

Strategic Conversation Requirements and its Role in Achieving Sustainable Performance of the Health Insurance Policy: (An exploratory analytical study of the opinions of a sample of workers in Iraqi General Insurance Company)

By

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Abstract

The current study seeks to test the correlation between strategic conversation with its dimensions represented by (common language, consensus of ideas, rational discussion, development of ideas, and partnership) and sustainable performance with its dimensions of (economic performance, social performance, and environmental performance). As well as testing the multi-impact relationship between the two variables of the study, as the research adopted in its theoretical framework the strategic conversation as an independent variable, while sustainable performance came as a dependent variable, using a stratified random sample. (201) questionnaires were distributed to a number of workers in Iraqi insurance company, the study sample, (190) questionnaires were retrieved, meaning that the response rate reached (95%), the study was based on two main hypotheses: First (there is no statistically significant correlation between the strategic conversation and sustainable performance). Second (there is no significant effect relationship Statistically between the strategic conversation and sustainable performance), and the most important conclusions: There is a significant correlation between the strategic conversation and sustainable performance, as the correlation value reached (.985) at the level of significance (0.01), this indicates the possibility of applying the requirements of strategic conversation in the researched company to achieve performance. The most important recommendations: The Company's management should conduct and organize periodic meetings and seminars for employees to urge them to discussions that generate new opportunities and work methods to accomplish the tasks assigned to them.

Keywords: Strategic Conversation, Sustainable Performance, Iraqi Insurance Company.

Introduction

The transition to a sustainable society is a global demand that includes social, environmental, economic and other dimensions, and because this transformation includes change and development at various levels, it has become necessary to pay attention to the insurance sector and invest it in order to keep pace with the rapid economic movement. Attention must be directed towards this important sector by support and enhance excellence and encourage companies towards progress and prosperity, maintain their competitive positions, identify opportunities and threats, and expose the strengths and weaknesses within the organization.

The topic of strategic conversation is one of the important and influential topics in the
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business organizations without exception, regardless of the nature of its activity, size, ownership or location. Organizations are currently occupied by the fact that the organization represents an open system under dynamic environmental conditions, and in order to ensure its growth, stability and survival, it must develop its ideas and come up with modern work through the support provided by the organization represented by its senior management, and the interaction of all its members towards Achieving its strategic goals, as the strategic conversation is a necessary and necessary process to ensure the flow of intellectual interaction between workers within organizations, to keep pace with the rapid development of the general environment outside the organization's framework at a high rate. During which the company can form the center of its strength and launch.

The first topic - Research Methodology

First - The Research Problem:

Iraqi Insurance Company seeks to achieve two directions, the first is concerned with the economic aspect by protecting the capital and property of the insured, and Second direction is concerned with the social direction through which the company maintains the life stability of the beneficiaries, through this, generally it is clear that seeks to reach sustainability in Performance, especially that the company has its own capabilities to conduct strategic talks, but there are some challenges that it may face, such as how to evaluate the processes of conversations and what their special requirements to reduce the gap that arose because of previous mistakes that resulted to poor sustainable performance, as the problem of the study emerges with a fundamental question: Is it possible The organization whose high management is characterized by the strategic conversation achieved sustainable performance, and what are the requirements of the strategic conversation that affect in the sustainable performance of the discussed organization.

Second - The Importance of the Research

- 1- The strategic conversation enables the company's leaders to respond to the current and future changes in the environment in a way that will reflect positively on the company's reputation in order to achieve sustainable performance and contribute to enhancing its competitive position.
- 2- The adoption of the strategic conversation enables the managers working in the company in question to take strategic decisions, as well as enabling workers at all organizational levels to achieve sustainable performance.

Third - Objectives of the Study

The current study aims to achieve the following objectives:

- 1- Determining the nature of the correlation relationship between the strategic conversation and sustainable performance in the company under study according to the opinions of the study sample.
- 2- Verify the nature of the impact of the strategic conversation in achieving sustainable performance in the company under study according to the opinions of the study sample.
- 3- Providing appropriate recommendations and suggestions for the organization in question in the light of the results that will be reached about the strategic conversation and its role in achieving sustainable performance in the Iraqi insurance company to enhance it and benefit from its advantages in a way that contributes to improving the performance of the discussed company.

