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## The Relationship Between Organizational Commitment and Strategic Position an Exploratory Study in Iraqi Telecom Companies

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### **Abstract**

*The current research aims to study how organizational commitment with its dimensions (emotional commitment, continuous commitment, and normative commitment) and related with strategic position dimensions (vision, social capital, and learning). In achieving the strategic position under discussion in a sample of telecommunications companies (Zain, Asia Cell and Korek) in Baghdad, the research relied on the questionnaire as a measure of the research variables, and the relationship between them was tested, the sample included (150) of the administrative leaders of the companies under study (Director, head of a division, a division official, an employee) and some statistical methods were used using the program (SPSS v.25). A direct relate of organizational commitment with strategic position of telecommunications companies in a competitive environment, and the most prominent finding of the research was the need for the management of the companies under discussion to pay attention to organizational commitment and its dimensions among leaders, and to increase the desire of workers to belong to their companies to achieve competitive advantages and thus acquire companies strategic position.*

**Keywords:** *organizational commitment, strategic position, telecom companies.*

### **Introduction**

The telecommunications sector is nowadays the most widespread service sector in most countries of the world, so no one doubts its role in the development of countries after the past fifteen years witnessed an unprecedented transformation of this sector in most global economies, especially the last five years, which can be described as the most powerful. And activity for this sector, the era of "natural monopolies" has passed, and communications have now become one of the fastest growing and developing sectors for private sector investments in the whole world. One of these companies has a certain market share in the telecommunications sector, but the competition is almost between Asia, Korek and Zain companies, as each company seeks and attracts new customers, as well as achieving an increase in the market share for each of them at the expense of the other, and thus can achieve a competitive advantage that is not Owned by other companies, which enables them to achieve a strategic position. The research problem lies in answering the following main question: Is organizational commitment associated with strategic positioning? The following questions branch out from the main question :What is the level of organizational commitment of the telecom companies under study?, What is the level of awareness of the strategic position in the

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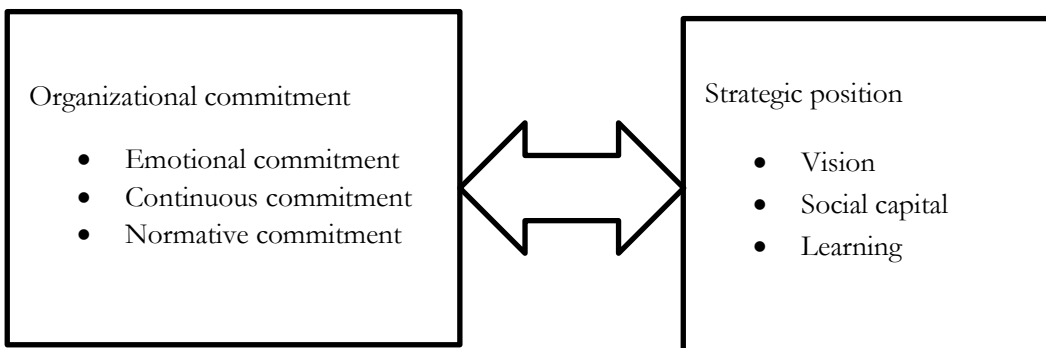
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telecom companies under study?, Is there a correlation between the research variables (organizational commitment and strategic position) in the telecom companies under study (Aljoghaiman & Bhatti, 2022)?

In light of the intense competition experienced by business organizations, they are looking for everything that would lead to their continuity in the market and increase their sales and profits, as organizations that have an organizational commitment can achieve a strategic position and excel over competing organizations, that the issues of organizational commitment and strategic position are considered in fact. Among the modern topics in the field of business administration in general, organizational behavior, organization theory and strategic management in particular, the current research is applied in the industrial sector, as it is one of the vital and important sectors in the country, because of its effective impact on investment and community service. The research provides an intellectual discussion in the field of interrelationship between organizational commitment and strategic position through the results that are expected to be reached; the research hopes to provide a set of solutions that help the place of the research sample in motivating workers with the necessity of commitment and striving to achieve the strategic position (Anggusti, 2022).

