

The Role of Collaborative Innovation in Supporting Strategic Success - An Exploratory Study of the Opinions of a Sample of Employees in Babylon Bank / Najaf Branch

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Abstract

Synergistic innovation is an intangible asset of great importance to the organization aiming to achieve excellence and creativity in the provision of products or services, as the interest of the senior management of industrial organizations in intellectual resource can be reflected in achieving strategic success through the provision of services or unique new products or the development of existing services through which Win over other competitors and then achieve success and continued growth in the business world. Hence, the main purpose of this research is to study the impact of synergistic innovation in consolidating strategic success. The problem of research through questions raised on the extent of the relationship and impact of synergistic innovation in achieving strategic success within the National Bank of Babylon / Najaf Branch, and to achieve the research objectives were tested And other sub.

The research was applied to a random sample of (37) persons working in Babylon National Bank / Najaf Branch. The data were analyzed using SPSS program. The most important results of the research, the existence of a strong positive correlation and significant impact between the dimensions of synergistic innovation combined and individually in the dimensions of strategic success combined and this means that the high level of synergistic innovation increases the level of strategic success in the bank researched. While the study recommended the need to pay attention to the proposals of customers and try to meet these proposals by translating them into specifications for the new product to meet the needs and desires of customers as well as work to review the methods and programs of synergistic innovation in order to give priority to first learning quickly followed by failure smartly and then formed a team An ambitious goal according to the priority of its impact on strategic success.

Keyword: *Synergistic innovation, strategic success, smart failure.*

1- INTRODUCTION

Historical experience confirms that any institution, whatever its capabilities or capabilities, cannot maintain its competitive position in the market if adopted traditional methods in the era of technological revolution and economic globalization, because institutions must remain in the

arena of competition to think in some ways that allow them to succeed and lasting. Among them, the Foundation will spread the spirit of teamwork for innovation, i.e. to adopt synergistic innovation, which is an open innovation strategy, which is one of the main pillars to build and enhance the competitiveness of these institutions and thus achieve strategic success.

Based on this, the purpose of conducting the research is to study the interest of the bankers in Babylon Bank in synergistic innovation in its four dimensions and its impact on strategic success. The third section of the applied side of the research while the fourth section presents the conclusions and recommendations reached.

2- RESEARCH ETHODOLOGY

2.1. Research Questions: Competition in our time has become a threat to markets and resources and emerged from its regional character due to the rapid development of information systems, communications technology and environmental changes at all levels, and organizations of all kinds have taken action to accelerate the pace of innovations and the provision of goods or services with a very short lifecycle. It is necessary for organizations to succeed and continuity of their activities to produce goods or provide services to satisfy customers and satisfy their desires and face increasing competition, through the adoption of new methods appropriate to the nature of the stage where innovation is the main focus of this basis Yep, and here the following research questions: - it follows

1. What is the level of application of synergistic innovation from the point of view of the employees of Babylon Bank / Najaf branch?
2. What is the degree of achieving the requirements of strategic success from the point of view of workers in the Bank of Babylon / Najaf branch?
3. Is there a relationship between synergistic innovation and strategic success from the point of view of staff in the Bank of Babylon / Najaf branch?
4. What is the level of impact of the dimensions of synergistic innovation in the strategic success from the point of view of the staff of the Bank of Babylon / Najaf branch?

3- THE IMPORTANCE OF RESEARCH

The importance of the study lies in:

1. **Academic importance:** - Highlights through the presentation of a conceptual framework on synergistic innovation and its basic elements as well as the establishment of an intellectual success of strategic success and how to achieve and continue through the adoption of studies related to the two axes of study research and investigation..
2. **Field importance:** - The importance of research is concentrated through the application of the present study in one of the leading private banks in the field of banking sector and describe and analyze the variables of the study by the adoption of statistical means and

scientific measures to reach the practical role of the elements of synergistic innovation in achieving the strategic success of excellence over competitors in an environment characterized by fundamental Ensure the service of the researched organization and similar organizations in the same sector.

4- RESEARCH OBJECTIVES

Based on the research questions, the following objectives were formulated:

1. Identify the level of application of synergistic innovation method from the point of view of the employees of Babylon Bank / Najaf Branch.
2. Identify the level of availability of the requirements of strategic success from the point of view of workers in the Bank of Babylon / Najaf Branch.
3. Know the type of relationship between synergistic innovation method and strategic success from the point of view of the employees of Babylon Bank / Najaf branch.
4. Test the impact of synergistic innovation in achieving the requirements of strategic success from the point of view of workers in the Bank of Babylon / Najaf Branch.

4.1- HYPOTHESIS RESEARCH SCHEME

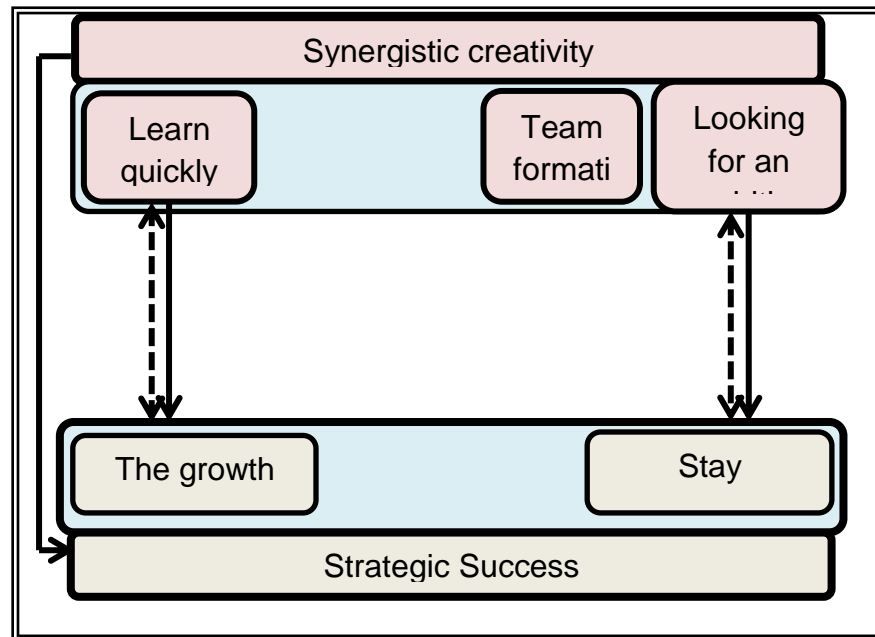


Figure 1 Synergistic creativity

5- RESEARCH HYPOTHESES

The research attempts to prove the following hypotheses:

The first hypothesis: There is a significant correlation between the dimensions of synergistic innovation and the dimensions of strategic success in the researched bank.

This main hypothesis is divided into the following sub-assumptions:

1. There is a significant correlation relationship after the aspiration to an ambitious goal in the dimensions of strategic success.
2. There is a significant correlation relationship after the formation of the working group in the dimensions of strategic success.
3. There is a significant correlation relationship after the failure of intelligence in the dimensions of strategic success.
4. There is a significant correlation relationship to the distance learning quickly in the dimensions of strategic success.

5.1. The second hypothesis: - There is a significant impact relationship to the dimensions of synergistic innovation in the dimensions of strategic success in the bank researched.

This main hypothesis is divided into the following sub-assumptions:

1. There is a significant impact relationship after the aspiration to an ambitious goal in the dimensions of strategic success.
2. There is a significant impact relationship after the formation of the team in the dimensions of strategic success.
3. There is a significant impact relationship to the dimension of failure intelligently in the dimensions of strategic success.
4. There is a significant impact relationship to the dimension of learning quickly in the dimensions of strategic success.

6- RESEARCH METHOD AND APPROACH

The research method and methodology includes the following elements (data collection method, research variables, research sample and population and statistical analysis methods).

1. Method of data collection: - To achieve the objectives of the research and to verify the validity of its hypotheses was relied on the method of descriptive analytical method, which included the use of the field method, where the questionnaire was used to collect and analyze the data referred to in Annex (1) in addition to the desk survey, through the review of books and research And related articles.
2. Search variables: - Search variables are divided into two variables namely: - Synergistic Innovation The researchers used to measure synergistic innovation according to the scale (Edmondson 2013). Four synergistic.
The strategic success variable was based on the measure (Rikabi, 2004) in its measurement where the strategic success was divided into three elements (survival, adaptation, growth) included (15) paragraphs distributed on the three elements of strategic success, A five-point Wickerth scale was used to measure the relative weight of the researchers' answers.

3. Society and Sample Research: The research community is represented by the Bank of Babylon / Najaf Branch. A random sample was selected that included a group of (40) individuals at different administrative levels. 92%).
4. Statistical analysis methods: Researchers in the analysis of data on a number of statistical methods using the statistical program (SPSS) and these methods were represented as follows: -
 - A. Arithmetic mean and standard deviation.
 - B. simple correlation coefficient and simple linear regression analysis.
 - C. Stability coefficient using Alpha-Cronbach method.

7- COLLABORATIVE INNOVATION

7.1. THE CONCEPT OF COLLABORATIVE INNOVATION

Innovation is an essential aspect of enterprise performance. The main reason for the importance of innovation is that it allows organizations to react quickly to changes in order to be able to find and discover new products and markets and to protect against an unstable environment.

Therefore, organizations must have an environment and a system that enables individuals to share their ideas, present and support them without fear and get the views and observations of others around them, to reach innovation based on cooperation, and to build a culture of cooperation needs the participation of everyone in the institution, and to achieve this must managers Leaders emphasize the importance of employee engagement and collaboration while embracing and demonstrating the power of diversity and inclusiveness. This comes through making culture and cooperation an integral part of the organization 's strategy and the way leaders and managers behave and communicate among themselves and all their employees.

The traditional closed approach to innovation, input, ideas and decision-making between senior management and department heads is a major source of organizational conflict and stagnation of growth. Jobs translate directly into happier employees, higher productivity, stronger customer relationships and higher profits.

Innovation: - The book of management in recent years has been concerned with the concept of innovation, and this attention is undoubtedly due to the importance of the subject of innovation, because it is a complex and multidimensional phenomenon affecting all fields, innovation is a very complex process, with multiple faces and dimensions have differed views on the term Innovation and some related terms such as creativity, we find that the general public and some researchers and specialists as well do not differentiate between these terms and use them for the same significance, but some specialized writers tend to differentiate between the terms, innovation is related to the discovery of a new idea distinctive. Put this idea into practice on the process or the form of a commodity or service provided by the organization to its customers (Abou El-Nasr 2004).

If innovation is general, it is about the organization and its production and marketing activity. In this sense, we can say that most people can be innovative if some conditions are right (Najm Abboud Najem 2003). Therefore, there are those who know the relationship between creativity and innovation, that creativity is the basis of innovation. In this context, the relationship between creativity and innovation is defined as every innovation that starts with creative ideas, creativity by individuals and teams, which is the starting point of innovation. Necessary but insufficient condition (Amabile et.al. 1996).

Innovation is the development and application of new ideas in the organization, and development here is comprehensive, covering everything from the new idea to the realization of the idea to bring to the institution and then applied, so innovation does not stop at the threshold of the new idea, but followed to practical application in the market or within the organization (Longman, 393: 2001), defines innovation as a new invention or an improved method of producing a commodity, as well as any change in production methods that gives a product an advantage over competitors in achieving a temporary monopoly (Longman, 1982)

From the above, innovation can be defined as a dynamic mental process to develop new ideas or find new uses for existing products while emphasizing that innovation should be something better.