Fourth - Hypotheses of the Study:

To determine the relationship between the requirements of the strategic conversation and its role in achieving sustainable performance in the Iraqi insurance company, the following two main hypotheses were formulated:

The first main hypothesis

There is no statistically significant relationship between strategic conversation and sustainable performance.

The second main hypothesis

There is no statistically significant impact relationship between the strategic conversation and the sustainable performance.

Fifth: The Study Population and Its Sample:

Below is a presentation of the population of this study and its sample, as follows:

1- Study Population

The population of the current study consists of (381) employees, working in a number of departments of the Iraqi Insurance Company and its branches, and the scientific justification for choosing this population is their high awareness of the variables of the current study.

2- Study Sample

The number of employees of the Iraqi Insurance Company reached (381) employees divided into administrators and workers; the researcher determined the number of the sample that required with (191) employees in order to distribute a questionnaire to them based on the following equation:

The sample according to Stephen Thompson's equation (Altai, 2012: 6)

Sample Size: n

$$n = \frac{N \times P (1 - p)}{[[N - 1 \times (d^2 \div z^2)] + p (1 - p)]} = 191$$

Study Population Size (410): N

Percentage of feature availability, neutrality and value: (0.50)

Error percentage and its value: (0.05)

The standard score corresponding to the significance level is (0.95) and is equal to (1.96: z.).

Sample size (191).

Second Topic - First Requirement is The Strategic Conversation

First - The Concept of Strategic Conversation

The topic of strategic conversation is relatively new, especially in the context of public sector organizations (Mngxaso, 2010: 8), the concept of strategic conversation was first introduced by (Van der Heijden, 1997) in his book Scenarios: (The Art of Strategic Conversation) where he wrote: The core of the institutional aspects of the process model is the conversation, and model learning shows the entanglement of thinking and action, if the action depends on planning that based on a mental model, then the institutional action must be based on a common mental model, and only through a conversational process can the elements of

observation and thought be organized, and inclusion in accepted and common regulatory theories in use (Merwe et al, 2007: 215). Strategic conversation is defined by (Kyprianou et al, 2015:4) as: any naturally occurring interactions, as opposed to written or interview-based on interactions (Including Nonverbal Cues) between executives, managers and various stakeholders, whose content is of Strategic importance. (ALSiede, 2017: 2236) sees the strategic conversation as: a collective learning process for feedback to share tacit knowledge between the individual and the group towards the creation of an organizational mental model. As defined by the Strategic Conversation (Waldt, 2019: 62), "it is a carefully designed dialogue between management and employees that involving the workforce to explore opportunities and constraints that faced company growth by unleashing employee energy."

The researcher consider that the concept of strategic conversation can be summered as follows: "a set of interactions and intellectual practical practices that occur between the members of the organization while allowing the energies to discussed ideas that result in a strategic content with an organizational mentality."

Second - The Dimensions of the Strategic Conversation

The researcher adopted a model (Chermack et al, 2007: 382), whose dimensions were: (common language, compatibility of ideas, willingness to engage in rational discussion, and development of ideas within the organization), being commensurate with the Iraqi environment, as well as the possibility of its application and testing, and the investigation of Its dimensions and paragraphs, especially that the company under study adopts its dimensions and tries to enhance them, the dimensions are:

1- The First Dimension: "A Common Language"

Language is a tool for interaction or a tool for communication in the sense that it is a means of transmitting ideas, concepts or even feeling, language defined as: a tool for transmitting thought that has a long history, However, sociolinguistic thought is very narrow, because linguistic activity is basically "who speaks any Language for whom, when, and for what purpose? Therefore, from perspective of sociolinguistics, the functions of language can be viewed from different angles such as speakers and listeners, objects and symbols, and conversational purposes (Rabiah, 2012: 4).

