

THE ROLE OF STRATEGIC PHYSIOGNOMY IN EXCELLENT MARKETING PERFORMANCE

Alaa Hussein FADHIL¹, Ahmed Muhammadridha ABDULRASOOL²,
 Layla Mohsen Al-HAKEEM³, Ahmed Abdullah AMANAH⁴, Asahaq Naser HUSSAIN⁵

^{1, 3, 4}Faculty of Administration and Economics, University of Kerbala, Kerbala, Iraq

²Faculty of Physical Education & Sports Sciences, University of Kerbala, Kerbala, Iraq

⁵Faculty of Administration and Economics, University of Thi-Qar, Thi-Qar, Iraq

Article History:

- received 9 November 2023
- accepted 15 October 2024

Abstract. The current investigation aims to demonstrate the impact of strategic psychology, specifically empowerment, inspiration, and profound knowledge, on the achievement of exceptional performance in corporate organizations. The basic data was gathered by means of a questionnaire as a component of an analytical descriptive methodology to accomplish this aim. The Development Bank of Iraq distributed 120 questionnaires, of which 100 were returned. The primary hypothesis, which asserts that strategic physiognomy significantly impacts optimal performance, was corroborated by the study's findings. The study came to many results, the most notable of which is that strategic Physiognomy has a favorable, substantial, and statistically significant influence on obtaining remarkable performance. The investigation ended with a set of recommendations, one of which was to raise awareness of the concept of empowerment and its role in encouraging a spirit of commitment among workers by motivating them to participate in decision-making and encouraging individual initiative, generating creative ideas, and participating in their application to achieve Excellent marketing performance.

Keywords: strategic physiognomy, excellent performance, empowerment, commercial banks, Iraq.

JEL Classification: M13, M54, O31.

✉Corresponding author. E-mail: ahmed.a@uokerbala.edu.iq

1. Introduction

The issues that organizations are now facing are enormous. It functions in a complex, unsteady, and dynamic economic, political, and social environment. Many key features facilitate the success of institutions in this particular context. These include a high level of competition, a culture of openness, fast growth, globalization, the presence of free market economies, and the establishment of a competitive advantage via the adoption of an administrative model. The success and sustainability of the organization require successful strategic elements and a management that balances its knowledge and capabilities with its challenges. Because it has been successful strategically, the idea of strategic Physiognomy has developed into a systematic science that is superior to all others. In order to achieve this, it should have workers with Excellent marketing performance, such as innovation, creativity, and distinct administrative capabilities. This requires the existence

of change leaders with a forward-looking vision towards the future to bring about the development and change of traditional systems and the development of current skills, as the human element is one of the most important assets that the organization that he leads possesses to reach Excellent marketing performance. Hence, the study came to study the impact of strategic Physiognomy in achieving Excellent marketing performance.

The research's findings demonstrated that the use of strategic Physiognomy allowed the study sample's banks to adapt successfully to environmental dynamics. Furthermore, it was shown that banks that focused on great staff performance were able to maximize their core competencies, providing extra value to the services offered effectively above their rivals. It also revealed that most of the banks that used strategic Physiognomy recorded a better performance compared to the banks that failed to achieve strategic Physiognomy. However, there is still a research gap in the literature that dealt with strategic Physiognomy

due to its scarcity among studies that dealt with the services sector and its impact on enhancing Excellent marketing performance or not. This is what the authors aim to reach as a starting point for conducting future studies in different sectors.

2. Literature review

2.1. Strategic physiognomy (SP)

SP a practice dating back to ancient Greece, is a method of analyzing a person's personality traits based on facial features for decision-making purposes (Hassin & Tope, 2000). SP is defined as the leader's perspective on the dangers and opportunities that may arise in the organization's external environment, the evaluation of its members based on their physical appearances, and the initial interaction with them (Xiaolin & Zhang, 2016). Consequently, the leader has the capacity to scrutinize their personalities, decipher their thoughts, and adapt them to achieve both current and future goals (Hussain, 2018). As a result, it is the method of viewing Physiognomy by watching external occurrences and connecting them with hidden information in order to foresee and satisfy the demands of organizations for the essential strategic aspects, ensuring their strategic success and sustainability (Dabbas & Muhammed, 2018). SP is a set of practices that work to determine the personality and characteristics of individuals and read everything that goes on in their minds and intellects by senior leadership, which helps them make the right decisions and achieve the current and future goals of the organization (Jamal, 2022). Kashkool (2020) indicated that SP means that the organization is moving towards its goals through a good reading of the competitive environment in which it operates, and this is done by empowering and inspiring individuals to the point of reaching a deep understanding. Alsaqal et al. (2021) indicate that SP means that the organization is proactive in its activities and instills the concepts of physiognomy in its members so that they can read the future changes that will occur in the competitive environment of the organization. Abdullah (2024) indicate that SP is a science that focuses on analyzing the psychological characteristics of the person being interviewed, and an art that focuses on imagining and deducing the thoughts that are going through the mind of the person being interviewed.

