THE ROLE OF BEHAVIORAL INTEGRATION OF THE SENIOR MANAGEMENT TEAM IN STRATEGIC SUCCESS

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¹²A Thesis Submitted to the Board of the College of Administration and Economics - University of Baghdad as a Part of the Requirements for Obtaining a Master’s Degree in Administrative Science (2021)

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ABSTRACT

This research aims, through its chapters, to test the relationship between the behavioral integration of the senior management team, as an independent variable, and strategic success as a responsive variable)? What is the nature of the relationship between the variables and does one affect the other? The research aimed to answer these questions through theoretical philosophy and the intellectual implications of these variables. And through the practical application on the research sample, as the necessary information was obtained from the personal interviews and the questionnaire and was analyzed statistically, and the study adopted the descriptive analytical approach, and the research came out with theoretical and other practical conclusions that diagnosed the reality of the research variables in the application environment, as it proved the existence of a correlation relationship with Significance and the presence of a significant effect of behavioral integration in achieving strategic success. The research also presented a number of recommendations, the most prominent of which was the need to think about taking into account the dimensions of behavioral integration for the senior management team in the substantive issues that pertain to the critical and critical junctions in the work and decisions of college councils, and providing adequate support in developing the work of educational institutions.

Keywords: Behavioral Integration of The Senior Management Team, Strategic Success for The Colleges of Al-Mustansiriya University

1. INTRODUCTION

Scientific development and the advancement of the intellectual and cognitive wheel in behavioral studies today have become an element of strength and a wide field of research that has led researchers to link these studies with the rest of the other sciences that touch their essence and may even share with them their origins and the starting points of their inception. In achieving strategic success, it is one of the most important responses provided by organizations to the changes that occurred in the contemporary work environment, whether related to technological changes, increasing competition, or social and political changes. What encouraged scientists and researchers to give increased attention to the mechanisms and ways that can contribute to increasing the effectiveness of work teams, and despite the multiplicity of types of work teams, the senior management team is of great importance as it is responsible for formulating the organization’s vision, mission and strategic goals, which decide the fate of its survival and success. Researchers have frequently discussed the various factors that can influence the effectiveness of the senior management team. Unfortunately, it neglected the role that the behavioral integration of the senior management team plays in enhancing the effectiveness of the senior management team to reach strategic success. Therefore, the current study came as a serious attempt to clarify the
role that the behavioral integration of the senior management team plays in strategic success), as an approach to improving the overall performance of organizations.

II. THE FIRST TOPIC RESEARCH METHODOLOGY

First. Research Problem

The fact that we live in today's world is that organizations cannot maintain their survival and growth in light of the rapid changes surrounding them, unless they have creative capabilities that guarantee them strategic success under those circumstances, as the success and survival of organizations depends primarily on the effectiveness of the senior management team. As the process of interaction that takes place between team members, whether in terms of exchanging information and sharing knowledge about the external environment, its interpretation and processing, cooperative behavior among team members, or participation in decision-making and making, is called behavioral integration. Given the role that the effectiveness of senior management can play in this field, there is an urgent need to study this role by testing a set of integrative behaviors and knowing the possibility of employing these behaviors in achieving strategic success. The research problem was identified in the light of several questions, including:

1. What are the most important visions, intellectual foundations and philosophical contributions in the administrative science literature on research variables (behavioral integration of the senior management team, strategic success)?

2. What is the nature of the relationship between the variables and does one affect the other directly?

3. What is the level of awareness, understanding and interest in the research variables (behavioral integration of the senior management team, strategic success) and their compatibility with the requirements and responsibilities assigned to the college councils of Al-Mustansiriya University?

Research Significance

The current research acquires its importance from the importance of the topics dealt with as contemporary and important administrative phenomena at the same time that keep pace with contemporary environmental changes and help to adapt to them, as well as being behavioral and psychological topics closely related to daily functional life, which have a role in achieving strategic success. In addition, this research presents intellectual and philosophical arguments related to the research variables, which are collected for the first time in one research, namely (behavioral integration of the senior management team, strategic success), which did not receive their due and did not take their sufficient share in previous research by researchers in this field on the world in general and Iraq in particular.

Research Objectives

This research comes as a modest scientific contribution to the researcher's attempt to show theoretical interest in some of the literature of modern management thought in the role of behavioral integration of the senior management team in strategic success in general in its theoretical aspect, and in particular in the college councils at Al-Mustansiriya University, as the current research sought to achieve several goals, the most important of which are:

1. Determining the relative importance of each of the dimensions of behavioral integration of the senior management team in influencing the strategic success of the senior administrations in the colleges of the studied university and paying attention to the dimensions of importance.