Collaborative Innovation:

The importance of synergistic innovation is the foundation of the foundation to the establishment of stability and growth, through the exploitation of all the possibilities and capabilities available, because the lack of strategic drivers to support the interaction between different resources and management will not be able to take advantage of the opportunities effectively, but can turn those opportunities to Threats to her. Public and private institutions often do not benefit from the innovations of their employees and their individual abilities, and thus the achievement of institutions remains far below the intelligence of their employees (Al-Sorn and Raad Hassan 2003).

The institutional skill lies in providing psychological, moral and material support to all administrative levels for two reasons: first, to retain trained human competencies; and, second, to develop these competencies in order to implement the institution's strategies and achieve its goals. Therefore, the care of individuals and groups on the basis of innovation is carried out by the institution to generate ideas and knowledge, which contribute to the development of mechanisms and means to help optimize the performance that leads to the achievement of the desired goals (Al-Sorn and Raad Hassan 2003). Synergistic innovation is achieved by allowing for a public and open debate on innovation. The source of innovative ideas cannot be expected within the organization. To enterprise leaders who pave the way for promising projects and ensure that innovation teams get the resources they need.

By adhering to these practices, institutions can provide equal opportunities for everyone to contribute their ideas and refine others' proposals so as to move the work forward and ensure that the potential of everyone is used. This is the essence of synergistic innovation work (Abdel

Wahab and Boubaa 2012) . It brings together skills and ideas from different disciplines together to produce something new; something that no single individual can do on its own, not even a group with the same field of expertise and this is the most enjoyable of all forms of teamwork (Edmondson et.al. 2012). While Boer showed that synergistic innovation is a collective understanding as well as the ability to transform this understanding into skills and actions (Boer et.al. 2005) synergistic innovation is also defined as synergies between different individuals and departments in the institution in order to gain the ability to acquire new knowledge and experience Able to transform their current business into a competitive advantage (Moustaghfir et.al. 2013).

From the above, researchers conclude that synergistic innovation can be defined as every factor within the organization is only innovative, but to varying degrees. Differentiated innovation and making it in a structured and structured collective interactive framework contributes to the creation of effective innovation in a collective framework known as synergistic innovation.

8- THE DIMENSIONS OF COLLABORATIVE INNOVATION

1- The ambitious goal: - Innovation occurs when a number of experts and non-specialist comprehensive thinkers come together, non-specialist thinkers focus on the goal; which is usually not done before, without these specialists can remain stuck in the past, convinced of what could be done, or What is impossible to do, however, non-specialists lack the depth of expertise of the specialists and process at the technical and procedural, but also emotional, and therefore to reach a conviction that the achievement of ambitious goals requires the cooperation of individuals from different disciplines (Boer et.al. 2005).

Innovation can be counted as an idea, whether it's an invention of a product or service, a whole new solution, or just a fundamentally better way of doing what we are already doing and looking forward to an ambitious goal, no matter how difficult it is to achieve, that arouses people's interest and motivates them by involving them. In something bigger than them . Rashid explains that the innovation process begins with an ambitious effort. Although innovation may occur from time to time as a result of genius, pure ingenuity, or pure pleasure of discovery, it is often the result of a systematic process that requires considerable effort. A goal that is somehow linked to making the world a better place, whether by providing important products and services that improve the lives of customers or by providing solutions to troublesome problems (Rashid et. Al. 2013).

2- Team formation: - Business organizations work in today's environment that is one of the increasingly complex environments, and the principle of intense competition has become very important in the process of developing the internal work environment, so it is imperative for senior management to work on the development of creative thinking begins By supporting collective activities or so-called task forces, by reducing or eliminating conflicts when confronting different opinions, sharing success among all individuals who participated in the

project, as well as sincerely exchanging constructive opinions or ideas and working on consensus on decisions and plans between teams. As you Enhances their effectiveness towards achieving common goals and sharing experience and commitment to business success, not personal success (Lemieux et. Al. 2006) and (Azmy and Nurhidayah 2012).

The adoption of team work by the team spirit through several standards and field work programs contribute essentially to diagnose the imbalance or problems encountered in the work tasks in the organizational work environment and work to find the necessary solutions to all obstacles and problems faced by workers in the performance of their work (Amabile et.al. 1996). The formation of effective teams depends primarily on leadership skills possessed by business leaders or organizations such as negotiation, motivation, problem solving for employees and work alike, allocation of resources and retention of group goals and morale.

3- Intelligent failure: Institutions that innovate whether to come up with a new business model, come up with a new product, or to improve a particular process know how to focus on any important problem at the same time. Innovation is a purely human process from beginning to end; it is inherently unpredictable. And often chaotic, if you want to innovate, you have to welcome any idea, at least at an early stage before sifting through ideas, but welcoming all ideas, including ridiculous ones, creates a mess, so the solution is to ask good questions, Not knowing the answer before (Lane, 2012 and Edmondson).

Innovation comes to those who fail a lot and fail early, because they determine futile choices and, as Thomas Edison said, the negative consequences are exactly what I want. It is no less valuable than positive results for me; I cannot find the best way to accomplish a task, even to find ways that don't work (Smith et. Al. 2013).

Innovation happens when an organization's culture promotes high standards and at the same time tolerance for failure and failure. It may seem inconsistent at first glance. You won't succeed in doing anything the first time, and spreading the spark of successful innovation in a large organization requires finding ways to shed some light on innovators, so that others are attracted to the experience of innovation as well (Edmondson et. al. 2012)

4- Learn Fast:- In the past years, the biggest challenge facing business organizations has been managing change, but now managers have begun to face not the problem of learning how to manage change. The challenge is how organizations learn quickly, so the circumstances around us tell us that learning is no longer an option but a necessity. The most pressing priority, therefore, is to learn how to learn faster. If we want to do this, we must consider the role of communities and societies as means of adaptation and facilitation of learning. The world around us is changing rapidly in order to survive and adapt. Organizations must learn how to adapt in their environment faster than their competitors (Schein and Edgarh 1992).