SP is important in terms of what is to be achieved regarding components of promotion and long-term competitive advantage of businesses. As a result, the inner power to attain its goals responds quickly to the increasing external changes. Moreover, the capacity of senior leadership to produce Excellent marketing performance and organizational sustainability via strategic vision which is required for the organization's long-term survival, prosperity and development (Oghenejobo, 2014).

SP improves the capacity of senior leadership to execute administrative tasks and establish the organization's strategic objectives (Hughes et al., 2014). The organization

is enhancing internal incentives for employee participation in skill development and growth to improve its recruitment and retention of effective capabilities (Horwitch & Whipple, 2014). SP importance is as follows (Weber & Tarba, 2014):

- Because the management of an organization that functions in a dynamic, volatile environment employs a range of strategies, the organization adapts to turbulent circumstances.
- Allowing for considerable flexibility in providing varied services and adapting to changing organizational structures.
- React quickly to changes in the environment by allocating resources and maintaining the adaptability and nimbleness needed to take advantage of outside possibilities and dangers.

The Authors presented a three-dimensional model that represents the dimensions of SP (Empowerment, Inspiration, and Deep Understanding) (Wing, 2015; Al-Dulaimi, 2019; Bahar & Ahmed, 2021; Mohammed & Saaed, 2021; Soluman & Jamal, 2022; Wajih & Raouf, 2022; Radhi & Ghabash, 2023; Al-Majmai & Al-Obeidi, 2023), as follows in Figure 1.

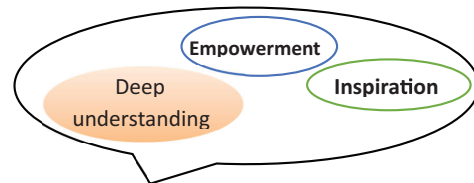


Figure 1. Dimensions of strategic physiognomy (source: Hussain, 2018)

- **Empowerment:** This approach is a contemporary administrative technique that empowers workers to exert complete control and fulfill their professional obligations. It is essential for the organization to integrate this component into its strategy in order to effectively address a diverse array of challenges and advancements (Chuang et al., 2016). Which is mainly based on the principle of mutual trust between management and working individuals through the participation of decision-makers for the purpose of motivating them, building channels of communication and overcoming organizational boundaries between them as modern management in organizations has realized that the human element is the way to compete and achieve excellence (Bergquist, 2018). Job satisfaction and empowerment are closely connected concepts. Individuals report feeling more satisfied with their jobs when administrative empowerment increases. Administrative empowerment significantly boosts work satisfaction by involving employees in decision-making, rather than individual accountability, thereby enhancing job satisfaction among employees (Hussain, 2018).
- **Inspiration:** Inspiration and creativity are related, particularly in terms of their positive impacts, since

inspiration inspires people to overcome difficulties creatively and effectively. Inspiration, a long-term well-being characteristic, involves both emotional and cognitive components. It improves individual performance and encourages people to participate in their work, resulting in increased job satisfaction. Additionally, it encourages employees to persist in their efforts to increase the organization's profitability and productivity (Yuan, 2015). Inspiration helps people in reacting to ideas and deriving advantages from the creative process (Oleynick et al., 2014). It pushes individuals to creativity, hence its importance. The creative individual is widely regarded as a valuable asset, and allocating resources towards the enhancement of human potential is considered a highly effective form of investment. Human resources significantly contribute to organizational longevity and success by fostering sustainable competitive advantages through their creative capabilities (Lin, 2017).

- **Deep Understanding:** The world changes quickly, and we need to be better and more creative about how we handle things. There are always duties and challenges to solve, and we must be smart and grasp them effectively (Burke, 2017). Organizations have begun to acknowledge the importance of strategic comprehension and have, as a result, implemented measures to satisfy their needs for this type of intelligence. This entails aligning it with intelligence patterns and providing leadership training to cultivate its components and ensure efficient management. In addition, preparation for giving information to decision makers and developing organizational strategies and goals. A deep understanding links many issues related to social capital, knowledge, management systems, and culture (Cascio, 2018). It benefits people and organizations by encouraging critical thinking and learning. Moreover, a person's capacity to engage thoroughly with complicated issues is diminished if they do not comprehend and contain this notion. This profound comprehension is not simply tied to a single subject of knowledge but also to problem-solving methods (Abdul-Hassan & Abdul-Hussein, 2016).