The research aims to present a cognitive framework for the main research variables, which are organizational commitment, strategic position, by presenting the most important intellectual opinions related to these topics in the administrative field. Diagnosing and measuring the nature of organizational commitment adopted by each of Asia, Korek and Zain Telecom. Diagnosing and measuring the nature of the strategic position adopted by each of Asia, Korek and Zain Telecom, indicating the extent to which organizational commitment is linked to the strategic position in telecommunications companies.

Based on the research problem and according to its theoretical framework, the hypothetical scheme was designed, which explains the nature of the logical relationship between the research variables. The hypothetical scheme shown in Figure (1) consists of the researchers relied on the questionnaire as a main tool for collecting data and information, and relied on the study (Meyer & Allen, 1997; Van Huong et al., 2022) to measure the organizational commitment variable and the study (Vanheule, 2012; Lou, 2023) to measure the strategic position variable.



**Figure (1)** Research Model

The main hypothesis: There is a significant correlation between organizational commitment and strategic position, and the following sub-hypotheses branch out from it:

1. There is a significant correlation between emotional commitment and strategic position
2. There is a significant correlation between continuous commitment and strategic position
3. There is a significant correlation between the normative commitment and the strategic position

## Literature Review

### Organizational commitment

The subject of organizational commitment was taken care of in 1954, and the reasons for the interest in it are due to the assumption that organizational commitment is a reliable indicator of behaviors, such as absenteeism, job satisfaction and work turnover. The first references to organizational commitment are found in workplace literature in the 1960s. During this time commitment was studied primarily as a behavior, and in the 1960s organizational commitment was described as an emotional and psychological state that envisions employee identification with an organization (Al-Abdali, 2022: 37; Gierszewski et al., 2022) Organizational commitment is Loyalty to a person in an organization through the achievement of organizational goals and the lack of desire to leave the organization for any reason. Yusuf & Syarif, 2018: 3), The worker's relationship with the organization and the psychological state that will affect the organization's decision to continue or not to continue with its membership (Cetin, 2020:3; Manh et al., 2022) A psychological state that characterizes the relationship between employees and the organization or its effects that affect the survival of employees in the organization or not (Utami, 2021: 3; Yuniawan et al., 2023) Organizational commitment will create a sense of belonging among workers in the organization Zahran et al, 2023: 2) Organizational commitment can be defined from the perspective of the researcher as a psychological phenomenon in which employees have to stay in the organization due to their increased investment in the organization

Organizational commitment is a very important starting point for organizational behavior research and has been widely concerned with human resource management, psychology and organizational behavior. Nowadays, organizational commitment is usually studied as a mediating variable. In the current literature, it has been found that personal characteristics, job characteristics, and work experience all influence organizational commitment. Changing organizational commitment will alter turnover intent, attendance rate, and job performance (Zhang Li et al, 2013: 1317; Zhou, 2023). It is also necessary for the success of any organization because if the employees do not put their efforts in sincerity, then it may be difficult for the organization to face the challenges. This causes the organization to incur both internal and external pressures.

(Allen & Meyer, 1991; Majed et al., 2023) assumed three dimensions of organizational commitment, which are (emotional commitment, continuous commitment, and normative commitment), and the researcher believes that these dimensions are consistent with the directions of the current study and will be explained in some detail as follows:

1. Emotional Commitment: Emotional or sentimental commitment is defined as the extent to which employees feel that they are committed to their organizations by virtue of the conformity of their goals with the goals of the organization. et al, 2014: 134), emotional commitment means emotional attachment of the worker to the organization and its goals, which is his belief in it, acceptance of its goals and values, his willingness to exert more effort in the organization, and his strong desire to stay and work as a member of it. The emotional commitment link represents the individual's emotional commitment to the organization, recognition and participation in it, and that members are committed to the organization on an emotional basis and have a strong personal relationship consistent with the goals and values of the organization (Orozco & Arroyo, 2017: 97; Göcke et al., 2022).