See (Edmondson), in business organizations, learning is quickly seen as a team sport, and although individual employees learn accidentally all the time by gaining new insights and improving their skills, this type of learning does not automatically help the company to improve

its performance, and so does their participation in formal training programs. Individuals and institutions should learn from failure and failure. However, institutions that learn from systematic and effective failure are extremely rare, because fast learning requires a systematic and systematic effort (Edmondson et. al. 2010).

Learning from experience starts with the right managerial mindset. This arrangement for learning is called a way of thinking and acting driven by the realization that the world is constantly changing, and that today's solutions are certainly not tomorrow's solutions. It means that we do not have this unnecessary over-confidence at first. Learning quickly represents an important dimension of synergistic innovation. This dimension requires learning from failure and other experiences, reflecting on what has happened, lessons learned, and what needs to be tried thereafter, as an essential step in the process of innovation. Quickly, by sharing insights widely, so that the rest of the organization can avoid reproducing the same failures again, leaders contribute to this learning process by asking questions that stimulate reflection and discussion, and asking questions about the process and the reasons for failure. Reflection The key to learning and innovation within institutions is that the learning cycle is never interrupted, and the purpose of the team remains unchanged.

9- STRATEGIC SUCCESS

9.1. THE CONCEPT OF STRATEGIC SUCCESS:- The strategic success did not emerge as a result of coincidence or intellectual luxury, but reflects an urgent need as a result of rapid changes and scarcity of resources, the focus on the effectiveness and efficiency of the organization alone is no longer useful to judge the success of the organization unless the focus is on the reasons for the continuation of organizations, i.e. focus on strategic success, and know strategic success As an organization's vision, strategies, business objectives and strategic direction (Rainey and David 2010). Strategic success as the distinctive leadership capacity of the organization, such as the desire to be able to take risks and take the initiative and the initiative to be one of the first, and to have a rapid response to new developments, by having a sense of intuition about what the beneficiaries want, and thus take the pattern of manufacturing organizations For strategic opportunities. Shows (Al-Rikabi and Kazem Nizar 2004), strategic success is the ability of the organization to survive, adapt and grow in the light of the goals it seeks to achieve. (Daft and Richard 2004) defined strategic success as the ability of management to acquire knowledge, experience and ideas, and to successfully and accurately analyze the expertise and history of the corresponding organizations or to seize new opportunities after achieving their objectives on time.

Through the above, researchers believe that strategic success is the extent of the organization's ability to fulfill its commitments to the beneficiaries of its products or services and interest in its

human resource in order to ensure survival in the field of competition and adapt to environmental changes and then proceed towards growth and thus outperform the competing organizations.

9.2. THE IMPORTANT OF STRATEGIC SUCCESS: The importance of strategic success can be seen from the following points (Ababakar et. al. 2017) and (Rashid et. al. 2012):- Conduct internal and external environmental analysis with the aim of revealing the elements of the strategy that positively or negatively affect the future of the organization.

1. Good application of the chosen strategy, through the formation of a sequential system of steps and procedures that describe how to accomplish each function and thus reduce the gap between what is planned and what is expected to be achieved.
2. Enable organizations to enhance their organizational efficiency and effectiveness through a systematic approach to managing their activities.
3. It represents an important criterion for determining the success of the organization in its strategic decisions, plans and actions.

10- THE DIMENSIONS OF STRATEGIC SUCCESS:-

- 1- Survival:-** Survival is the essence of strategic success, where senior management needs attention to stakeholders including owners, shareholders, customers and employees. Workers and find ways to work creations and prolong growth and learning (Ababakar et. al. 2017). Staying in the field of competition is a goal pursued by all organizations of all kinds and may require them to pay attention to the interests of all parties involved with the organization of suppliers, investors, workers and customers and to achieve these interests requires extensive study of the relationship of the organization with them.
- 2- Adaptive:-** Many have agreed that adaptation is critical to the survival or demise of organizations, but adaptation under changing circumstances is essential for the organization's long-term survival. Run (Jackson et. al. 1988).
- 3- Growth:-** Growth is one of the objectives that make organizations work to gain advanced positions in their field of work through the expansion of the volume of operations and investments used as well as the volume of profits from these investments, that is to say that the size of the organization in the future is better than it is currently . Organizations must grow rapidly to keep pace with changes that can occur and organizations must constantly adjust themselves and should be able to meet the requirements of creativity and change not only for prosperity but also to ensure survival in a rival world (Daft and Richard (2004).

11- APPLIED ASPECT OF RESEARCH

The applied side of the research includes three sections:-

- 1- Description of the answers to Dimensions (synergistic innovation): This subsection introduce The results of the responses of the respondents to the paragraphs of the

synergistic innovation variable such that table 1 displays the arithmetic mean, standard deviation and coefficient of variation of the synergistic innovation variable (n37).