2.2. Excellent marketing performance (EMP)

The fundamentals of excellent performance include the establishment of essential core competencies, people capabilities, creative culture, strong partnership relationships, customer-centric business model, senior management commitment, ISO adoption, optimal use of resources, and management of organizational behaviors. The performance management system is used as a basis for transforming the organization's inputs into outputs through the process of achieving and maintaining excellent organizational performance (Ubaid & Dweiri, 2019). Interest in the concept of excellence began in the early

1980s when (Tom Peters) and his colleague (Robert Waterman) published their book "In Search of Excellence", where he indicated that there are no excellent organizations, but rather organizations that seek to achieve excellence (Ramiz & Ismail, 2020). Excellence in Service Delivery is not a new term in the field of work, whether it is profitable in nature or not. The term excellent in service consists of courtesy, accuracy, friendliness, openness, smile, responsibility, response, courtesy and speed. Attitudes and qualities The word excellent in service cannot be dispensed with word behavior (attitude), ability (skills) and knowledge (Hardini-awati & Pratama, 2023).

Many companies worldwide, from small and medium-sized businesses to multinational corporations, rely on excellent marketing effectiveness as a key performance indicator. Organizations, however, are worried about how each person performs and how best to utilize motivating techniques to solve the issues surrounding excellent marketing performance. As determining the reasons for Excellent marketing performance is a very important challenge for the organization (Islami et al., 2018). It can be hard for managers to make decisions because there is a lot of uncertainty and doubt. This is because managers need to make human resources more efficient to help their companies do better (Chandler, 2016). According to Guisi (2018), marketing performance excellence is a common factor used to measure the impact of a company's strategy. The distinction in performance from a set of behaviors, skills, and advanced intellectual and cognitive abilities that employees in organizations need to possess in order to be hired in their area of specialization and produce work that is superior to that of others is what we mean when we speak of distinguished performance.

Al-Fatlawi (2012) defined it as achieving the highest results through compatibility between organizational orientations, customer focus, and rapid response to variables. At the same time, the future performance management method is primarily concerned with enhancing workers' capacity to produce high and distinguishing performance (Noe, 2010). Halasa et al. (2017) believe that the philosophy behind the concept of performance excellence is to express the need to combine management elements and elements of building organizations on superior foundations to achieve high capabilities in dealing with external variables and surrounding conditions, ensuring coherence and complete compatibility between its elements and components, and manipulating its core competencies, to compete in markets and achieve benefits for organizations and stakeholders (owners).

The concept of performance excellence refers to the ability to achieve unprecedented results by overcoming obstacles and avoiding mistakes as much as possible, and the first deviation is by relying on clarity of vision, setting goals, planning, proper implementation, and continuous evaluation (Darweesh et al., 2024). Marketing performance excellence means the organization's ability to contribute strategically through excellence in its marketing

performance and solving its problems, and then achieving its goals in an effective manner that distinguishes it from other competing organizations in the same sector by providing distinguished services that achieve customer satisfaction and happiness, as he will realize that these are unique and distinguished services (Shawali et al., 2024).

The importance of exceptional marketing performance lies in its ability to help organizations establish necessary standards to advance their mission. The process involves identifying areas requiring improvement, coordinating departments, and diagnosing errors and deviations to enhance performance. To effectively address these issues, it is crucial to take necessary measures, ensuring thoroughness and logical coherence in planning and decision-making processes. Additionally, it is crucial to establish an atmosphere that fosters and upholds ongoing improvement while simultaneously enhancing engagement and shared accountability (Al-Jubouri, 2012). The importance of distinguished performance is also embodied in the following (Mijbas & Al-Bayati, 2018)

- Makes the leadership a good vision associated with the stability of the goal and contributes to the management of the organization through a number of systems based on facts and processes.
- It helps the organization to set advanced standards for the development of its mission, to identify the efficient elements of its subordinates who need support and support for the purpose of improving organizational performance, to diagnose deviations and errors, and to participate in taking the necessary measures to address them.

3. Methodology

The study's issue stems from the insufficient adoption and application of the variable and its dimensions, as well as the insufficient understanding and application of strategic Physiognomy. This is due to the significance of investing in human resources efficiently and effectively to achieve Excellent marketing performance. Consequently, the study asks questions that reflect the problem of the study, which is: What is the impact of strategic Physiognomy in achieving the Excellent marketing performance of the study sample? The importance of the investigation stems from the nature of the issue it tackles, which is the extent of diagnosing strategic Physiognomy and its influence on attaining remarkable performance in the institutions under consideration. It is also significant for the following reasons:

- Clarifying the concept and dimensions of strategic Physiognomy and how to apply it in banks to achieve Excellent marketing performance.
- Changing managers' perspectives on management so that they employ strategic Physiognomy as a behavior to achieve great performance.
- Strategic Physiognomy can attracting researchers and managers by focusing on exceptional performance to enhance an organization's competitiveness and survival ability.