2. Continuous Commitment: It is the highest type of commitment, through which the individual expresses his strong desire to adhere to the goals and values of the organization. This is due to his strong awareness of his desire to stay in this organization and not sacrifice it (Tawfiq, 2018: 33), as the continuous commitment refers to the strength of the individual's desire to remain in work in a specific organization because he believes that leaving work in it will cost him a lot, so workers with high continuous affiliation remain in the organization (Demirbaş et al, 2022,: 18) indicated that this type of commitment is linked to the costs and benefits associated with the individual's stay in the organization, and accordingly, organizations wishing to retain their distinguished employees must encourage sharing the knowledge they possess among them in various ways, including providing organizational support, Develop policies that create support, provide an environment that contributes to the exchange of knowledge, promote knowledge-sharing activities, encourage teamwork among employees, and establish close relationships between individuals (Chiu & chen: 2014: 7).

3. Normative Commitment :It is the people's feeling of commitment to the organization. Individuals with high levels of normative commitment stay with the organization because they feel they must defend their framework and it occurs when individuals stay with an organization based on expected standards of behavior or social norms. These individuals value obedience, caution and formality. Research indicates that they tend to display the same attitudes and behaviors as those with emotional commitment. Leadership and culture are the most important factors that influence how normative commitment is tested. Leadership plays an important role in inducing normative commitment by demonstrating high levels of ethical standards, honesty, and integrity (Yousaf et al, 2015: 471), normative commitment is obligating the individual to stay in the organization due to the pressures of others. People who have strong normative commitment take into account to a large extent what others would tell them if one of them left the organization because he does not want to cause anxiety to his company or leave a bad impression on his colleagues because of his leaving the job, then this is a moral commitment, even if it is at the expense of himself (Zhou et al, 2018: 4).

### **Strategic position**

The first to use the concept of strategic position was the philosopher (Arie Rip), a sociologist interested in social and technological development and change (Atta, 2021: 238). The concept of strategy is linked to the development of strategic management as a scientific system during the crystallization of the concept of strategy among the various strategic models that have been proposed over the decades. the past by Porter, 1980 and Miles & Snow, 1986 (Ceptureanu, 2016: 57) The concept of positioning can be traced back to the sixties when positioning was generalized in the marketing of consumer products by pioneers such as (Albert and Gatty (1969), where they defined the position on They differentiate brands according to consumer perceptions, which examine differences in consumer perceptions of organizations (Pandaa et al, 2018: 33.)

The first article on this topic was published in the Journal of Industrial Marketing in 1969. They defined positioning as "a strategy to 'bet on the turf' or 'fill a void' in the mind of target customers (Williams, 2020:1071). The pioneering series specifically explained Cognitively linked to the concept of positioning and launched a profound radical shift in how individuals view advertising and marketing and how companies advertise their products (AL-Kulabi et al, 2019: 776).

strategic position is A company's advantage over competitors is obtained by providing consumers with greater value of the product, at a lower price or by offering more benefits

through pricing or offering added value to customers. (Setyadi, 2018: 3), The strategic position reflects the extent to which the company is constantly dependent on the external environment in order to reach a leading position and gain an outstanding reputation in the business sector (Stiles, 2020: 140), A clear effort to support the development of emerging technologies that offer a more sustainable alternative to existing technological systems (Riwukore et al, 2021: 349). The strategic position can be defined as the organization's endeavor to meet the needs of customers in an intelligent and creative manner, despite the dynamism and complexity of the external environment.

The strategic position is of great importance for organizations in formulating strategies and determining their position in the industry in which they operate Constantly developing appropriate competitive strategies that achieve sustainable competitive advantage for the organization (Jia, 2015: 69), The importance of the strategic position lies in improving the quality of products and services provided by the organization and reducing prices compared to competitors (Setyadi, 2018: 4), The importance of the strategic position lies in the ability of the organization to develop programs that enhance the ability of the organization to increase the adherence of the employees who work for it to their jobs and not to think about leaving work (Takawira, 2012:24), Understanding strategic positioning addresses marketing myopia that managers may suffer as a result of using internal or external programs based on incorrect decisions (AL- Kulabi et al, 2019: 777). the goals of the strategic position indicate the need for the organization to be associated with the positive behavior of workers such as organizational loyalty, low turnover rate and increased job satisfaction to form a positive image of the organization (Ates et al, 2017:106). In addition to increasing organizational trust, organizational learning, and interaction between workers and senior management in order to obtain distinction in the work of the organization. (Šulentic et al, 2016:64-65) Considering the organization's social responsibility towards employees is of great importance to it, because it includes helping others and thus enhances the sense of belonging to the organization. The organization's direct contact with the external environment, to know what is going on and what is required and how it can contribute to achieving competitive advantage.