The researcher considers that the common language: is the process of sending positive and understandable signals between the two parties of the conversation that helps people to communicate more effectively in the workplace It is an ideal way to establish relations, understandings and negotiations that occur during communication between the two societies that emphasize the unity of the attendees and lead to positive results that are in the interest of all parties related to the organization.

2- The Second Dimension: Alignment of Ideas

The time is right to bring together ideas from different discursive and narrative traditions in both areas and to enrich our understanding of the dynamics and practices of strategic communication in different contexts (Burgelman et al, 2018: 32). With middle managers explaining the reactions of top management to a strategic suggestion (Hoon, 2007: 946).

The researcher believes that the compatibility of ideas in the strategic conversation highlights its importance through a process of intellectual consensus between the company's

managers and individuals working in it during meetings whose outputs are solutions, and strategies that enable the company to achieve its goals and strategic plans, and thus enable it to achieve sustainable performance and create a competitive advantage that distinguishes it from its competitors

3- The Third Dimension: Willingness to Engage in Rational Argumentation

Discussion is an integral part of many aspects of our complex social worlds: law, politics, academia and business in our personal lives. Rational debate is defined as a verbal and social activity of the mind aimed at increasing (or decreasing) the acceptance of a controversial viewpoint of the listener or reader by introduce a set of suggestions aimed at justifying (or refuting) the view before a “rational judge (Hahn and Oaksford, 2012).: 277).

The researcher concludes previously that the concept of rational discussion is a set of mental functions that characterize the strategic interlocutor, as well as his ability that he possesses through purposeful behavior, logical thinking and meaningful interaction during meetings that occur in the organization in order to find useful solutions for the organization.

4- The Fourth Dimension: Evolution of Ideas inside the Organization

Developing ideas within the organization is the goal of the strategic conversation, which aims to develop a common language in concordance of ideas, with an opportunity to critique and criticize in a constructive manner. There is no absolute truth, as the manager may have an opinion and understanding of something that the other manager did not realize, as each of them belongs to a different field of work and skills (Roses, 2015: 127).

The researcher considers that developing the ideas of creative individuals helps the organization to anticipate its future and its superiority over competitors, knowing what is going on in the external environment of the organization, identifying opportunities and exploiting them by developing the capabilities and skills that owned by workers and engaging the right and competent among them in the organization to hold talks and discussions to develop and improve the organization’s vision , and defining its objectives, which in turn leads to the development of the reality of the organization, and the production of visions about unobservable aspects of the main strategy of the organization.

The Second Requirement: Sustainable Performance "The Concept of Sustainable Performance"

In Latin, the word sustainability is derived from the Latin word “sustinere”, and although there are different meanings in dictionaries, it basically means protection, support, or endurance (Öktem, et al, 2020: 4). The Human Environment Conference, held in Stockholm in 1972, represents the moment when it was recognized that human activities contribute to environmental damage that threatens the future of humanity. After several years, specifically in 1983, the activities of the World Committee on the Environment began. Among the conferences on sustainable development whose objectives were: quality of life, environmental protection, development orientation towards quality processes, and improvement of management (Stanciu, et al, 2014: 341).

As for performance, it is a very common term in the contemporary world at the individual, organizational, and even at the state level, and what we understand by performance varies depending on the environment in which it is analyzed where the performance of a private

company ultimately translates to profit through increasing the value of the company (Diana 2014: 51). Performance is a multi-dimensional concept that determines the success of a business, in other words, it determines the level of achievement of business objectives. The short-term goals of companies are to improve efficiency, reduce inventory level, and shorten turnover. Their long-term goal is to increase their market share and profitability (Civelek 2015: 21). (Mazambani & mutambara, 2018: 41) see sustainable performance as balancing the supply and demand side of a company in a way that creates social benefits for society while generating profits for the company. Sustainable performance (Ziemak, and Jankowska, 2020: 165) is defined as: a multidimensional that combines economic, social and environmental performance. Based on the foregoing, the researcher believes that the concept of sustainable performance is: "a strategy concerned with needs of sustainably achieving the objectives of the organization and all stakeholders and customers in order to maintain the sustainability of its competitive position, taking into account the balancing of the environmental, social and economic dimensions so that this strategy is more effective, achieving goals and heading towards creativity."