The study aims to highlight the significance of strategic physiognomy in modern bank management for achieving excellent marketing performance. To this end, a model was developed, as shown in Figure 2, to examine the association between distinguishing performance and strategic Physiognomy in a subset of Iraqi commercial banks.

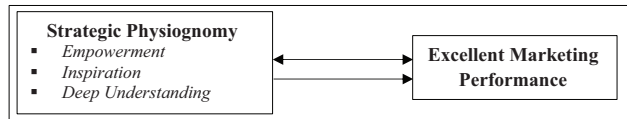


Figure 2. Study model

3.1. Hypotheses of study

H1: There is statistically significant correlation between strategic Physiognomy, its dimensions, and Excellent marketing performance.

H2: There is statistically significant effect of strategic Physiognomy in Excellent marketing performance.

3.2. Participants

The study involved 100 managers from various departments at Kerbala and Najaf branch banks, including of Commercial banks namely (Tanmia, Iraqi Trade, Ashur, Al-Taif, Investment, Baghdad, United Investment, AlAhly Al-Iraq, Sumer, Al-Khaleej). The study was conducted to retrieve (100) of these individuals. The research also used the analytical test approach, which involves administering a questionnaire, analyzing the responses, and then testing the study variables. Description of the Participants in Table 1:

Table 1. Description of the participants

Variables	Categories	Number	Percent
Gender	Male	19	19%
	Female	81	81%
	Total	100	100%
Age	Less Than 30	9	9%
	30–39 Years	33	33%
	40–49 Years	36	36%
	More Than 50	22	22%
	Total	100	100%
Qualification	PhD	5	5%
	Master's	8	8%
	Higher Diploma	12	12%
	Bachelor's	60	60%
	Institute	15	15%
	Total	100	100%
Years Of Experience	Less Than 5 Years	10	10%
	6–10 Yerrs	22	22%
	11–15 Years	36	36%
	16–20 Years	15	15%
	21–25 Years	13	13%
	26 And More	4	4%
	Total	100	100%

End of Table 1

Variables	Categories	Number	Percent
Job Position	General Manager	4	4%
	Deputy Of General Manager	13	13%
	Executive Manager	9	9%
	Head Of The Department	45	45%
	Division Manager	29	29%
	Total	100	100%
N. Training Courses	Nothing	0	0%
	1–4 Courses	35	35%
	5–9 Courses	43	43%
	9 And More	22	22%
	Total	100	100%

4. Results

4.1. Descriptive analysis

The objectives of this research are to (1) describe and diagnose how the study participants feel about the variables; (2) present and analyze questionnaire data on participants' perceptions of strategic physiology; as well as high performance; and (3) examine participants' perceptions of the relationship between them. The statistical measures that were computed to assess the significance of the answer as perceived by the sample participants included weighted arithmetic means, standard deviations, and percentage weights. The default arithmetic mean of (3) was used to quantify and assess the degree of response. The independent variable (Strategic Physiology with its dimensions and Excellent Performance) is shown in Table 2 with descriptive statistics.

The strategic physiognomy variable achieved a weighted arithmetic mean of (3.218) at the macro level. Strong indicators of the availability of strategic physiognomy dimensions in the companies that make up the study community, the responses of the sample to questions on

strategic physiognomy converged to a small standard deviation (1.26) and the arithmetic mean was higher than the hypothetical arithmetic mean (3). There was much conviction in that response (73.3%).

For this dimension, respondents received nine items; Table 2 demonstrates that the weighted arithmetic mean for all items with excellent performance exceeded the hypothetical arithmetic mean (3). A weighted arithmetic mean of (3.85), a standard deviation of (1.81), and a coefficient of variation of (0.33) were obtained from the exceptional performance. This indicates that one of the distinctive dimensions of the sample is Excellence performance. This indicates that after Excellence performance there is an environment of challenges in the organization which allows employees to develop and improve their performance compared to other organizations. In other words, the organizational system of the bank is more complex than the hypothetical arithmetic mean (3) and can be changed to suit different needs and serve activities very well.

4.2. Hypotheses test

First Main Hypothesis: There is a Significant Correlation Between Strategic Physiognomy, Its Dimensions, and Excellent Marketing Performance. Table 3 shows that there are substantial relationships between the characteristics of strategic physiognomy (e.g., empowerment, inspiration, deep understanding) and excellent marketing success. At the significance level (Sig. = 0.000), the correlation coefficient values between these variables and excellent marketing performance were (0.873, 0.815, 0.794, 0.865), respectively. Accordingly, The study's findings support the theory linking the bank's management's strategic physiognomy to excellent marketing performance.