Based on reviewing the previous literature, the dimensions (vision, social capital and learning) were chosen to suit them with the objectives of the study and the sample, and they will be explained in some detail as follows:

1. Vision: It is the different future vision that changes according to the level of strategic positioning and external conditions, which revolves around the feasibility and success of technology as well as reducing the gap between the actual and the expected (Muhammad and Lafta, 2021: 8). It means that expectations are important in forming a positive image for customers. In the management of the company, there is knowledge and awareness of the quality of service in order to obtain customer satisfaction, which is reflected in building a good strategic position for customers. Organization management should work to reduce the gap between the level of expectations and the strategic position. It should also determine Stakeholders and their needs to achieve outstanding performance (Shallaka, 2022: 135).
2. Social capital: The social capital is necessary for the development of status, as it leads to the development of sustainability and enable learning, and that these social networks include expectations through which the requirements of new technology and other demands can be expressed (Nadube & Didia. 2018: 35) social networks enable a greater number of participants and lead to the provision of sufficient resources of money or expertise in order to develop the strategic position (Al-Taie et al., 2018: 35).

3. Learning: The learning processes are those processes that enable managers to improve the activities of the organization, by relying on understanding and knowledge to ensure its continuity and adaptation to environmental conditions, and the learning processes include actions carried out by workers and the firm leads to interactions with the organizational environment (Vanheule, 2012: 7) It is clear from the foregoing that the learning process is important in enhancing the strategic position of the organization, due to the difference in the game of competition from imitation to innovation and creativity.

Organizational commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for making a decision to continue membership in the organization.

Hence emotional commitment, emotional employee, identify and participate in the organization. Individuals who commit to their organization based on emotional tone, stay in the organization because they "want" to stay. Research conducted on organizational behavior has shown that organizational commitment has a positive relationship with employees' work attitudes (Ciftcioglu, 2010: 89).

(March & Simon, 1958) stated that status perception developed an emotional bond with organizations and individuals (others have investigated concepts related to the relationship with organizational status and that perceived organizational status has positive effects on emotional commitment through the mediating influence of organizational identification. Other researchers have confirmed this Results (Ojedokun et al, 2015: 4). In recent years, organizations are facing increasingly competitive pressure. In order to survive and increase the competitiveness of enterprises, one of the modern management concepts developed is the organization of learning and the other is the concept of organizational commitment. The concept of Learning organization on organizations to create new knowledge, share this information, and convert this information into organizational knowledge, for use in problem solving (Balay, 2012: 3)

## Results

According to the hypothetical research model, the emotional commitment dimension was adopted as one of the dimensions of the research variables (organizational commitment). The value was at table (1), which reads (the manager works with high motivation towards achieving the goals of the company) among the answers of the sample researched in the organization, as the average average was (4.27) for the default weight (4.2-5), with a good level in the answers and with a scattering deviation of (0.63). And with a homogeneity of difference (14.79), which indicates that most of the researched sample confirms that the manager works with high motivation towards achieving the goals of the company. As for the lowest value within the emotional commitment dimension of the researched organization, it was for paragraph (1), which reads (the manager feels proud when telling other parties of his affiliation in this company) among the responses of the researched sample in the organization, as the average average was (3.47) for the hypothetical weight (3.4) - 4.19, with a good level of responses and a deviation of dispersion (1.16), and a homogeneity of difference (33.53), which indicates that most of the sample researched in the organization confirms that the manager feels proud when telling the other parties of his affiliation in this company and strongly answered (50), which is a good positive percentage for the paragraph. As a whole, the emotional commitment dimension achieved an average average of (3.90) for the default weight (3.4 - 4.19), with a good level of

responses, with a deviation of dispersion (0.56), homogeneity of difference, and this indicates that most of the sample is in the organization. The respondents emphasize the importance of emotional commitment in the work of the organization.

