exploring extra knowledge and developing resources that support new markets and products. Therefore, through frequent utilization of existing resources and knowledge, administration can become more conscious of where they reside within the corporation and have a more rooted understanding of the function of current knowledge and resources. Although, one of the results of this more extensive understanding is that the organization will be better able to begin reconfiguring the various knowledge and resources already under control, capabilities associated with discoveries in markets and products (CAO et al., 2009, p. 9).

C-Differentiated Structure (DS)

There are studies on the effect and importance of (DS) or subdivisions of organizational tasks by sustaining distinct cultures of improvement and innovation. However, the (DS) a decisive factor for the occurrence of a (DS) that induces the existence of separate organizational processes and cultures for improvement and innovation. Nevertheless, creating (DS) for exploration and exploitation promptly ensures that institutions can innovate, and this can be achieved through the structural separation of the

multiple functions in the institution or by creating jobs with a specific orientation (Abdel Wahab & Ahmed, 2020, p. 11).

2.2 Job Performance

Job performance represents the behavior of the employees involved in the work, contributing to achieving the goals of the organizations. Nevertheless, Job performance is an abstract and complete structure that cannot be indicated or measured directly and consists of multiple components or dimensions mentioned Job performance is the behaviors or activities related to achieving the goals of the organization. Otherwise, there are three philosophies complete this definition:

- Job performance should be defined in relation to behavior rather than results.
- Job performance includes only those behaviors related to the goals of the organization.
- Multidimensional job performance (Zulkifli & Ali, 2017, p. 136).

However, performance depends to a large extent on perception, values and attitudes. There seem to be so many variables that affect work performance that it is almost impossible to understand. However, performance is defined as the function of individual ability, skill, and effort in a particular position in the short term, the employee's skills and capabilities are stable. Hence after, as the performance is in terms of the effort given to the employee's job. Effort is the inner strength of a person who makes him/her voluntarily work when workers are satisfied with their job and meet their needs, develop a work bond or say they make better effort and performance. Therefore, increased effort leads to better performance (pushpakumari, 2008, p. 3). We conclude from this that job performance is the outcome of the results and outputs achieved by the individual as a result of the effort exerted through the individual carrying out the tasks, duties, and responsibilities entrusted to him (Bin, 2016, p. 1). However, it is also promised that it is the tasks and responsibilities required by the work and the organizational environment that consists of internal and external factors that affect the employee's effective performance (Singh & Mahmood, 2017, p. 17).

2.2.1 The Importance and Objectives of Job Performance

Performance is critical for organizations, developing strategies to improve performance and measuring it from time to time. It is an essential step to be taken. However, without the desired performance results, there is no benefit in continuing to invest in operations and projects. The determinants of employee performance are the competencies or factors used to measure the effectiveness and level of individual performance and that indicators of the performance of the workforce in any organization include: procedural knowledge, advertising knowledge, and motivation, these are the components of performance and its output equals good performance, i.e.,: (Imran & Tanveer, 2015, p. 31).

Motivation × Declarative knowledge × Procedural knowlede = Perfomance

There are a number of performance components that can be taken into consideration when measuring performance, such as profitability, efficiency, effectiveness, quality and productivity, as described briefly below: (Nassazi, 2013, p. 27)

- Profitability represents the ability to earn profits consistently over a period of time. It is expressed as a ratio of gross profit to sales or return on capital employed.
- Efficiency is the ability to produce the desired results using the minimum possible resources.
- Effectiveness is the ability of employees to achieve desired goals.
- Productivity represents the ratio of output to inputs, and it is a measure of how an individual, organization and industry are transformed from resources (inputs) into goods and services (outputs), meaning the amount of production that is produced per unit of resource used.
- Quality is the characteristic of products or services that have the ability to meet apparent or implicit needs, and it is increasingly achieving better products and services at a progressively more competitive price.