Table 1: displays the arithmetic mean, standard deviation and coefficient of variation

Relative importance	Coefficient of variation	deviation Normative	Arithmetic mean	Answers of the respondents					Paragraph	The dimension	
				Totally Don't agree	Don't agree	Neutral	Agree	Totally agree			
5	0.262	0.968	3.70	0	2	18	6	11	1	Looking for an ambitious goal	
1	0.186	0.745	4.00	0	0	10	17	10	2		
4	0.222	0.845	3.81	0	2	11	16	8	3		
3	0.214	0.887	4.14	0	1	9	11	16	4		
2	0.208	0.866	4.16	0	1	8	12	16	5		
	0.153	0.609	3.97	Arithmetic mean, standard deviation and the coefficient of variation of the dimension							
1	0.178	0.705	3.95	0	0	10	19	8	6	Team formation	
4	0.268	0.978	3.65	0	3	17	7	10	7		
6	0.297	1.102	3.70	0	9	2	17	9	8		
2	0.198	0.822	4.14	0	1	7	15	14	9		
5	0.294	1.043	3.54	0	10	2	20	5	10		
3	0.2341	0.857	3.65	0	1	19	9	8	11		
	0.126	0.474	3.76	Arithmetic mean, standard deviation and the coefficient of variation of the dimension							
5	0.255	0.924	3.62	0	6	7	19	5	12	Fail smartly	
4	0.221	0.882	4.00	0	2	8	15	12	13		
3	0.178	0.705	3.95	0	1	7	22	7	14		
1	0.149	0.614	4.11	0	1	2	26	8	15		
2	0.174	0.682	3.92	0	1	7	23	6	16		
	0.106	0.415	3.919	Arithmetic mean, standard deviation and the coefficient of variation of the dimension							
2	0.199	0.822	4.14	0	0	10	12	15	17	Learn quickly	
6	0.308	1.132	3.68	0	10	1	17	9	18		
3	0.222	0.845	3.81	0	2	11	16	8	19		
4	0.242	0.836	3.46	0	7	7	22	1	20		
1	0.177	0.707	4.00	0	0	9	19	9	21		
5	0.258	0.927	3.59	0	7	5	21	4	22		
	0.155	0.589	3.788	Arithmetic mean, standard deviation and the coefficient of variation of the dimension							

It is clear from the results of table (1) the following data: - The total arithmetic mean of the aspiration axis reached an ambitious target (3.97) which is higher than the hypothetical mean on the test balance area of (3), with a standard deviation of (0.609) and a coefficient of difference of

(0.153), which indicates that the bank's management set ambitious goals that are renewable and beneficial. Way to achieve them.

The total arithmetic mean of the team formation axis was (3.76), which is higher than the hypothetical mean on the test balance area of (3) with a standard deviation of (0.474) and a coefficient of difference (0.126) which indicates the bank's management focused on the innovation that can result from the work. Collective and transnational.

The arithmetic circles of the axis of failure ranged intelligently between a maximum of (4.11) and a minimum of (3.62). With a concrete climate of psychological security that rewards intelligent failure.

From the previous findings regarding the dimension of accelerated learning, the management of the research bank needs to develop its capacity with regard to the role of leaders when a problem gets insisted to reach a clear understanding of what happened, not to determine who is responsible for what happened. After learning quickly an application in the bank researched.

We conclude from the above that all dimensions of synergistic innovation obtained a higher appreciation of the hypothetical mean on the test balance, where the order of dimensions was as follows (aspiration to an ambitious goal first and then fail smartly then learn quickly and finally forming a team) This is an indication that the management of the bank gives importance to internal cooperation Effective interpersonal, teams and jobs can translate directly into happier employees, higher productivity, stronger customer relationships and increased profits.

12- DESCRIBE THE ANSWERS TO THE DIMENSIONS (STRATEGIC SUCCESS)

12.1 THE RESULTS OF THE RESPONSES OF THE RESPONDENTS TO THE PARAGRAPHS OF THE VARIABLE OF STRATEGIC SUCCESS

Table (2) presents the mean, standard deviation and the coefficient of variation for the paragraphs of the strategic success variable (N37)

Relative importance agree	Coefficient of variation Totally agree	deviation Normative	Arithmetic mean	Answers of the respondents					Paragraph	The dimension
				Totally Don't agree	Don't agree	neutral	agree	Totally agree		
3	0.196	0.830	4.24	0	0	9	10	18	23	Stay
5	0.232	0.832	3.59	0	3	14	15	5	24	
4	0.213	0.850	4.00	0	1	10	14	12	25	
1	0.155	0.646	4.16	0	1	2	24	10	26	
2	0.170	0.687	4.03	0	0	8	20	9	27	
	0.124	0.497	4.02	Arithmetic mean, standard deviation and the coefficient of variation of the dimension						
2	0.153	0.621	4.05	0	0	6	23	8	28	Adaptation

5	0.217	0.843	3.89	0	2	9	17	9	29	
1	0.147	0.616	4.19	0	0	4	22	11	30	
3	0.189	0.763	4.03	0	1	7	19	10	31	
4	0.202	0.760	3.76	0	1	13	17	6	32	
	0.106	0.4245	3.99	Arithmetic mean, standard deviation and the coefficient of variation of the dimension						
3	0.254	0.939	3.70	0	2	17	8	10	33	Growth
2	0.198	0.799	4.03	0	1	8	17	11	34	
2	0.198	0.799	4.03	0	1	8	17	11	35	
4	0.313	1.119	3.57	0	11	1	18	7	36	
1	0.186	0.693	3.73	0	0	15	17	5	37	
	0.143	0.545	3.81	Arithmetic mean, standard deviation and the coefficient of variation of the dimension						

The results of Table (2) show the following:-

The mean arithmetic mean of the survival dimension (4.02) is higher than the hypothetical mean of (3) and a standard deviation of (0.497) and a coefficient of difference of (0.124), which indicates the clarity of this dimension for the members of the research sample due to the high level of awareness of this sample of the importance The role played by this dimension of the researched bank in providing new services of high quality that meet the requirements of the customer and help to maintain the bank in the environment in which it operates.

The arithmetic media ranged from a maximum of 4.19 to a minimum of 3.76, a variation of 0.43 for the arithmetic mean. Importantly, it contributes significantly to the enrichment of this dimension from the point of view of the research sample, and this means that the bank is open to other banks within its sector to respond to their changing needs.

The arithmetic circles of the growth dimension ranged from a maximum of (4.03) to a minimum of (3.57). After the growth, this means there is a great agreement among the members of the research sample that the research bank has specialized expertise to enable it to coordinate between its sections to diversify its services to customers.