The Second Main Hypothesis: There is a Significant Effect Of Strategic Physiognomy In Excellent Marketing Performance. It is clear from Table 4 that strategic physiognomy significantly enhances excellent marketing performance. The estimated regression equation was $Y = 0.235$

Table 2. Descriptive and diagnosis analysis

Questions	Arithmetic Mean	Answers Intensity	Standard Deviations	Coefficient of Difference	Variance
Empowerment	3.762	75.2%	1.16	0.31	1.34
Inspiration	3.842	76.8%	1.09	0.28	1.19
Deep Understanding	3.519	71.6%	1.21	0.23	1.23
Strategic Physiognomy	3.218	73.3%	1.26	0.29	1.38
Excellent marketing performance	3.85	71.5%	1.81	0.33	1.40

Table 3. Correlation coefficient matrix of study variables

Study Variables		Empowerment	Inspiration	Deep Understanding	Strategic Physiognomy
Excellent Marketing Performance	Pearson Correlation	0.815**	0.794**	0.865**	0.873**
	Sig.(2-Tailed)	0.000	0.000	0.000	0.000

+ 0.891X. It explains 76.2% of the nature of the relationship between them, meaning that 76% of the changes that occur in excellent marketing performance are due to changes in strategic Physiognomy and its three dimensions. The calculated F value for the simple regression model reached (279.501) at a significance level of (Sig. = 0.000). Accordingly, the study accepts the second main research hypothesis, stating that strategic physiognomy significantly enhances the excellent marketing performance of the banks in the study sample.

Table 4. Estimates of influence model

Variable	Coefficient	Std.Error	T-Statistic	Prob.
Constant	0.235	0.204	1.153	0.251
Strategic Physiognomy	0.891	0.053	14.748	0.000
R ²	0.762	Akaike Info Criterion		1.291
Adjusted R ²	0.759	Schwarz Criterion		1.343
S.E. Of Regression	0.456	Hannan-Quinn Criter.		1.312
Sum Squared	20.459	Durbin-Watson Stat.		1.848
Log Likelihood	-62.558			
F-Statistic	279.501			
Prob (F-Statistic)	0.000			

5. Discussion and conclusions

Service marketing faces new challenges and opportunities in the 21st century. Challenges arise from the new realities of customer empowerment, customer co-production, and the need to satisfy customers as well as employees. In the past, service industries lagged behind manufacturing companies in adopting and using marketing concepts and tools. However, this situation has changed. Excellence in service marketing cannot be achieved by satisfying customers through external marketing alone. Achieving excellence in service marketing requires companies to engage in internal marketing to motivate their employees to be enthusiastic and empathetic while serving customers.

The results demonstrated that strategic physiognomy significantly influenced exceptional marketing success, and this influence encompassed numerous subdimensions. The most important affect is the part that gives people power and makes them think strategically. This is similar with the findings of Amanah et al. (2022) and Hussein et al. (2023). As Mandal (2020) pointed out, to achieve Excellence marketing performance, service companies need to adopt a strategic concept, have a history of senior management commitment to quality, adhere to and maintain high standards, set profit levels, pay attention to their systems, monitor service performance, and take prompt action on customer complaints. Companies also differentiate their brands through primary and secondary service features and continuous innovation. In the same context, Jiang et al. (2017) indicated that one of the most prominent principles on which the distinguished performance management system relies is the adoption of strategic

approaches to enhance this performance by setting strategic goals and implementing them through making strategic decisions and deploying strategic resources to achieve excellence. This supports my study in adopting strategic Physiognomy as an influential variable in achieving distinguished performance.

The Banks will likely experience a beneficial scenario as a result of empowering employees to make decisions that require empowering leadership. This will be accomplished by use of environmental analysis and identification of the Banks's strengths and limitations. This result agrees with those found by Fadhil et al. (2023). Banks must use positive empowerment, and there must be a general culture among bank workers that encourages their active engagement in the bank's success, which will effectively contribute to Excellent marketing performance. This is in line with the findings of Fadhil et al. (2021).

As with the second dimension, which follows inspiration, most investigations reveal that inspiration is a precursor to hard work and the ability to deal with problems, disregarding their complexity, which in turn leads to effective work. It will generally lead to the attainment of excellent marketing performance, as it will have a positive impact on productivity and performance. This is in line with the results found by Hasan et al. (2022).

Deep comprehension is one of the most essential and fundamental components of leadership. Leadership must possess a broad spectrum of knowledge and comprehension in order to remain informed, and tacit knowledge is the most challenging type of knowledge to acquire. This is in accordance with the research conducted by Hussain et al. (2024a, 2024b).

Consequently, it is imperative to research its sources. Leadership must be founded on scientific comprehension, and decisions must be prudent. This will result in the development of effective strategies and decisions that will enhance the sustainability of institutions. This agrees with results found by Bannay et al. (2020) and Hussain et al. (2024c).