2.2.2 Functional Elements

Describing the performance as the results that achieved by the individual, then many factors affecting performance become clear, and these factors are subject to the control of the employee, and others may get out of this control, however, there are several elements of performance here: (Al-Balawi, 2008, p. 31)

- The employee: It is what the employee possesses in terms of skills, interests, values, attitudes, and motives.
 - Job: It is the requirements or challenges that characterize this job, and the challenging job opportunities that this job offers, and it contains the feedback component as part of it.
 - Position: It is characteristic of the organizational environment, and includes the work climate, supervision, abundance of resources, administrative systems, and the organizational structure.
- While (Kazem & Rashid, 2017, p. 209) emphasized that the performance elements consist of the following:
- Ability to work: It is the basic interrelated properties and features that work to enhance the performance of the individual. Therefore, the individual who has the basic qualifications, skills, and abilities to perform the tasks required by a particular job, the level of its performance is in line with the specified standards and vice versa, and the ability of an individual to perform can also be improved through training and development programs.
 - Desire to perform: it means the individual to perform appropriate behavior and provide reasonable behavior that will achieve the goal set by the management of the organization and can be improved by motivation.
 - Performance opportunity: represents the power that moves and raises the individual in order to accomplish the tasks entrusted to him in the best way by satisfying his material and moral needs and desires.

Nevertheless, in confirmation of these definitions, cook (2008, p. 3) may refer to the controlled actions and behaviors of the individual and ensure a high contribution to the organizational goals. Also, there are several different types of behaviors that may contribute to the achievement of organizational goals, therefore, the literature agrees that job performance is a structure that includes various components, and

performance theories suggest that the performance of employees is a process of achieving high performance that requires the working individual to have the ability and capacity to perform and willingness and to have an opportunity for performance. (Abboud & Hussein, 2016, p. 240) and Figure 3 refer to the elements of the performance.

2.2.3 Dimensions of Job Performance

Through job performance models, it was found that most studies focused on three main dimensions that were more accepted by researchers, namely (task performance, contextual performance, and deviant work behavior), which are the most consistent and appropriate and adapted to the environment of the organizations researched in the current research:

A. Task performance: “Developable behaviors and behaviors in which employees participate in this detract from organizational goals or well-being. However, they include behaviors that lead to undesirable consequences for the organization or its stakeholders (Campbell, 2015, p. 51)”, On the other hand, task performance means that performance that includes certain patterns of behavior that contribute directly to the production of goods, services, or activities that indirectly support the basic organizational processes, and accordingly, the performance of the task consists of specialized job behaviors that include the basic functional responsibilities when the employees have the opportunity to utilize their technical skills and knowledge to produce goods and services, or when they accomplish certain tasks that support key organizational functions (Morsi, 2013, p. 240). Nevertheless, the performance of tasks incorporates behaviors that contribute to the transformation and basic maintenance activities of the organization, such as manufacturing products, selling goods, obtaining inventory, or managing subordinates or service provision (Befort & Hatrup, 2003, p. 17).

B. Contextual performance: Contextual performance refers to behaviors that contribute to the organization’s culture and climate, in other words, the context in which transformation and maintenance activities are carried out and volunteering to work overtime, while remaining enthusiastic, cooperating with others, following rules and procedures, and supporting the organization are all examples of contextual performance behaviors (Befort & Hatrup, 2003, p. 17). However, the contextual performance is also called citizenship performance which is defined as employee effort not directly related to the main task function but is still significant because it forms the organizational, social and psychological context that serves as a critical catalyst for operations activities and operations. Nevertheless, there are two types of concepts in contextual performance: The first is the behavior that is mainly aimed at the smooth functioning of the organization. The second is behavior that aims to change and improve work procedures and organizational processes (Chei et al., 2014, p. 31).

C. Deviant work behavior: Deviant work behavior includes several practices such as fraud, absenteeism, violence, incidents of sabotage, cheating, withholding effort, aggressive behavior, poor work, misuse of time and resources, bribery and deception, and among the deviant work behaviors mentioned in the previous literature, and the logical classification was used in addition to logical classification and a global analysis technique to present 10 categories of deviant work behaviors.