We conclude from the above that all dimensions of strategic success obtained a higher estimate of the hypothetical mean on the test balance, where the order of these dimensions as follows (after staying first and then after adjustment after growth) indicates that the bank's management has the ability to fulfill its commitments to the beneficiaries of its products or Its services in order to ensure the survival of the field of competition and adapt to environmental changes and then proceed towards growth and thus outperform the competition banks.

13- HONESTY AND RELIABILITY TESTS

1- Validity of the questionnaire: -

The researchers calculated the validity of the questionnaire by constructive honesty through the index of internal consistency and using the Pearson correlation coefficient, by knowing the degree of correlation of each individual degree to the total degree of dimension and the degree of correlation of dimensions to the total degree of the questionnaire. Calculate the correlation of the degree of each paragraph of dimensions (synergistic innovation, strategic success) and the overall score of each dimension as shown in Table (3).

Table (3) The degree of correlation of each paragraph of the dimensions (synergistic innovation, strategic success) and the overall degree of dimension (n = 37)

Correlation coefficient	Paragraph	Dimensions of strategic success	Correlation coefficient	Paragraph	Dimensions of synergistic innovation
0.394*	23	Stay	0.589**	1	Looking for an ambitious goal
0.795**	24		0.636 **	2	
0.749**	25		0.486 **	3	
0.666**	26		0.767 **	4	
0.714**	27		0.734 **	5	
0.719 **	28	Adaptation	0.654**	6	Team formation
0.696 **	29		0.777 **	7	
0.582 **	30		0.812**	8	
0.756 **	31		0.539**	9	
0.371 *	32		0.806**	10	
0.601 **	33	Growth	0.643**	11	Fail smartly
0.485 **	34		0.599**	12	
0.574 **	35		0.516**	13	
0.669 **	36		0.725**	14	
0.534 **	37		0.624**	15	
			0.643**	16	Learn quickly
			0.376*	17	
			0.756**	18	
			0.699**	19	
			0.711**	20	
			0.701**	21	
			0.823**	22	

It is clear from the results of table (3) that all the values of paragraphs were positive and function at the level ($p \leq 0.01$) except paragraphs (32,23,17) was associated with the level of statistical significance ($p \leq 0.05$), which confirms the existence of a good and important relationship between All paragraphs with dimensions and enjoy paragraphs high structural sincerity.

14- RESOLUTION RESOLUTION

The researchers calculated the stability of the questionnaire through the method of Alpha Cronbach (Chornbach) where the coefficient of stability was calculated for each dimension of the questionnaire and then calculate the coefficient of stability of the questionnaire as a whole and as shown in the results of the following table 4: -

Table (4) Alpha Cronbach Stability Coefficients for Dimensional Resolution and Total Resolution

Alpha-Kronbach stability coefficient	Number of paragraphs	Axes
0.676	5	Looking for an ambitious goal
0.585	6	Team formation
0.610	5	Fail smartly
0.783	6	Learn quickly
0.893	22	The themes of synergistic innovation as a whole
0.705	5	Stay
0.634	5	Adaptation
0.538	5	Growth
0.865	15	The pillars of strategic success as a whole
0.959	37	The questionnaire is complete

It is clear from the results of Table (4) that the stability values of alpha Kronbach for the dimensions of the two variables ranged between (0.538, 0.783), while the stability values for the full resolution (0.959), which is high stability and acceptable coefficients.

15- RESEARCH HYPOTHESIS TEST RESULTS

15.1 CORRELATION RELATIONSHIPS BETWEEN SEARCH VARIABLES

The information of this section focused on validating the first main research hypothesis (there is a significant correlation between the dimensions of synergistic innovation and the dimensions of

strategic success in the society in question) and its sub-hypotheses which show the correlations between the research variables through the use of Pearson correlation coefficient. Shown in the following:

- 1- The first sub-hypothesis:** - There is a significant correlation relationship after looking to an ambitious goal in the dimensions of strategic success.

In order to examine the relationship between aspiration to an ambitious goal and the axes of strategic success, the researchers used the statistical results of the Pearson correlation coefficient as shown in Table (5).

Table (5): Statistical indicators of the correlation between the axes of strategic success and the aspiration for an ambitious goal (n = 37)

Looking for an ambitious goal			Independent variable
Moral value	Calculated t value	Correlation coefficient value	dependent variable
0.000	5.533	0 .683	Stay
0.000	5.721	0 .695	Adaptation
0.000	5.195	0 .660	Growth
0.000	5.691	0 .693	Overall dimensions of strategic succes

From the previous table, the results showed that after adjustment, the strongest correlation was related to the aspiration of an ambitious target with a correlation value of (.695) and a significant level ($p \leq 0.01$). In general, the results showed that there is a strong correlation between the total dimensions of strategic success after looking for an ambitious target value of (0.693), and the level of significance ($p \leq 0.01$) and thus accept the first sub-hypothesis.

- 2- The second sub-hypothesis is a significant correlation after the formation of the team in the dimensions of strategic success.**

Table (6): Statistical indicators for the relationship between the composition of the working group and the dimensions of strategic success (n = 37)

Team formation			Independent variable
Moral value	Calculated t value	Correlation coefficient value	dependent variable
0.000	6.421	0 .735	Stay
0.000	4.031	0 .563	Adaptation
0.000	7.933	0 .802	Growth
0.000	7.186	0 .772	Overall dimensions of strategic succes

The results showed that the growth was the strongest correlation after the formation of the team with a correlation value of (0.802), and a significant level ($p < 0.01$ بينما), while the adjustment was less related to the formation of the team with a correlation value of 0.563. In general, the results showed that there is a strong correlation for the total dimensions of strategic success with a correlation value of (.772) and the level of significance ($p \leq 0.01$) and thus accept the second sub - hypothesis.