**Table (1)** Statistical indicators of the emotional commitment dimension

	Items	Mean	ST.V	C.V
1.	The manager feels proud when telling the other parties of his affiliation with this company	3.47	1.16	33.53
2.	The manager feels a sense of belonging and high loyalty to the company.	3.51	1.24	35.39
3.	The manager wants the remainder of his career to remain in the company he works for.	4.19	0.71	16.96
4.	The manager works with high motivation towards achieving the company's goals	4.27	0.63	14.79
5.	The manager is keen on the ethical values in the company.	4.03	0.83	20.60
6.	The management is interested in providing a comfortable and stable work environment	3.97	0.72	18.20
7.	The manager expects others to have a strong desire to belong to the company	3.76	0.88	23.40
8.	The manager finds it difficult to join and belong to a new company	3.97	0.60	15.14
Total emotional commitment		3.90	0.56	14.34

According to the hypothetical research model, the dimension of continuous commitment was adopted as one of the dimensions of the research variables (organizational commitment), as table (2) shows the statistical means represented by the average (arithmetic mean) and the amount of dispersion (standard deviation) for those answers and according to the researched organization, as the results showed that the highest value was at paragraph (10), which reads (the director looks forward to obtaining distinct job positions in the company) within the answers of the sample researched in the organization, as the average was (4.08) for the default weight (3.4 - 4.19), and with a good level in the answers and with a scattering deviation of (0.84). And with homogeneity of difference (20.58), which indicates that most of the sample examined confirms that the manager is looking forward to obtaining distinct job positions in the company, which is a good positive percentage for the paragraph. As for the lowest value within the continuous commitment dimension of the researched organization, it was for paragraph (15), which reads (the manager invests time to work in the service of the company) among the responses of the researched sample in the organization, as the average was (3.39) for the hypothetical weight (2.6-3.39), with a level of Average in answers with a deviation of dispersion (1.14), and a homogeneity of difference (33.61), which indicates that most of the sample researched in the organization confirms that the manager does not invest time to work in the service of the company as required. As a whole, after the continuous commitment, it achieved an average average of (3.76) for the default weight (3.4 - 4.19), with a good level of responses and a deviation of dispersion (0.54), and a homogeneity of difference (14.24), and this indicates that most of the sample in the researched organization emphasizes the importance of continuous commitment in the work of the organization.

**Table (2)** Statistical indicators of the Continuous Commitment dimension

	Items	Mean	ST.V	C.V
9.	The company's current work reflects the mental need of the business and fills its personal and functional needs	3.57	0.92	25.81
10.	The manager is looking forward to obtaining distinguished career positions in the company.	4.08	0.84	20.58
11.	The manager feels that he has a desire to stay in his job, even if another alternative opportunity becomes available.	3.85	0.69	18.01
12.	The manager cares greatly about the future of the company in which he works.	3.69	0.73	19.83
13.	The manager finds it difficult to leave the company in the near future	3.87	0.61	15.76
14.	A manager feels that he has a desire to make a greater effort that contributes to the success of the company.	3.89	0.80	20.55
15.	The manager invests time to work in the service of the company.	3.39	1.14	33.61
Total Continuous Commitment		3.76	0.54	14.24

According to the hypothetical research model, the standard commitment dimension was adopted as one of the dimensions of the research variables (organizational commitment), as table (3) shows the statistical means represented by the average (arithmetic mean) and the amount of dispersion (standard deviation) for those answers and according to the researched organization, as the results showed that the highest The value was at paragraph (17), which reads (the manager cares about the reputation and future of the company in which he works) among the answers of the sample researched in the organization, as the average average was (3.93) for the hypothetical weight (3.4 - 4.19), and at a good level in the answers and with a scattering deviation of (0.58), And with a homogeneity of difference (14.78), which indicates that most of the researched sample confirms that the manager cares about the reputation and future of the company in which he works, while the lowest value within the standard commitment dimension of the researched organization was for paragraph (16), which reads (the manager prepares to carry out any task in order to continue working in this company) within the responses of the sample researched in the organization, as the average average was (3.47) for the default weight (3.4 - 4.19), with a good level in the answers and a deviation of dispersion (1.03), and a homogeneity of difference (29.83), which indicates that most of the sample studied in The organization confirms that the manager is preparing to carry out any task in order to continue working in this company. In general, he achieved, after the standard commitment, an average average of (3.76) for the default weight (3.4 - 4.19), with a good level in the answers, with a dispersion deviation (0.59), and with a homogeneity of difference (0.59). 15.78), and this indicates that most of the sample in the researched organization emphasizes the importance of normative commitment in the work of the organization.