We conclude that strategic Physiognomy in its three dimensions yields beneficial results for banks, as their strategic choices will be reasonable and based on extensive information, which gives banks a great advantage when competing as a result of activating their distinguished marketing performance in the banking environment in Iraq in general and commercial banks in particular. The current study attempted to bridge the research gap in the administrative literature that dealt with strategic physiognomy due to its scarcity among studies that were applied in the services sector, especially banking, with the evidence of the correlational and influential relationship in enhancing excellent marketing performance in this important sector. It is one of the few studies that dealt with these variables, to the best of the authors' knowledge. This is what the authors aimed to achieve in order to build bridges of communication for scientific research to conduct future studies in different sectors.

6. Recommendations

Attempt to increase senior management's understanding of the significance and function of strategic Physiognomy leaders, as well as the degree to which they contribute positively to the declared and intended objectives of the banks. To avert environmental changes and workplace dangers, bank senior management, the research sample, must be able to react swiftly, effectively, empower, and inspire others. The necessity for the senior management of the bank to capitalize on the nature of the relationship that unites it by restructuring to improve the strategic physiognomy capabilities Excellence marketing performance.

Acknowledgements

We would like to thank the managers of Iraqi commercial banks who participated in this study, our colleagues who helped us in analyzing the data, and the experts who provided us with their guidance on the applicability and validity of the data collection instrument (questionnaire). Finally, we would like to express our appreciation to the editors for their patience and attention throughout the process of submitting our manuscript.

Author contributions

Conceptualization: AHF, AMA; Data Curation: LMH, AAA; Formal Analysis: AHF, AAA; Funding Acquisition: AMA, AAA; Investigation: LMH, AMA, Methodology: AHF, AAA; Resources: AHF, AMA, LMH, AAA; Software: AAA; Validation: LMH, AAA; Visualization: AHF, AAA; Writing – Original Draft: AHF, AMA; Writing – Review & Editing: LMH, AAA.

References

- Abdul-Hassan, R. & Abdul-Hussein, S. (2016). The impact of scamper's strategy on the development of deep understanding and satisfaction with learning in physics for second-grade intermediate students. *Maysan Research Journal*, 12(24).
- Abdullah, N. M. (2024). Strategic physiognomy and its reflections on organizational high-performance indicators / exploratory study of the opinions of a sample of workers in the Northern Cement Company. *University of Kirkuk Journal For Administrative and Economic Science*, 14(1), 306–320.
- Al-Dulaimi, I. A. H. (2019). The impact of strategic physiognomy on organizational entrepreneurship: Applied study in Iraqi higher education. *International Journal of Engineering Technology Research & Management*, 3(6), 34–48.
- Al-Fatlawi, M. H. (2012). *The impact of the organization's position on achieving Excellent marketing performance through organizational integration: A case study at the University of Kerbala* [a doctoral thesis, University of Baghdad].
- Al-Jubouri, H. K. A. (2012). *The impact of marketing knowledge and competitive intelligence on achieving excellent marketing performance: An analytical comparative study of the opinions of a sample of directors of Iraqi governmental and private banks* [Master's Thesis, College of Administration and Economics, Kerbala University].
- Al-Majmai, F. I. H., & Al-Obeidi, F. M. Q. (2023). The role of strategic physiognomy in dealing with marketing chaos. *Migration Letters*, 20(55), 124–139.
- Alsaqal, A. H., Ahmed, H. A., & Abdullah, A. J. (2021). The role of strategic physiognomy to avoid the strategic drift. *Academy of Strategic Management Journal*, 20(6), 1–11.
- Amanah, A. A., Hussein, S. A., & Fadhil, A. H. (2022). Assessing the relationship of strategic alignment with strategic response: Mediating role of strategic thinking: Prospective analytical research in Karkh Health Directorate – Baghdad / Iraq. *International Journal of eBusiness and eGovernment Studies*, 14(2), 388–410.
- Bahar, M. A., & Ahmed, S. F. (2021). The effect of strategic physiognomy capabilities in reconfiguration the organization: An applied study at the central oil refineries company in Iraq. *International Journal of Research in Social Sciences and Humanities*, 11(3) 18–39. <https://doi.org/10.37648/ijrssh.v11i03.002>
- Bannay, D. F., Hadi, M. J., & Amanah, A. A. (2020). The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement. *Problems and Perspectives in Management*, 18(3), 479–491. [https://doi.org/10.21511/ppm.18\(3\).2020.39](https://doi.org/10.21511/ppm.18(3).2020.39)
- Bergquist, T. (2018). Impact of empowerment and autonomy on the Nursing Director's intent to stay. *Walden Dissertations and Doctoral Studies*, 5606.
- Burke, W. W. (2017). *Organization change: Theory and practice*. Sage Publications.
- Cascio, W. (2018). *Managing human resources*. McGraw-Hill Education.
- Chandler, M. T. (2016). *How performance management is killing performance*. Berrett-Koehler Publishers.
- Chuang, C. H., Jackson, S. E., & Jiang, Y. (2016). Can knowledge-intensive teamwork be managed? Examining the roles of HRM systems, leadership, and tacit knowledge. *Journal of Management*, 42(2), 524–554. <https://doi.org/10.1177/0149206313478189>
- Dabbas, H. F., & Muhemmed, S. T. (2018). Effect of strategic physiognomy. Physiognomyess of organizational sustainability. *International Journal for Advance Research and Development*, 3(5), 98–105.
- Darweesh, R. E., Ahmad, N. S., & Rasheed, F. H. (2024). E-marketing and its role in achieving excellent performance: Analytical study of the opinions of a sample of workers in a number of commercial organizations in the City Of Sulaymaniyah. *The Scientific Journal of Cihan University–Sulaimaniya*, 8(1), 475–494. <https://doi.org/10.25098/8.1.44>
- Fadhil, A. H., Al-Sammari, A. A. A., Al-Hakeem, L. M. H., & Qandeel, A. M. A. (2021). The role of leaders' moral intelligence to enhance strategic leadership. *Journal of Management and Accounting Studies*, 9(1), 65–78. <https://doi.org/10.24200/jmas.vol9iss01pp65-78>
- Fadhil, A. H., Amanah, A. A., Hussein, S. A., Hasan, M. F., Ghaith, S. M. A., & Mohammed, I. Z. (2023). Impact of behavioural integration of senior management in effectiveness of strategic decision-making: An applied study in some Iraqi private faculties in Kerbala City. *Technium Social Sciences Journal*, 43, 371–388. <https://doi.org/10.47577/tssj.v43i1.8833>
- Guisi, Z. Z. (2018). The effect of marketing mixed strategy on marketing performance and competitive excellence in shopping mall in Badung and Denpasar Regency. *Jurnal Ekonomi & Bisnis*, 5(1), 33–40.
- Halasa, A., Malkawi, N., & Obeidat, A. M. (2017). Achieving performance excellence through cloud computing atmosphere – applied study at Zain telecommunications company – Jordan. *International Review of Management and Business Research*, 6(1), 229–243.