2. Analyzing and interpreting the relationships of influence and correlation of the behavioral integration of the senior management team in the strategic success to reach a contemporary knowledge and practical framework based on the ideas of researchers and enhances the benefit of research variables on both the theoretical and practical levels, to pave the way for those coming.

3. Provide appropriate recommendations and conclusions in the light of the results that the study will reach in the field of study variables, which organizations in general and the researched organization in particular can benefit from.
Fourth. Research Model and Hypotheses

In order to achieve the purpose of the study and reach its specific objectives, the researcher designed a chart that identifies the main assumptions with the influence scores between them. As shown in Figure No. (1).

Fifth. Research hypotheses:

1- The first main hypothesis H1: There is a significant correlation between the behavioral integration of the senior management team and strategic success.

2- The second main hypothesis H2: There is a significant effect of the behavioral integration of the senior management team on strategic success.

Sixth. Research Sample and Population

1 Research Population: In order to test hypotheses on the ground in a realistic Iraqi environment, the research community has chosen all 13 colleges of Al-Mustansiriya University. The researcher’s choice of the research community in the higher education sector is one of the important, vital and constructive sectors in the country and complements the fields of Work and society with specialized cadres, which is an essential pillar in scientific, social and cultural life.

2 The research sample: The research used the intentional sample, as (members of the college councils at Al-Mustansiriya University) were selected, due to their practical and scientific experiences in the field of their functional specialization, as well as their positions that entitle them to participate in the decision-making concerned with the performance of the college and the mechanism of practicing its various activities. And they contribute to directing the behavior of the process of sharing knowledge and employing it in achieving strategic success, and they are (the Dean, his assistants, heads of departments in colleges and council secretaries), and the total number of the research community reached (150), as the researcher distributed (150) questionnaires directly by the researcher to the sample, and (14) were not answered, and (20) questionnaires were not retrieved, so that the research sample was (116) people.

Seventh. Research Measurement Tool

Some previous studies dealing with research variables and their dimensions have been relied upon, as the current research scale depends on the main and sub-variables as shown in the table below.

| Table No. (1) The main variables, their sub-dimensions, and the measures adopted for their measurement | |
Eighth. Data Collection and Analyses Methods

The theoretical aspect: the researcher relied on the literature of organizational behavior and strategic management in dealing with the theoretical aspect, from Arab and international books and research from the Internet, and research from Arab periodicals and magazines, and theses that dealt with research variables and field visits to various universities.

III. PRACTICAL PART

A. Personal interviews: A number of personal interviews were conducted with the intention of collecting data about the university with some members of the college councils at Al-Mustansiriya University for the purpose of clarifying what was stated in the questionnaire and answering their inquiries regarding some of the variables contained therein.

B. Questionnaire form: The researcher relied on the questionnaire as the main source for collecting information and data, to complete the requirements of the practical research aspect to reach the final results of the research, and through which the opinions of the individuals of the sample under research on the subject of the research are identified and explored. The questionnaire was prepared by conducting a field survey of Arab and foreign sources and the collection of available metrics that are directly and indirectly related to the subject of the study, they were adapted according to the nature of the Iraqi environment, the study’s orientations, and the nature of the target sample. Likert-Scale was used with the following scale weights: fully agree (5), agree (4), neutral (3), disagree (2), completely disagree (1), which emphasizes the distinction between the extent of The strength of the compatibility of the singular with the option or phrase with others by defining the levels from a strong positive (directive) relationship to a strong negative (inverse) relationship, and it has been employed in formulating the research problem, as well as benefiting from it in the practical aspect.

IV. SECTION TWO THEORETICAL PART

First - The Behavioral Integration of The Senior Management Team:

1 The concept of behavioral integration of the senior management team:

The issue of behavioral integration of the senior management team has received great attention by scholars of strategic management in recent years (Jahanshahi & Brem, 2017: 1) as a result of the strategic role played by the senior management team in enhancing organizational performance. Some researchers believe that there are two research tracks that dealt with the variables that determining the effectiveness of senior management teams are the team composition and team processes (Carmeli, 2008: 713). The team structure developed by Hambrick & Masson in 1984 in which they emphasized that the organization is a reflection of the characteristics of the senior management team represented by the size of the team, the age of the team, the age of the team members and the scientific and functional background of the team members. Many studies have been conducted to link these characteristics to organizational action and potential outcomes, including, for example, but not limited to, studies ((Hambrick et al, 1996; Weirsema & Panted, 1992; Bantel & Jackson, 1989; Murray, 1989)), but these studies failed. , as it says (Lawrence, 1997: 2), in highlighting the mechanisms by which these characteristics can be transformed into organizational outputs, and the behavioral integration of the team that is the subject of this study, which was presented by Hambrick 1984. The behavioral integration of the team is a multi-dimensional structure that works on the integration of a set of elements, including social integration, which reflects the perceived homogeneous relationships between team members.