However, these categories presented below give an idea about the wide range of such behaviors, but they do not give a comprehensive perception of them: (Al-Anzi & Al-Atwi, 2012, p. 9).

- Theft and additional behaviors associated with the theft (theft of money and property, giving of goods or services, misuse of financial discounts granted).
- Destruction of property (mutilated, damaged or destroyed property).
- Information misuse (disclosure of information and falsification of records).
- Misuse of time and resources (wasting time, conducting personal business during work time).
- Unsafe (risk) behavior (failure to follow safety and security measures in the workplace).
- Bad attendance (absence, unexcused tardiness, and misuse of sick leave).
- Poor work quality (negligence or deliberate slow performance of the work).
- Alcohol use (coming to work under the influence of alcohol).
- Drug use (using or selling drugs at work).
- Inappropriate verbal actions (arguing with clients, verbally harassing co-workers).

3. Research Methodology

The study method is a reflection of the researcher's idea, as a consequence of his awareness of the problem and his effort to find solutions to it, and the researcher utilized the experimental analytical method in enriching the theoretical part and preparing the practical part, which was identified as an effort to reach accurate and detailed understanding of the elements of an existing phenomenon or problem, to obtain a better and more accurate knowledge and the development of future policies, plan and procedures related to them, and the research methodology was defined based on its variables and the objectives envisaged thereof, As well as the nature of the informations and data that will be examined and obtained, and it is the most appropriate to distinguish the aspects and facts of the study, and it is founded on the determination of the major aspects of the phenomenon, the quality of the correlation between its variables, and the description of its causes, nature, and trends, and it is not limited to the description only, but is concerned with the circumstances and relations existing between the components of the phenomenon and its interpretation.

3.1 The Hypothetical Scheme of the Research

The hypothetical scheme aims to clarify the logical correlations of the group of main variables and the sub-variables related to each of them, and the dimensions of the variables were chosen according to the intellectual and literary surveys due to the available resources of the researcher related to the issue of (SP) and its impact on job performance and according to the researcher's review of the latest research developments in the field of variables, However, the current scheme reflects the dimensions and variables of the problem discussed, 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: (SP) as an explanatory variable of the problem, and its dimensions are (optimal investment of opportunities, exploration of opportunities, differentiated organizational structure).
- Dependent Variable: job performance as a variable responding to the research problem, and its dimensions are represented in (task performance, contextual performance, and deviant work behavior).

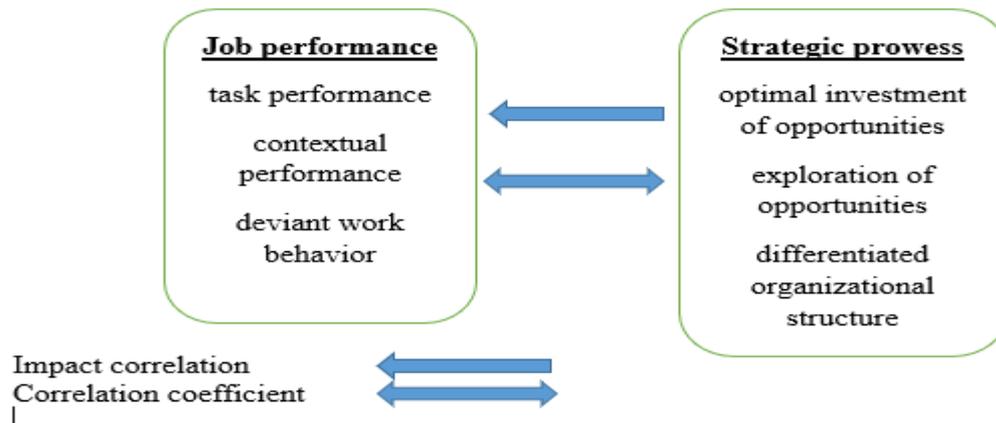


Figure 1. hypothetical scheme of the research

3.2 Research Hypotheses

Based on the study problem, its significance and objectives, the main hypothesis has been addressed, and the researcher attempts to prove the extent of its rejection or acceptance, with the degree of correction and the potential impact of (SP) and its factors on the job performance that belong to the managers of the research network so that these hypotheses are as follows:

The main hypothesis of the research: which states ((SP) has a positive significant effect and its dimensions on the job performance of the managers of the Iraqi media network), and the following sub-hypotheses have emerged from them:

- Optimal investment of opportunities impacts job performance in all its dimensions.
- Exploring opportunities impacts job performance in all its dimensions.

The differentiated structure affects job performance in its dimensions.

3.3 Procedural Definitions

Table 1. Strategic Prowess (SP)

Independent variable : strategic prowess (SP)	
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	The organization’s ability to invest the current opportunities in the existing

investment opportunities	for	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 2. Job Performance

Dependent variable: (Job performance)		
The activity practiced by the individual through the successful completion of the task entrusted to him, as well as attention to the personal efforts of individuals that are related to official jobs and to move away from all practices that violate the standards of behavior and moral flexibility of the organization		
Sub Variables		
task performance		The skill that workers perform in order to perform their official activities, which are part of their official duties
contextual performance		contextual performance is a set of individual efforts that are indirectly correlated to official functions of the organization
deviant work behavior		All behaviors that violate organizational standards and threaten the safety of the organization and its members

4. The Empirical and Practical Framework

4.1 Analysis and Diagnosis of Research Variables

4.1.1 Describe and Diagnose the Strategic Prowess Variable

By looking at the results of Table 3, which shows the possibility of the media network investing 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, the main variable (strategic prowess) obtained arithmetic mean amounted to 3.91, and it is practiced with good relative interest 78.2%, with a standard deviation 0.574 and with a relative coefficient of difference 14.6% indicating agreement, homogeneity and convergence of opinions about availability, interest, and practice, and with variance 0.330.

Table 3. 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	3.90	0.696	17.8%	78%	0.485
Explore opportunities	3.94	0.660	16.7%	78.8%	0.437
Differentiated structure	3.90	0.693	17.7%	78%	0.481
strategic prowess	3.91	0.574	14.6%	78.2%	0.330

4.1.2 Description and Diagnosis of the Job Performance Variable

The availability and practice of the three dimensions by the leaders of the media network resulting from a coordinated and organized group of behaviors and activities practiced by members of the media network that lead to the successful completion of the tasks entrusted to them, as well as attention to individual efforts related to official jobs, and move away from various negative practices that violate standards of the good behavior and the moral flexibility of the network, so the dependent variable, job performance, obtained an arithmetic mean (3.67), and it is practiced with relative importance (73.4%), a standard deviation (0.487), and a relative coefficient of difference (13.2%) at the general level indicating convergence and consensus around Its availability and practice in the media network, and as indicated by the results of Table 4, and the coefficient of relative difference has arranged the main variables (job performance, strategic prowess) in order, as shown by the results of Table 5, and thus the researcher has answered some of the questions of the research problem.

Table 4. Results of the Descriptive Analysis of the Data of the Dependent Variable Job Performance

Variables	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Variance
Task performance	3.84	0.723	18.8%	76.8%	0.524
Contextual performance	3.69	0.761	20.6%	73.8%	0.580
deviant work behavior	3.49	0.623	17.8%	69.8%	0.389
Job performance	3.67	0.487	13.2%	73.4%	0.238

Table 5. 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	Relative importance	Coefficient of variation	Ranking
Strategic prowess	3.91	0.574	78.2 %	14.6%	The second
Job performance	3.67	0.487	73.4 %	13.2%	The first

4.2 Analyzing the Correlation between Strategic Prowess and Job Performance

In view of the presence of literature review confirming the availability and practice of each of the variables of the research, however, the researcher adopted alternative hypotheses, and the first main hypothesis was (there is a significant correlation between strategic prowess and its dimensions with job performance in the Iraqi media network), as Table 6 shows the positive correlations between strategic prowess and its overall job performance dimensions, and the results were as follows:

- The results of Table 6 show the existence of a positive significant (0.300 **) positive correlation of medium strength, with a significant level (0.000), which is less than the significance value (0.05), between the main variable, strategic prowess and organizational job performance at the overall level.
- As for the level of the dimensions of the independent variable, strategic prowess, the highest correlation for investment opportunities was with job performance (0.310 **) of medium strength, and at a significant level (0.000), then the correlation of the differentiated structure with job performance came in the second-order with a weak positive significant correlation (** 0.233) and with a significant level (0.004), while the correlation of the independent dimension, exploring opportunities with job performance, with a weak correlation coefficient (* 0.194), and with a significant level (0.015), which is greater than the level of significance (0.05). From all of the above, the first main hypothesis is accepted at the macro-level (there is a positive significant correlation for strategic prowess and its dimensions with job performance).

Table 6. The Correlation between Strategic Prowess and Job Performance

The sample	significant level	Correlation coefficient	Independent variable	correlation	Dependent variable
146	0.000	0.310**	Investing opportunities		Job performance
	0.015	0.194*	Explore opportunities		
	0.004	0.233**	Differentiated structure		

0.000 0.300** strategic
prowess

P<0.01 , P*<0.05**

4.3 Analyzing the Impact Correlation between Strategic Prowess and Job Performance:

Table 7 shows that there is an effect of the independent variable, strategic prowess, in the dependent variable, job performance, at 0.300, at a significant level (0.000), and with the value of the critical ratio (3,886), which is greater than its tabular value (1.962) at the level of significance (0.05), while The value of the test constant was 2.563, and the value of the standard error (0.072), and as shown by the equation:

Job performance (Y) = 2.563 + 0.300 (strategic prowess)

While the independent variable explained strategic prowess as a percentage (9%) of the changes that occur to job performance at the level of significance (0.000), and the value of (F) computed (15.098) which is greater than its tabular value (3.849), while the remaining percentage (91%) which is attributed for other variables that were not entered into the laboratory research model, and from all of the above, the main research hypothesis is accepted (strategic proficiency affects job performance positively at the level of significance 0.05).

Table 7. Correlation between Strategic Prowess and Job Performance

Strategic prowess	R	R ²	F	T	Sig	β	α	Se	Job performance
	.300	.090	15.098	3.886	.000	.300	2.563	.072	
Acceptable			146	n	145	144	1	DF	

And through the researcher's resort to multiple regression to find out which dimensions of strategic prowess have an effect on job performance in the media network, and as shown by the results of Table 8 and Figure 2, the effect was particularly through investment opportunities, with the value of the marginal tendency (0.297) and at a significant level (0.002), which is less than the level of significance (0.05), and the value of the critical ratio (3.043), which is greater than its tabular value (1.962), while there was no effect of the differentiated structure and exploration of opportunities in job performance and at the level of significance (0.074) (0.460), respectively. And the effect value (0.161, -0.079) respectively, all of which are greater than the level of significance (0.05), and with a critical percentage (1.786, -0.0739), which is less than its tabular value (1.962).

Table 8. Critical Ratios

			Impact factor	Standard error	Critical ratio	level of significance	The sample
Y	<---	x1	0.297	0.072	3.043	0.002	
Y	<---	x2	-0.079	0.084	-0.739	0.460	146
Y	<---	x3	0.161	0.072	1.786	0.074	

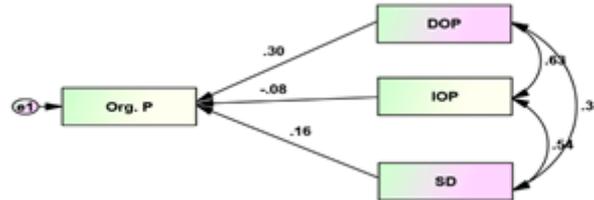


Figure 2. The Multiple Impact of the Dimensions of Strategic Excellence on Job Performance

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 bunch of homogeneous ages that contributed to providing them with high job performance, and their acquisition of strategic prowess.