**Table (3)** Statistical indicators of the normative Commitment dimension

	<b>Items</b>	<b>Mean</b>	<b>ST.V</b>	<b>C.V</b>
16.	The manager is preparing to carry out any task in order to continue working for this company.	3.47	1.03	29.83
17.	The manager cares about the reputation and future of the company in which he works.	3.93	0.58	14.78
18.	His community habits and traditions are consistent with the organization's organizational culture.	3.89	0.77	19.77
Total normative commitment		3.76	0.59	15.78

According to the hypothetical research model, the vision dimension was adopted as one of the dimensions of the research variables (strategic position), as table (4) shows the statistical means represented by the average (arithmetic mean) and the amount of dispersion (standard deviation) for those answers and according to the researched organization, as the results showed that the highest value It was at paragraph (22), which reads (the director announces the availability of the database providing information about the customer's identity, the method, time, and frequency of the number of times of purchase) among the answers of the sample researched in the organization, as the average average was (4.05) for the default weight (3.4-4.2), and at a good level In the answers, with a deviation of dispersion (0.75), and a homogeneity of difference (18.48), which indicates that most of the sample researched in the organization confirm that the manager announces the availability of the database providing information about the customer's identity, the method, time, and frequency of the number of times of purchase, while the lowest value is within the vision dimension of the organization The respondents were for paragraph (20), which reads (communication systems are developed to communicate with a large number of users at the same time) within the answers of the researched sample in the organization, as the average average was (3.57) for the default weight (3.4 - 4.19), with a good level in the answers and with a deviation Dispersion (1.27), and homogeneity of difference (35.50), which indicates that most of the sample studied confirms that communication systems are being developed to communicate with a large number of users at the same time. And with a good level in the answers and with a deviation of dispersion (0.71), and with a homogeneity of difference (18.60), and this indicates that most of the sample in the researched organization emphasizes the importance of vision in the work of the organization

**Table (4)** Statistical indicators of the vision dimension

	<b>Items</b>	<b>Mean</b>	<b>ST.V</b>	<b>C.V</b>
19.	The company is purchasing advanced devices that are flexible and highly efficient.	3.95	0.88	22.32
20.	Communication systems are developed to connect to a large number of users simultaneously.	3.57	1.27	35.50
21.	The company's database stores, retrieves, deletes, displays, prints and does not duplicate stored data.	3.63	1.21	33.44
22.	The manager announces that the database provides information on the identity of the customer, the method, time and frequency of the number of purchases.	4.05	0.75	18.48
Total vision		3.80	0.71	18.60

According to the hypothetical research model, the social capital dimension was adopted as one of the dimensions of the research variables (strategic position), as table (5) shows the statistical means represented by the average (arithmetic mean) and the amount of dispersion (standard deviation) for those answers and according to the researched organization, as the results showed that The highest value was at paragraph (25), which reads (the company determines the relative closeness of customers in social networks) among the answers of the researched sample in the organization, as the average average was (4.10) for the default weight (3.4 - 4.2), with a good level in the answers and with a dispersion deviation (0.73). ), and with a homogeneity of difference (17.82), which indicates that most of the researched sample in the organization confirms that the company determines the relative closeness of customers in social networks, while the lowest value within the dimension of social capital at the researched organization was for paragraph (24) which reads (management seeks The company calls for the use and management of social networks as a basic priority) within the responses of the sample researched in the organization, as the average average was (3.33) for the default weight (2.6 - 3.39), with an average level in the answers and with a deviation of dispersion (1.14), and with a homogeneity of difference (34.21), which indicates that Most of the surveyed sample confirms that the management of the company does not seek in the required manner to use and manage social networks as a basic priority. As a whole, the social capital dimension achieved an average average of (3.81) for the hypothetical weight (3.4 - 4.19), with a good level of answers and a deviation of dispersion (0.63), and a homogeneity of difference (16.47), and this indicates that most of the sample in the researched organization emphasizes the importance of capital Social money in the work of the organization