Second: "Dimensions of Sustainable Performance"

The researcher will depend on the study of Salleh (2016:372-373) in social performance, (Pham, 2019:21) in environmental performance, and study (O. Larbi-Siaw et al, 2020: 12) in economic performance to measure the dimensions of economic performance. Sustainable performance (economic performance, social performance, and environmental performance) after adapting and benefiting from the ideas in it with the reality of the organization under study, and Figure No. (13) Illustrates the dimensions of sustainable performance (Reynaud, 2003).

1- After the First Dimension of Economic Performance

Economy or "Profit": relates to cost and productivity accounts, and the organization must use its resources in order to be able to consistently generate operating profit, and to maintain its activities. (Salvadó, 2017: 777), and economic performance is represented in achieving the profitability that companies want with the volume of business and market share that have maintained the sustainability of their activities (Bouloiz, 2020: 1), and economic performance refers to the ability of the enterprise to maximize its profits and achieve its financial goals while using the limit Less raw materials, and lower production costs (Elzek et al, 2021:16).

2- After the Second Dimension of Social Performance

The social performance dimension relates to the appropriate business impact of employees, the population and the region in which the organization operates (Salvadó et al, 2017: 777), and social performance reflects the way companies integrate ethics and responsibilities into their operations with various stakeholders: customers, employees, suppliers and investors. These responsibilities require companies to act responsibly towards stakeholders and motivate employees in order to create value (Bouloiz, 2020: 1-2).

The researcher considers that social performance: "is the company's ability to influence stakeholders by creating its own ethics and social contexts."

3- After the Third Dimension of Environmental Performance.

(Al-Mawwadha, 2019: 10) defined environmental performance as: the extent to which an organization has succeeded in translating its environmental objectives into products and

ensuring that it is still on the environmentally correct track. The researcher considers that environmental performance is: “the company’s policy towards environmental indicators and their reduction, the provision of appropriate working conditions that work to preserve the environment, control environmental change, and involve all employees in protecting the environment.”

Sustainable environmental performance (Chien & Shih, 2007) is linked to the organization's environmental goals including solving the organization's environmental status improvement, reducing frequent accidents in the immediate environment, and reducing environmental risks. Environmental performance can also be a useful indicator, and it is useful to support policymaking. External communication for the public and private sectors. The benefits of environmental performance are as follows:

1. Reducing the environmental impact and increasing the environmental benefits.
2. Improving resource efficiency.
3. Avoiding risks arising from non-compliance with regulatory requirements. (Diekola, 2021:37).

The Third Topic: The Practical Side

First-test of the normal distribution of the independent variable (strategic conversation)

Using the SPSS program, the skewness and kurtosis indicators were tested for the strategic conversation variable. Table (1) below shows the results that have been reached.

Table (1) *The normal distribution of the strategic conversation variable*

Skewness		Kurtosis		vertebrae	The Dimension
Statistic	Std. Error	Statistic	Std. Error		
-1.264	.176	.966	.351	CL1	A Common Language
-1.245	.176	1.857	.351	CL2	
-.740	.176	.306	.351	CL3	
-.707	.176	.524	.351	CL4	
-.626	.176	-.114	.351	CL5	
.002	.176	-1.422	.351	CL6	
-1.916	.176	1.156	.351	CL7	
-.517	.176	1.257	.351	CI1	Alignment of Ideas
-.684	.176	-.014	.351	CI2	
-.773	.176	1.060	.351	CI3	
-1.477	.176	1.715	.351	CI4	
-.419	.176	-1.063	.351	CI5	
-.413	.176	-.356	.351	CI6	
-.358	.176	-1.106	.351	RD1	Willingness to engage in rational argumentation
-1.336	.176	1.096	.351	RD2	
-1.610	.176	1.017	.351	RD3	
-.643	.176	-.617	.351	RD3	
-.845	.176	1.461	.351	RD4	
.217	.176	1.212	.351	RD5	
-.687	.176	.645	.351	RD6	
-.934	.176	1.647	.351	RD7	
-.510	.176	.996	.351	RD8	Evolution of ideas
-1.041	.176	1.473	.351	ID1	
-.761	.176	.204	.351	ID2	
-1.010	.176	5.697	.351	ID3	
-1.495	.176	1.510	.351	ID4	
-.773	.176	1.872	.351	ID5	
-1.264	.176	.966	.351	ID6	