- Hardiniawati, M., & Pratama, A. A. N. (2023). Influence sharia compliance, relational marketing, and service excellent to customer loyalty: Customer satisfaction as intervening variable in Bank Muamalat Indonesia. *Annual International Conference on Islamic Economics and Business*, 3, 85–94.
- Hasan, H. Q., Hussain, A. N., & Amanah, A. A. (2022). Strategic behavior and impact in achieving high performance for organizations: An analytical descriptive study of a sample of managers in ur general company: Thi-Qar-Iraq. *American Journal of Interdisciplinary Research and Development*, 7, 93–112.
- Hassin, R., & Tope, Y. (2000). Facing faces: Studies on the cognitive aspects of physiognomy. *Journal of Personality and Social Psychology*, 78(5), 837–852.
<https://doi.org/10.1037/0022-3514.78.5.837>
- Horwitch, M., & Whipple, M. (2014). *Leaders who inspire: A 21st-century approach to developing your talent*. Bain & Company, Inc.
- Hughes, R. L., Beatty, K. C., & Dinwoodie, D. L. (2014). *Becoming a strategic leader, your role in your organization's enduring success*. John Wiley & Sons, Inc.
- Hussain, A. N., Olaywi, A. H., Amanah, A. A., & Fadhil, A. H. (2024a). Interactive role of strategic clarity in the relationship between organizational conflict management and strategic decision quality. *Business: Theory and Practice*, 25(1), 154–163.
<https://doi.org/10.3846/btp.2024.20083>
- Hussain, Z. N., Hussain, A. N., Olaywi, A. H., Amanah, A. A., & Fadhil, A. H. (2024b). Role of strategic innovation capabilities in enhancing strategic niche of Iraqi industrial companies. *International Journal of eBusiness and eGovernment Studies*, 16(1), 86–110.
- Hussain, Z. N., Al-Hakeem, L. M., Shaheed, J. M., Amanah, A. A., & Fadhil, A. H. (2024c). The impact of dynamic capabilities on achieving a sustainable competitive advantage. *Journal of Modern Project Management*, 12(1), 29–39.
- Hussain, K. A. (2018). The impact of strategic physiognomy elements on organizational success. *International Journal of Engineering Technology Research & Management (IJETRM)*, 2(11), 45–57.
- Hussein, S. A., Amanah, A. A., & Kazem, S. A. (2023). Strategic learning and strategic agility: The mediating role of strategic thinking. *International Journal of eBusiness and eGovernment Studies*, 15(1), 1–25.
- Islami, X., Mulolli, E., & Mustafa, N. (2018). Using management by objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94–108.
<https://doi.org/10.1016/j.fbj.2018.01.001>
- Jamal, D. H. (2022). The effect of strategic physiognomy in achieving organizational ingenuity, an exploratory study of the opinions of a sample of workers in the tourism authority. *World Bulletin of Management and Law (WBML)*, 11, 50–61.
- Jiang, H., Wei Xiong, W., & Cao, Y. (2017). A conceptual model of excellent performance mode of port enterprise logistics management. *Polish Maritime Research*, 24(S3), 34–40.
<https://doi.org/10.1515/pomr-2017-0102>
- Kaewmungkoon, S., Ussahawanitchakit P., & Raksong S. (2016). Marketing excellence strategy and firm survival. *The Business and Management Review*, 7(5).
- Kashkool, H. M. A. (2020). *The role of strategic physiognomy in achieving cyber marketing through the mediating role of sweeping innovation*. University of Kufa.
- Lin, N. (2017). Building a network theory of social capital. In *Social capital* (pp. 3–28). Routledge.
<https://doi.org/10.4324/9781315129457-1>
- Mandal, P. C. (2020). Achieving excellence in services marketing: Roles in customer delight. *International Journal of Business Excellence*, 20(3), 359–374.