**Table (5)** Statistical indicators of social capital dimension

	Items	Mean	ST.V	C.V
23.	The company's management is interested in forming social networks at the level of different social classes.	3.95	0.76	19.29
24.	The management of the company seeks to use and manage social networks as a primary priority.	3.33	1.14	34.21
25.	The company determines the relative closeness of customers in social networks.	4.10	0.73	17.82
26.	The company's management controls the number of customers in social networks and the extent of their power to make decisions about innovations.	3.91	0.78	19.85
27.	The company's management encourages unsustainable ideas with innovations in social networks.	3.76	0.99	26.45
Total social capital		3.81	0.63	16.47

According to the hypothetical research model, the learning dimension was adopted as one of the dimensions of the research variables (strategic position), as Table (6) shows the statistical means represented by the average (arithmetic mean) and the amount of dispersion (standard deviation) for those answers and according to the researched organization, as the results showed that the highest value It was at paragraph (28), which reads (the company's management prepares all the necessary requirements to start the learning process) within the answers of the researched sample in the organization, as the average average was (4.07) for the

default weight (3.4 - 4.2), with a good level in the answers and with a scattering deviation of (0.71). And with a homogeneity of difference (17.32), which indicates that most of the sample researched in the organization confirms that the company's management provides all the necessary requirements to start the learning process, which is a good positive percentage for the paragraph. As for the lowest value within the learning dimension of the researched organization, it was for paragraph (30), which reads (the administration is trying to prevent wrong forms of learning) among the responses of the researched sample in the organization, as the average was (3.60) for the default weight (3.4-4.19), with a level of Good in answers, with a deviation of dispersion (1.28), and a homogeneity of difference (35.55), which indicates that most of the sample studied confirms that the administration is trying to prevent wrong forms of learning. As a whole, the learning dimension achieved an average average of (3.90) for the hypothetical weight (3.4 - 4.19), with a good level of answers and a deviation of dispersion (0.70), and a homogeneity of difference (17.94), and this indicates that most of the sample in the researched organization emphasizes the importance of learning in the work the organization

**Table (6)** Statistical indicators of learning dimension

	Items	Mean	ST.V	C.V
28.	The company's management provides all the necessary requirements to start the learning process	4.07	0.71	17.32
29.	The administration seeks to spread learning processes at the level of its branches and centers spread across all governorates	4.03	0.74	18.26
30.	The administration is trying to prevent wrong forms of learning	3.60	1.28	35.55
Total learning		3.90	0.70	17.94

The main correlation hypothesis: (There is no statistically significant correlation between the organizational commitment and its dimensions, and the strategic position several sub-hypotheses branch out from i

1. The first sub-hypothesis of correlation: (There is no statistically significant correlation between emotional commitment and strategic status) It is clear from Table (7) that there is a statistically significant correlation between emotional commitment and strategic status, as the correlation coefficient was recorded There is a positive significant correlation between emotional commitment and strategic position, as it amounted to (0.658\*\*), as shown in Table (7), which is a significant correlation at a significant level (0.01), and therefore this result confirms the existence of a positive significant correlation between commitment Emotional, strategic stature, and these results confirm, to reject the first sub-correlation hypothesis and accept the alternative hypothesis, which states (there is a statistically significant correlation between emotional commitment, and strategic stature).

2. The second sub-correlation hypothesis: (There is no statistically significant correlation between the continuous commitment and the strategic position),It is clear from Table (7) that there is a statistically significant correlation between the continuous commitment and the strategic position, as the correlation coefficient was recorded A positive significant correlation between continuous commitment and strategic position, as it amounted to (0.653\*\*), as shown in Table (7), which is a significant correlation at a significant level (0.01), and therefore this

result confirms the existence of a positive significant correlation between commitment Continuous, strategic position, and these results confirm, to reject the second sub-correlation hypothesis and accept the alternative hypothesis, which states (there is a statistically significant correlation between continuous commitment, and strategic position).