2 Dimensions of Behavioral Integration of The Senior Management Team:
A- Exchange of information:

The importance of information emerges as an important and effective element in the organization's survival and continuity in light of a business environment characterized by rapid change and intense competition, which prompts the organization to search for information from its various sources and in a manner that helps it take various decisions to meet various challenges. As the exchange of information reflects the frequent and intense interaction of information, knowledge and ideas in a timely manner, and that such interaction is necessary not only to generate new ideas, but to implement them, and from the point of view of Tran, (2004:39)) is the desire of team members to exchange their knowledge, abilities, skills and experiences among themselves. As well as dissemination of information during the decision-making stages. (Wright, 2002:16) believes that the effective exchange of information and resources among team members is one of the essential elements for the team's success in achieving the tasks assigned to it.

B- Cooperative behavior:

Collaborative behavior is an important and necessary element for carrying out work and activities that are generalizing and in which it is difficult for a single person to carry out that work or activity, while (Thompson & Perry, 2006) quoting (Elkatawneh, 2013: 3) it gives the members the opportunity to cooperate in information, skills and knowledge and experience in order to modify their goals and contribute to their development. And Dillenbourg (1999:102) believes that there are requirements for cooperative and real work, the first of which is the presence of consistency in the activity, and secondly the presence of interactions, especially the degree of interaction and the right to negotiate. Any member of the group or team imposes his viewpoint on others and instead focuses on the work of the team as a whole to find common ground among the members.

C- Participation in Decision-Making:

Decision-making, and in particular the strategic decision, is one of the most important activities practiced by the senior management team as it represents the main foundation for the success or failure of organizations. Decision-making, and in particular the strategic decision, represents one of the most important activities practiced by the senior management team as it represents the main foundation for the success or failure of organizations. And the decision from the point of view of (Al-Ghalbi and Idris, 639: 2007) is the final product that the administration adopts after passing through different stages of decision-making. And when we talk about participation, we refer to this that the decision-making process is not done by one person only, but it means sharing decision-making with others. Others, as described by Keren & Bruin, 2003: 5, represent the choice made by the decision maker about what should or should not be in a specific situation by means of a deliberate, conscious, goal-directed choice. This is done through a dynamic process called decision-making that includes multiple interactions and usually starts from the stage of defining the problem to be solved and ending it by taking the appropriate decision.

Second. Strategic Success

Many specialists and researchers searched in this vital and active field and did not agree on the concept of strategic success, as (Rohrbaugh & Quinn) explained this difference by saying, "Strategic success is a cognitive problem resulting from the difference of researchers in their perception of this concept and their personal interest in organizational variables", as (Al-Rikabi, 129: 2004) pointed out that strategic success is the organization’s ability to survive, adapt and grow in light of the goals it seeks to achieve, and the secret of strategic success (Al-Hussaini, 2006) lies in the ability to adapt effectively between the organization and the environment, and mentioned (Al-Kubaisi, Daham 2007, ) Success is continuing to maintain a competitive advantage in vision, planning, operations, continuous development and open culture, and from the viewpoint of Oestreich & et Al., 2008:3) it is management’s ability to obtain knowledge, experience and ideas, and to successfully and accurately analyze the experiences and history of competing and competing organizations .

2. Dimensions of strategic Success

A. Strategic Vision:

The vision is a visual metaphor that conveys the organization’s intentions and focuses collective efforts and directs them to one line in its search for these intentions and may attract others to the organization’s participation in its aspirations for the future. There are those who see the vision as the essence or heart of the organization, as it determines the future and comes from three sources: experience, knowledge, imagination, and it can be said that the vision is the aspirations and ambitions of the organization and the dream that it wants to achieve, and serves
as a bridge between the present and the future and a perception of the future mental image of the organization and the values that govern it and its direction in the future. Nasr (98:2009) stated that the characteristics of a successful vision are: simple, direct and understandable, it can stick to people's minds easily, and it is meaningful to others, and it is formed by feeling, feeling, and innovative and creative thinking, and it is ambitious, realistic and achievable.