Source: Prepared by the researcher based on the results of SPSS V. 24

From Table (1), it is clear that the values of the Skewness and Kurtosis coefficients for the strategic conversation variable for all paragraphs are within the acceptable limits (1.96 +/-), and this indicates that the data for this variable are distributed normally, and also confirms their moderation, which will Supports the results to be reached.

Second - Testing the Normal Distribution of the Dependent Variable (Sustainable Performance)

Using the SPSS program, the skewness and skewness indicators were tested for the sustainable performance variable. Table (2) shows the results that have been reached.

Table (2) Normal distribution of the sustainable performance variable

Skewness		Kurtosis		vertebrae	The Dimension
Statistic	Std. Error	Statistic	Std. Error		
-.891	.176	1.990	.351	EP1	Economic Performance
-.185	.176	.162	.351	EP2	
-.531	.176	.701	.351	EP3	
-1.981	.176	1.327	.351	EP4	
-1.169	.176	1.987	.351	EP5	
-.279	.176	1.453	.351	EP6	
-2.448	.176	1.562	.351	EP7	
-1.764	.176	1.665	.351	SP1	Social Performance
-1.102	.176	1.555	.351	SP2	
-.811	.176	.485	.351	SP3	
-.861	.176	1.143	.351	SP4	
-.300	.176	-.088	.351	SP5	
-.058	.176	1.231	.351	SP6	
-1.151	.176	1.287	.351	SP7	
-1.078	.176	.524	.351	NP1	Environmental Performance
-1.355	.176	1.626	.351	NP2	
-.459	.176	1.337	.351	NP3	
-1.026	.176	1.339	.351	NP4	
-.779	.176	.018	.351	NP5	
-1.174	.176	1.555	.351	NP6	

Source: Prepared by the researcher based on the results of SPSS V. 24

From Table (2) it is clear that the coefficients of Skewness and Kurtosis for the sustainable performance variable and for all paragraphs are within the acceptable limits (1.96 +/-), and this indicates that the data for this variable are distributed naturally, which will support the results that will be reached to it, and also fit into the statistical tests of the parameter data.

Third - Descriptive Analysis of the Independent Variable "Strategic Conversation"

Using the SPSS statistical program, the arithmetic mean analysis was obtained as an indicator of the central tendency of the data, and the standard deviation was analyzed as an indicator of the extent of the data dispersion.

Based on the results of the descriptive analysis of the strategic conversation variable, Table (3) shows the ordinal importance of the dimensions of this variable depending on the arithmetic mean values.

Table (3) Ordinal importance of the dimensions of the strategic conversation variable.

Ordinal Importance	Standard Deviation	Arithmetic Mean	0
Fourth	.815866	3.621057	A Common Language
Third	.831123	3.65175	Alignment Of Ideas
First	.695658	3.773667	Willingness To Engage
Second	.709965	3.7158	Evolution Of Ideas

Source: Prepared by the researcher based on the results of SPSS v.24

Fourth: Descriptive Analysis of The Sustainable Performance Variable

Based on the results of the descriptive analysis of the sustainable performance variable,

Table (4) shows the ordinal importance of the dimensions of this variable based on the arithmetic mean values.