3. The third main correlation hypothesis: (There is no statistically significant correlation between normative commitment and strategic stature) It is clear from Table (7) that there is a statistically significant correlation between normative commitment and strategic stature, as the correlation coefficient was recorded There is a significant positive correlation between the normative commitment and the strategic position, as it amounted to (0.498\*\*), and as shown in Table (7), which is a significant correlation at a significant level (0.01), and therefore this result confirms the existence of a significant positive correlation between commitment Normative, and strategic stature, and these results confirm, to reject the third sub-correlation hypothesis and accept the alternative hypothesis, which states (there is a statistically significant correlation between normative commitment, and Y strategic stature).

4. The main correlation hypothesis: (There is no statistically significant correlation between organizational commitment, and strategic position) It is clear from Table (7) that there is a statistically significant correlation between organizational commitment and strategic position, as the correlation coefficient was recorded A positive significant correlation between organizational commitment and strategic position, as it amounted to (0.709\*\*), as shown in Table (7), which is a significant correlation at a significant level (0.01), and therefore this result confirms the existence of a positive significant correlation between commitment Organizational and strategic position, and these results confirm, to reject the third main correlation hypothesis and accept the alternative hypothesis, which states (there is a statistically significant correlation between organizational commitment, and strategic position).

**Table (7)** The correlation between organizational commitment and Y strategic position

	Vision	Social capital	learning	strategic position
Emotional Commitment	.554**	.554**	.596**	.658**
Continuous Commitment	.530**	.598**	.545**	.653**
Standard Commitment	.398**	.475**	.394**	.498**
Organizational Commitment	.585**	.629**	.612**	.709**

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

## Conclusions

The statistical results in the telecom companies, the research sample, showed that the order of relative importance of the research variables was, respectively (strategic position, and organizational commitment). The results of the research showed that the company's managers are highly motivated towards achieving its goals and have ambition to obtain distinguished job positions in the company and care about the company's reputation and there is a need to feel proud of the organization and spend more time in serving the company. The research reached the possession of the emotional commitment dimension, which is one of the dimensions of organizational commitment variable, ranked first, followed by continuous commitment, and normative commitment ranked last. The study sample companies depend on a database that contains information about customers and the number of purchases, and they rely on social media to deliver service information to customers. The company does not manage learning

processes, and there is a need to develop communication systems to reach a large number of customers. Of the dimensions of the dusty strategic position variable, the first is followed by the social capital dimension, and the vision dimension ranks last. The results revealed that there is a statistically significant correlation between (organizational commitment and strategic position), and the greater the interest of the telecommunications companies in the research sample in organizational commitment, the greater the strategic position, and concluded that there is a strong correlation between the two variables.

The departments of telecommunications companies should take advantage of the organizational commitment to develop innovative methods and to address the various problems according to a systematic approach and the use of supportive tactics in order to enhance the strategic honesty in the telecommunications sector. And the use of various marketing methods to retain the customer, and the establishment of personal relationships with customers and work to maintain them continuously, and consider the customer as a partner to it and care about his satisfaction with the services in order to enhance the strategic position in the telecommunications companies. Their efficiency through organizational commitment to achieve the required strategic performance, as it is one of the most important factors that provide the basis on which the methods of dealing with departments are built and a source for decision-making, in a way that enhances the quality of the telecommunications companies under discussion. Invite the departments of the telecommunications companies under discussion to define the requirements of each process to improve service to customers and remove unnecessary activities in the business and pay attention to new technological technologies to achieve the requirements of matching quality and support their programs and applications in training systems for various levels and empower employees and their participation in decision-making, which contributes to improving the performance of telecommunications companies in a way The need for internal coordination and integration to adapt to developments in the external environment to improve the position of telecommunications companies and to provide appropriate alternatives that contribute to further strengthening the strategic position. to increase his satisfaction.

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