B. Effective implementation:
The strategic implementation phase (Al-Adili, (2018) is a set of activities and events that are practiced to put strategies into practice through executive programs, financial budgets and procedures, Al-Nuaimi (117:2007). The survival of the unit alive, renewed, creative and evolving. Also, Clorin and Charan conducted a study in 1999, they found that the percentage of (70%) of the organizations was the main problem in the failure of the strategy is poor implementation or achievement in accordance with the commitments and deadlines. A task that determines the success in implementing the strategy is "organizational structure, task design, people, reward systems, information systems.”.

C. Motivational Culture
Motivation is one of the most important things to maintain the effectiveness of working individuals, as each individual has needs that he wants to satisfy, and these needs differ from one individual to another (Al-Jabri, 147: 1994), and culture in general is an essential part of the intellectual formation of the human being and the totality of the actions, behaviors and behavior of the individual (Kamal, 69: 2015), as it represents the common awareness among members of the organization that directs daily behavior in the work environment and thus motivates individuals to advance and organizational movement as a method of rewards and incentives. Through it, it is possible to build a system of incentives, especially moral ones, which have different effects on individuals and organizational processes, (Derry, 314:2011), and its divisions (Abu Radin, 36:2005).

D. Horizontal organization:
Management scholars have classified the organization as the second administrative function besides planning, direction and control, and it is considered a means to assist the administration in achieving its goals, and as long as the goals are derived from the general strategy of the organization, it is logical that there is a close relationship between strategy and the organizational structure, and therefore it is of great importance by Organizations in the current era, and George Terry (2008) defined it as “arranging, coordinating, and unifying efforts, actions and activities, including defining the authority and responsibility given to individuals for the purposes of achieving goals,” while Mooney & Reilly defined it as “the form that In which any human groups appear for the purpose of achieving a common goal, where successful organizations operate through a decentralized system, enabling their branches and managers to make decisions (Joyce, 2000:4).

V. SECTION THREE TESTING THE RESEARCH HYPOTHESES
First. The correlation between the behavioral integration of the senior management team and strategic success.
Table (2) shows that there is a significant correlation between behavioral integration and strategic success, as the correlation coefficient between behavioral integration and strategic success was achieved (0.642**) at the significance level (0.000), which is less than the significance level (0.05), which means Rejection of the null hypothesis and acceptance of the alternative hypothesis, which states that (there is a significant correlation between behavioral integration and strategic success), which indicates that the researched colleges, the more they strive to achieve behavioral integration through the exchange of information correctly with the presence of cooperation and consensus among members of the college councils, surveyed, as well as participating in the decision-making process whenever this contributes positively to achieving the strategic success of the colleges surveyed. Table (2) shows that all dimensions of behavioral integration have a significant correlation with strategic success, because the significance level for all dimensions of behavioral integration with strategic success is less than the significance level of 0.05.
Strategic Success

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Value</th>
<th>Sig.</th>
<th>Correlation</th>
<th>Correlation</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Decision Making</td>
<td>0.654**</td>
<td>0.000</td>
<td>Positive Correlation</td>
<td>Positive Correlation</td>
<td>Average</td>
</tr>
<tr>
<td>Behavioral Integration</td>
<td>0.642**</td>
<td>0.000</td>
<td>Positive Correlation</td>
<td>Positive Correlation</td>
<td>Average</td>
</tr>
</tbody>
</table>

The Number of Accepted Hypotheses

<table>
<thead>
<tr>
<th>Percentage</th>
<th>100%</th>
</tr>
</thead>
</table>

Correlation is significant at the 0.01 level (2-tailed).

Sample Size= 116

Source: Prepared by the researcher based on SPSS v.25

Figure (2) Correlation values between the dimensions of behavioral integration and strategic success

Source: Prepared by the researcher based on AMOS v.2

Second. Analyzing the impact of the dimensions of behavioral integration of the senior management team on strategic success:

Table (3) shows (there is a significant effect of behavioral integration on strategic success). The analysis will be done according to a simple linear regression model, as follows:

\[
\text{Strategic Success} = 1.109 + 0.742 (\text{Behavioral Integration})
\]