Table (4) Ordinal importance of the dimensions of the sustainable performance variable

Ordinal Importance	Standard Deviation	Arithmetic Mean	Dimensions
First	.659207	3.928571	Economic Performance
Third	.739933	3.844357	Social Performance
Second	.771377	3.912267	Environmental Performance

Source: Prepared by the researcher based on the results of SPSS v.24

It is clear from Table (4) the ordinal importance of the dimensions of the sustainable performance variable, as the dimension (economic performance) ranked first, and this indicates that it is the most prevalent dimension in the organization under study, while the dimension (social performance) ranked last in terms of ordinal importance.

Fifth: Testing the Correlations

1- The First Main Hypothesis: This paragraph includes testing the first main hypothesis, as follows: It states: There is no positive and moral correlation between strategic conversation and sustainable performance, and with regard to proving the validity of this hypothesis, table (5) related to the correlation matrix, showed the existence of a relationship Significant and positive correlation between strategic conversation and sustainable performance. The value of the correlation coefficient between them reached (.985) at a significant level (0.01), which calls for rejecting the null hypothesis and adopting the alternative hypothesis (there is a positive and moral correlation between strategic conversation and sustainable performance).

2- Testing the second main hypothesis:

The second main hypothesis states that: (there is no positive, significant effect relationship for the independent variable (strategic conversation) on the dependent variable (sustainable performance), and for the purpose of testing this hypothesis, the structural model was built in Figure (1), and table (5) shows the results of the evaluation of the structural model for this hypothesis.

Table (5) Results of the evaluation of the second main hypothesis model

R ² The Average	The coefficient of determination	The Effect Size f ²	The P Result	T Value	coefficient path	VIF	Path	Hypothesis
0.964	0.970	0.322	Refuse	0.000	43.572	0.985	1 SC → SE	H1

Source: Prepared by the researcher based on the results of Smart PLS v.3.3.2

Table (5) shows the results of the evaluation of the structural model for the second main hypothesis, which concluded that the value of the path coefficient (effect) reached (0.985), which is significant when the (t) value exceeds 1.96, and that the (P) value does not exceed 0.05 according to the (Hair) rule et al., 2017), thus rejecting this hypothesis.

The Fourth Topic: Conclusions and Recommendations

This chapter included the most important conclusions reached by the researcher from the reality of the Iraqi insurance company, and the recommendations that crystallized in support of the work of the company in question, in addition to its inclusion for future studies, so the chapter was divided into two sections as follows:

The First Requirement - The Conclusions

1. There is a statistically significant correlation between the strategic conversation and sustainable performance, as the value reached (985) at the level of significance (0.01), and this indicates the possibility of applying the requirements of the strategic conversation in the company under study to achieve sustainable performance.
2. It is clear from the statistical indicators related to the impact indicators between the study variables and its dimensions that (there is a positive statistically significant effect relationship for the independent variable (strategic conversation) in the dependent variable (sustainable performance)). It is reinforced by the explanatory value of the extracted model 98.5, which means strength in the interpretation of the variable of the research problem was 98.5%.
3. The Second Requirement Is the Recommendations
4. Based on the conclusions reached in the previous section, the current topic presents a set of recommendations necessary for the study sample company.
5. First - Recommendations:
 - 1- The company's management should activate conversations between employees and urge them towards the company's main activities and objectives, and work to achieve strategic visions, especially what its customers expect from its services provided, as well as to carry out an integrated study of the threats that threaten and delay their progress and prevent them.
 - 2- The company's management should hold and organize periodic meetings, seminars and workshops to urge employees to present innovative ideas that generate new work opportunities and methods to accomplish the tasks assigned to them.
 - 3- The need for the company's management to seek to support the requirements of the strategic conversation, since one of its outputs is creativity and the presentation of ideas in the practice of insurance business activities that contribute to raising the level of sustainable performance of the company.
 - 4- The management of the company in question must use transparent and credible methods and methods in all its economic dealings and involve employees in the commercial transactions that occur between it and other companies.
 - 5- The company's management should pay more attention to the social aspects of employees by increasing the ceiling of the compensation granted and the social benefits provided to them, whether related to the health aspect or the development of employees and urging them to complete studies, as well as supporting social relations, knowing that the instructions and laws of the company allow this.

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