<https://doi.org/10.1504/IJBEX.2020.106366>
- Mijbas, H. A., & Al-Bayati, M. T. A. (2018). The impact of talent management strategies in achieving excellent performance. In *Proceedings of the 4th Specialized Scientific Conference* (Vol. 1). Technical Administrative College of Baghdad.
- Mohammed, R. K., & Saaed, H. K. (2021). Strategic physiognomy and its impact on organizational prosperity: An analytical research in the state company for electrical and electronic industries. *The Journal of Contemporary Issues in Business and Government*, 27, 2626–2634.
- Noe, R. (2010). *Employee training and development* (5th ed.). McGraw-Hill Companies, Inc.
- Oghenejobo, M. (2014). *Strategic leadership for sustainable personal and organizational success*. Westbow Press.
- Oleynick, V. C., Thrash, T. M., LeFew, M. C., Moldovan, E. G., & Kieffaber, P. D. (2014). The scientific study of inspiration in the creative process: Challenges and opportunities. *Frontiers in Human Neuroscience, Hypothesis And Theory Article*, 8, Article 436. <https://doi.org/10.3389/fnhum.2014.00436>
- Radhi, M. H., & Ghabash, F. R. (2023). The synergistic relationship between strategic physiognomy and organizational improvisation and their role in achieving entrepreneurial performance – Karbala Refinery Project Authorit. *Russian Law Journal*, XI(12s).
- Ramiz, J. J., & Ismaeel, F. M. (2020). The reflection of community participation in promoting organizational discrimination. *Journal of Economics and Administrative Sciences*, 26(124).
- Shawali, A. F. S., Ismail, M. S., & Al-Zaq, Y. S. (2024). The impact of competitive intelligence on the performance of tourism companies: The mediating role of marketing performance excellence. *International Journal of Tourism, Archaeology, and Hospitality (IJTAH)*, 4(2), 243–261.
<https://doi.org/10.21608/ijtah.2024.275120.1125>
- Soluman, S. A., & Jamal, D. H. (2022). The effect of strategic physiognomy enhancing organizational success of touristic organizations: An exploratory study in the ministry of culture, tourism, antiquities. *PalArch's Journal of Archaeology of Egypt / Egyptology*, 19(2).
- Ubad, A. M., & Dweiri, F. T. (2019, March 5–7). Excellent performance realization methodologies (EPRMs): Elements and framework. In *Proceedings of the International Conference on Industrial Engineering and Operations Management*. Bangkok, Thailand.
- Wajih, M. M., & Raouf, R. A. (2022). Diagnosing the reality of strategic physiognomy: An exploratory study of the opinions of a sample of administrative leaders at the University of Mosul. *Tikrit Journal of Administrative and Economic Sciences*, 18(59), 274–291. <https://doi.org/10.25130/tjaes.18.59.2.17>
- Weber, Y., & Tarba, S. Y. (2014). Strategic agility: A state of the art introduction to the special section on strategic agility. *California Management Review*, 56(3), 5–12.
<https://doi.org/10.1525/cm.2014.56.3.5>
- Wing, H. (2015). Strategic innovation and physiognomy. *Physiognomynal Journal of Green Studies*, 5(20).
- Xiaolin, W., & Zhang, X. (2016). *Automated inference on criminality using face images*. McMaster University and Shanghai Jiao Tong University.
- Yuan, L. (2015). The happier one is, the more creative one becomes: An investigation on inspirational positive emotions from both subjective wellbeing and satisfaction at work. *Psychology*, 6(3), 201–209. <https://doi.org/10.4236/psych.2015.63019>