The value of (F) calculated between behavioral integration in strategic success was (80.102). It is greater than the tabular (F) value of (3.94) at the significance level (0.05), and accordingly the null hypothesis will be rejected and the alternative hypothesis accepted, which states (there is a significant effect of behavioral integration on strategic success) at the significance level (5%). That is, with a degree of confidence (95%). That is, whenever there is behavioral integration represented by cooperation, assistance, exchange of information, and participation in the decision-making process, the more it has a proper impact on achieving effectiveness and thus achieving...
strategic success. Through the value of the coefficient of determination ($R^2$) of (0.413), it is clear that behavioral integration explains (41%) of the variables that occur in strategic success. As for the remaining percentage (59%) due to other variables not included in the research model, it is clear through the value of the marginal slope coefficient ($\beta$) of (0.742) that an increase in behavioral integration by one unit will lead to an increase in strategic success by (74%). The calculated value ($t$) of the marginal slope coefficient achieved behavioral integration (8.950). It is greater than the tabular value ($t$) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the behavioral integration variable. The value of the constant ($\alpha$) was also recorded in equation (1.109), when the behavioral integration is equal to zero, the strategic success will not be less than this value.

It appears from the table that all dimensions of behavioral integration of the senior management team had a significant effect on strategic success, as a result of that the calculated $F$ value is greater than the tabular $F$ value, as is evident in the table below.

<table>
<thead>
<tr>
<th>Dimensions of the behavioral integration variable</th>
<th>Dependent Variable</th>
<th>Fixed limit value ($\alpha$)</th>
<th>The value of the marginal slope coefficient ($\beta$)</th>
<th>The coefficient of determination ($R^2$)</th>
<th>Values ($F$) calculated</th>
<th>Values $t$) calculated</th>
<th>Sig.</th>
<th>Indication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exchange of information</td>
<td>Strategic Success</td>
<td>2.620</td>
<td>0.392</td>
<td>0.171</td>
<td>23.439</td>
<td>4.841</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Cooperative behavior</td>
<td>Strategic Success</td>
<td>2.757</td>
<td>0.369</td>
<td>0.187</td>
<td>26.234</td>
<td>5.122</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Shared decision making</td>
<td>Strategic Success</td>
<td>1.772</td>
<td>0.589</td>
<td>0.428</td>
<td>85.152</td>
<td>9.228</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Behavioral integration</td>
<td>Strategic Success</td>
<td>1.109</td>
<td>0.742</td>
<td>0.413</td>
<td>80.102</td>
<td>8.950</td>
<td>0.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Values ($F$) tabular = 3.94 value , ($t$) tabular =1.660 , Sample size = 116

Source: Prepared by the researcher based on SPSS v.25

VI. SECTION FOUR: CONCLUSIONS AND RECOMMENDATIONS

Conclusions

A. It is clear from the results of the research that the researched colleges at Al-Mustansiriya University, the more they seek attention and adopt behavioral integration, the more they have an impact on achieving strategic success. That is, behavioral integration has an effective and influential role in the process of achieving high performance levels and according to what is planned and in a way that helps to achieve the general goals and thus achieve strategic success.

B. The results proved the possibility of increasing the rates of achieving strategic success when you have knowledge sharing, and this was confirmed by the influence relationship between knowledge sharing and strategic success. That is, the more the colleges under study work according to the principle of knowledge sharing, the more this helps to achieve strategic success in the researched university.

C. Although there is an effect of behavioral integration on strategic success, but in the absence of knowledge sharing, it will increase the value of the effect. As the results proved that there is an active and clear role of knowledge sharing by having a mediating role between behavioral integration and strategic success, that is, when the researched colleges seek to achieve strategic success through their adoption of
behavioral integration, the presence of knowledge sharing will increase effectiveness and increase the value of the impact. For behavioral integration in strategic success.

Recommendations:

A. The importance of working on directing the cooperative behaviors of employees in educational institutions, promoting collective work and the desire to help each other in complex tasks, and developing a spirit of cooperation between members of college boards as well as employees. The Supreme Council on this, especially through field surveys that should be carried out from time to time with employees, or through periodic meetings with employees in order to encourage cooperative behavior.

B. The design of the reward system based on justice and equality, and the reward is given to all exceptional efforts and outstanding performance, as the granting of financial rewards and job promotion helps to activate the behavior of sharing knowledge with co-workers and thus increases the skill of workers and progress in the career path, which will reflect positively on security career. And the need to do this through the preparation of a clear program within specific criteria on which to motivate, with the need to hold a meeting with the teachers and staff in order to review it before implementation and discuss their views so that there is transparency and justice while ensuring its success and not questioning its decisions.

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