3- The third sub-hypothesis: - There is a significant correlation relationship to the dimension of failure intelligently in the dimensions of strategic success.

In order to intelligently examine the relationship between the failure dimension and the dimensions of strategic success, Table 7 shows the results of Pearson's correlation coefficient.

Table (7): Statistical Indicators of the Relationship between the Intelligent Failure and the Dimensions of Strategic Success (n = 37)

Fail smartly			Independent variable
Moral value	Calculated t value	Correlation coefficient value	dependent variable
0.000	7.978	0 .803	Stay
0.000	6.270	0 .727	Adaptation
0.000	5.883	0 .705	Growth
0.000	7.347	0 .779	Overall dimensions of strategic succes

The results showed that after the survival was the strongest correlation with the failure dimension intelligently with a correlation value of (0.803), and a significant level ($p \leq 0.01$) while the growth was less associated with the failure dimension intelligently where the correlation value of (0.705)), The results showed that there is a strong correlation between the total dimensions of strategic success and the dimension of failure intelligently with a correlation value of (0.779), and the level of significance ($p \leq 0.01$) and thus accept the third sub hypothesis.

4- The fourth sub-hypothesis:- There is a significant correlation relationship after learning quickly in the dimensions of strategic success.

Table (8): Statistical indicators of the correlation between the distance learning quickly and the dimensions of strategic success (n = 37)

Learn quickly			Independent variable
Moral value	Calculated t value	Correlation coefficient value	dependent variable
0.000	6.430	0 .736	Stay
0.000	5.661	0 .691	Adaptation

0.000	5.934	0.708	Growth
0.000	7.487	0.785	Overall dimensions of strategic success

The results showed that after the growth, the strongest correlation was related to the distance learning speed with a correlation value of (0.708), and the level of significance ($p \leq 0.01$) while the adjustment distance was less correlated with the distance learning quickly with a correlation value of 0.691. In general, the results showed that there is a strong correlation between the total dimensions of strategic success with learning speed with a correlation value of (0.785), and the level of significance ($p \leq 0.01$) and thus accept the fourth hypothesis.

15.2. The first main hypothesis:- There is a significant correlation between the dimensions of synergistic innovation and the dimensions of strategic success in the society in question.

After confirming the acceptance of the three sub-hypotheses, the relationship between the dimensions of synergistic innovation and the axes of strategic success was examined in order to prove the validity of the first main hypothesis.

Table (9): Statistical indicators for the relationship between the dimensions of synergistic innovation and the dimensions of strategic success combined ($n = 37$)

Strategic Success			Independent variable
Moral value	Calculated t value	Correlation coefficient value	dependent variable
0.000	12.076	0.898	Technical innovation

The results show that the correlation coefficient was (0.898) and the level of significance ($p \leq 0.01$) and therefore accept the first main hypothesis.

Impact Relationships between Research Variables: - The information of this section is devoted to validating the second main research hypothesis. The hypotheses that emerge from it where the use of simple linear regression test to show the impact of the independent variable (synergistic innovation) on the dependent variable (strategic success).

In order to determine the validity of the first sub-hypothesis (there is a significant impact relationship after looking forward to an ambitious goal in the dimensions of strategic success) was used the outputs of simple linear regression as in Table (10).

Table 10: Statistical indicators of the impact of aspiring to an ambitious goal in the dimensions of strategic success (n = 37)

Looking for an ambitious goal				Independent variable dependent variable
Significance level Sig.	Tilt constant value (β)	Selection coefficient (R2)	Value (F) Calculated	
Function at 1%	0 .683	0.467	31.394	Stay
Function at 1%	0 .695	0 .483	32.733	Adaptation
Function at 1%	0.660	0.435	26.991	Growth
Function at 1%	0.693	0 .481	32.390	Overall dimensions of strategic success

It is clear from Table (10) that after aspiration to an ambitious target was more influential in the adjustment dimension as the calculated value (F) is (32.733) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.483) that after looking forward to the target Aspiration explains the amount of 48.3% of the variance in the achievement after adjustment, the value of the regression coefficient is (0.695) and this indicates that the change of the amount (1)

The value of after aspiration to an ambitious target leads to a change of (0.695) in the adjustment dimension, while the effect of aspiration to an ambitious target was less after the growth, where the calculated value (F) was (26.991) and at the level of significance ($p \leq 0.01$) The value of the coefficient of determination is (0.435), the value of the regression coefficient (0.660), the effect of aspiration to an ambitious goal in the total dimensions of strategic success was the calculated value (F) is (32.390) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0 The value of the regression coefficient was (0.693), and it is clear from the previous results that the aspiration to an ambitious goal has a significant positive impact in the dimensions of strategic success alone and combined The level of significance is high and thus we accept the first sub-hypothesis.

To verify the validity of the second sub-hypothesis (there is a significant impact relationship after the formation of the team in the dimensions of strategic success) was used the outputs of simple linear regression as in Table (11).

Table (11): Statistical indicators of the impact of the composition of the working group on the dimensions of strategic success (n = 37)

Team formation				Independent variable dependent variable
Significance level Sig.	Tilt constant value (β)	Selection coefficient (R2)	Value (F) Calculated	
Function at 1%	0.735	0.541	41.229	Stay
Function at 1%	0.563	0.317	71.442	Adaptation
Function at 1%	0.802	0.643	62.932	Growth
Function at 1%	0.772	0.596	51.643	Overall dimensions of strategic success

It is clear from Table (11) that after the formation of the working team was more influential in the growth dimension, where the calculated value (F) is (62.932) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.643) The value of regression coefficient is (0.802). This indicates that a change of (1) in the value after the formation of the working group leads to a change of (0.802) in the growth dimension. While the effect of the formation of the team was less after the adjustment, where the calculated value (F) is (71.442) and at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.317), and the value of the regression coefficient (0.563). The total dimensions of strategic success were (F) calculated (51.643) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.596), as the value of the regression coefficient is (0.772), and therefore it is clear from the previous results that the composition of the working team Positive positively in the dimensions of strategic success individually and combined with a high level of moral significance and thus accept the second sub-hypothesis.