The Iraqi Media Network is working to invest opportunities from its media work environment, in light of its endeavor to constantly make formal and fundamental 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 distinct structure that supports its adoption of strategic prowess, in light of its formation according to its future plans, in light of its reliance 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 believes in managing a career path and works to support it by empowering its members to perform their new jobs and leadership positions at the expense of others, and to emphasize the selection of its leaders from within.

The Iraqi Media Network has a performance management 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 goals, as well as its constant willingness to receive the suggestions and opinions of its customers.

The Iraqi Media Network is keen to enhance its contextual performance by spreading the spirit of accepting other opinions, and accepting events realistically, despite the opposite trends of opinion about them, as well as taking into account the feelings of co-workers and accepting and accommodating their actions and actions, and spreading the spirit of cooperation between them.

The Iraqi Media Network is keen to enhance its contextual performance by spreading the spirit of accepting other opinions, and accepting events realistically, despite the opposite trends of opinion about them, as well as taking into account the feelings of co-workers and accepting and accommodating their behaviors and actions, and spreading the spirit of cooperation between them.

Although the sample views agree on the practice and adoption of job performance in the first order, it is available and practiced in the last order of importance. The Iraqi Media Network has the ability to enhance its job performance by adopting the use of strategic prowess for this purpose, especially through its investment of opportunities, and the possession of a distinct organizational structure, and based on exploring opportunities individually. However, it invests exploring opportunities mainly in improving job performance in its entirety. The Iraqi media network employs and directs its strategic prowess in directly improving its job performance, which maximizes the impact of strategic prowess on job performance.

5.2 Recommendations

The Iraqi media network should pay additional attention to attracting qualified people in the field of media, educating and training them well, being open to universities and institutes, introducing the method of strategic planning in their development, and keen on exchanging experiences among its members, especially as it possesses competent individuals who will reach the retirement years, as well as its current members acquire higher university degrees in the field of specialization without regard to gender, background, religion or sect, and to adopt a multi-talented person in the appropriate place.

The need for the Iraqi media network to give more attention to investing 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 substantial and formal improvements in quantity and quality, and achieving the desires of its audience.

It is imperative that the Iraqi media network 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.

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, integration 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.

The need for the Iraqi media network to pay additional attention to education and training through:

- Providing media training opportunities for its employees 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.

The Iraqi media network should pay attention to the career path of its members, as it is the proper scientific and functional method for occupying various job positions and the real storage for them through:

- Adopting job replacement and succession planning for leadership, 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 obtain leadership learning and develop their personal and creative qualities in order to obtain job positions that are compatible with their outputs and contribute to the improvement of the overall network performance.

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.
- Be careful not to interfere with the privacy of members of the network, and spread informal relations as the main basis for formal relations.

The need for the Iraqi media network to pay additional attention to limiting the adoption of negative work behavior by some of its members through:

- Work to develop a code of compliance that clarifies the laws and rules of work and network regulations about working time, rest time, leave, obedience and discipline.
- Limiting fraud, deception, and withholding information and data from higher authorities and related organizations, and spreading transparency, disclosure and clarity among the network's individuals and departments.
- Departure from limiting positions for the purpose of personal use and exploitation, and directing a strictly defined culture that limits this phenomenon.
- It is imperative for the Iraqi media network to raise the level of job performance, and additional attention to its (SP), in a way that increases its ability to prove its merit and compete with others in the audiovisual and readable media production sector.
- The Iraqi media network should invest the direct relationship between (SP) and job performance by directing (SP) and its dimensions, especially by employing the investment of opportunities mainly to enhance the network's functionality.
- The Iraqi Media Network should pay attention to its job performance by employing (SP) to directly influence job performance.

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