To demonstrate the validity of the third sub-hypothesis (there is a significant effect relationship to the dimension of failure intelligently in the dimensions of strategic success) was used the outputs of simple linear regression shown in Table (12).

Table 12: Statistical Indicators of the Impact of Intelligent Failure in Dimensions of Strategic Success (N = 37)

Learn quickly				Independent variable dependent variable
Significance level Sig.	Tilt constant value (β)	Selection coefficient (R2)	Value (F) Calculated	
Function at 1%	0.736	0.542	41.345	Stay
Function at 1%	0.691	0.478	32.047	Adaptation
Function at 1%	0.708	0.502	35.214	Growth
Function at 1%	0.785	0.616	73.476	Overall dimensions of strategic success

It is clear from the previous table that after learning quickly was more influential in survival as the calculated value (F) is (41.345) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.542) that after learning quickly explain the amount of 54.2%) The value of the regression coefficient is (0.736). This indicates that changing the value of (1) in the value after learning quickly leads to a change of (0.736) in the survival distance, while the effect of learning was less quickly after the adjustment, where the calculated value (F) is (32.047) and at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination is (0.478), and the value of regression coefficient (0.691), while the effect of learning quickly in the total dimensions Strategic success was calculated (F) is (73.476) and statistically significant at the level of significance ($p \leq 0.01$) and the value of the coefficient of determination (0.616), as the value of the regression coefficient is (0.785), and therefore it is clear from the previous results that the distance learning quickly has a significant positive impact In the dimensions of strategic success individually and combined with a high level of moral significance and thus accept the fourth hypothesis. In order to verify the validity of the second main hypothesis (there is a significant influence relationship to the dimensions of synergistic innovation in the dimensions of strategic success in the research bank).

Table (14): Statistical Indicators of the Impact of Intellectual Capital Components on Technical Innovation (n = 49)

Strategic Success				Independent variable dependent variable
Significance level Sig.	Tilt constant value (β)	Selection coefficient (R2)	Value (F) Calculated	
Function at 1%	0.898	0.806	145.831	Technical innovation

Table (14) shows that the calculated value of (f) was ((145.831) which is a statistically significant function at the level of significance ($p < 0.01$ كما). It also showed that the coefficient of determination was (0.806). The variation in achieving synergistic innovation also showed that the value of (β) was (0.898) .This indicates that changing (1) in the value of synergistic innovation leads to a change of (0.898) in strategic success. Significant positive impact in achieving the dimensions of variable strategic success combined and high moral level and therefore accept the second main hypothesis.

16- CONCLUSIONS AND RECOMMENDATIONS

This research is devoted to address the most important conclusions and recommendations of the research are as follows:

16.1 CONCLUSIONS

The management of Babel Bank / Najaf Branch gives good attention to the synergistic method of innovation in its four dimensions, recognizing the importance of its dimensions in achieving strategic success.

From the results of the research shows that the management of the bank set ambitious goals renewable and useful worth the effort in order to achieve it came after looking to an ambitious goal first among the dimensions of synergistic innovation with an arithmetic average of (3.97).

The results of the research regarding the dimension of failure smartly showed the bank's lack of atmosphere characterized by a tangible climate of psychological security that rewards intelligent failure.

The management of the researched bank is concerned with investigating after staying first, then after adjusting and then after growth. This is shown by the results of the descriptive analysis of these dimensions.

The results also showed the weakness of management of the researched bank by finding new ways to reduce the cost of providing the service from the point of view of the research sample.

From the results of the research shows that after aspiration to an ambitious goal was more influential in the adjustment after first followed by survival and then after the growth in the bank researched and this was shown by the regression analysis of the answers of the research sample.

From the results of the research shows that after the formation of the team was more influential in the after growth first followed by survival and then after adjustment in the bank researched and this was shown by the regression analysis of the answers of the research sample.

It is clear from the results of the research was the order of dimensions of synergistic innovation according to their impact on strategic success as follows (learning quickly first followed by failure intelligently followed by the formation of the team to aspire to an ambitious goal) and this was shown by simple linear regression analysis.

The results of the research proved a strong positive correlation and significant impact between the dimensions of synergistic innovation combined and individually in the dimensions of strategic success combined and individually. This means that the high level of synergistic innovation increases the level of strategic success in the researched bank.

16.2 RECOMMENDATIONS

- 1- The need to focus on the themes of synergistic innovation in its four dimensions because of its role in promoting and building strategic success.

- 2- Continue to strengthen after looking forward to the ambitious goal of the leaders working in the research bank because of its role in building and consolidating strategic success.
- 3- Focus on strengthening and strengthening after the formation of the working group, through the leaders working in the bank researched by doing the following: -
 - a- Demolition of walls between different disciplines to work simultaneously.
 - b- Leadership in the Bank focuses on innovation that can result from teamwork that transcends disciplines.
- 4- Enhancing the interest of the leaders working in the researched bank in the dimension of growth and achieving the strategic goals and objectives through the following:
- 5- The bank's management shall adopt to increase the number of employees with distinguished experience.
- 6- The management of the Bank shall coordinate between the divisions and divisions to diversify the services provided to the customer.
- 7- The management of the bank expansion through the ongoing search for new branches.
- 8- Working to review the methods and programs of synergistic innovation in order to give priority to first learning quickly followed by failing intelligently and then the formation of the working team to aspire to an ambitious goal according to the priority of their impact on strategic success.
- 9- Enhance the interest of the leaders of the researched bank to learn quickly to employees as an important dimension in achieving strategic success.

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