

Strategic Success in Accordance with Social Responsibility: Applied Research in the Doura

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The research aims to shed light on the role of social responsibility in the strategic success of the liquidator of the Central Oil Company. The number of questionnaires distributed to the sample was (43), given to the managers of divisions, divisions and units in the refinery, and strategic success, as well as a significant effect of the independent variable (social responsibility) on strategic success.

Key words: *Strategic Success, Social Responsibility.*

Introduction

The current section includes the road map for researchers to determine the problem and the current research objective, as well as the hypothesis and the construction of the scale of research. The consumer protection principle was of great interest. The consumer movement came to protect and defend the consumer in response to the suffering of individuals and organisations. However, the contradiction in the attitudes of organisations in applying the concept of social responsibility remained negative. Work on the one hand and at the expense of improving the image of organisations, which is reflected on the activation of the strategic success of the organisation, in general, the following questions clarify the problem of research and recommendations:

- (2-1-1). Are corporate administrations concerned with social responsibility towards the user?
- (2-1-2) Is there a clear concept in the Department of Doura refinery on social responsibility?
- (2-1-3) How satisfied is the strategic success of the course aspirants?
- (2-1-4) Does social responsibility contribute to activating strategic success in the research sample society?



Research Importance

Social responsibility and strategic success are new topics in their concepts in strategic studies, and the importance of social responsibility enhances the position of the various legislators through which the relationship between the organisations and their employees and the consumers is regulated. Hence, the importance is seeking to stimulate the management of the refinery. The course focuses on the importance of social responsibility through the application of the rights of the user to ensure the safety and protection of employees as they are an important resource of the organisations' natural resources and environment. The achievement of the strategic success of the refinery depends on the skilful performance and optimal use of human and material resources.

Search Goal

The research aims at the following

(2-3-1). Statement of contradictory positions in the application of the concept of social responsibility of organisations, as these organisations still take into account their self-interest above any other consideration, especially towards their employees.

(2-3-2). Recognise the responsibility of the management towards its employees and the extent of its availability to workers' rights in terms of protecting them from risks, occupational injuries and occupational diseases.

(2-3-3). Highlight some of the negative points in terms of the management's perception of the filtered sample research for the concept of social responsibility.

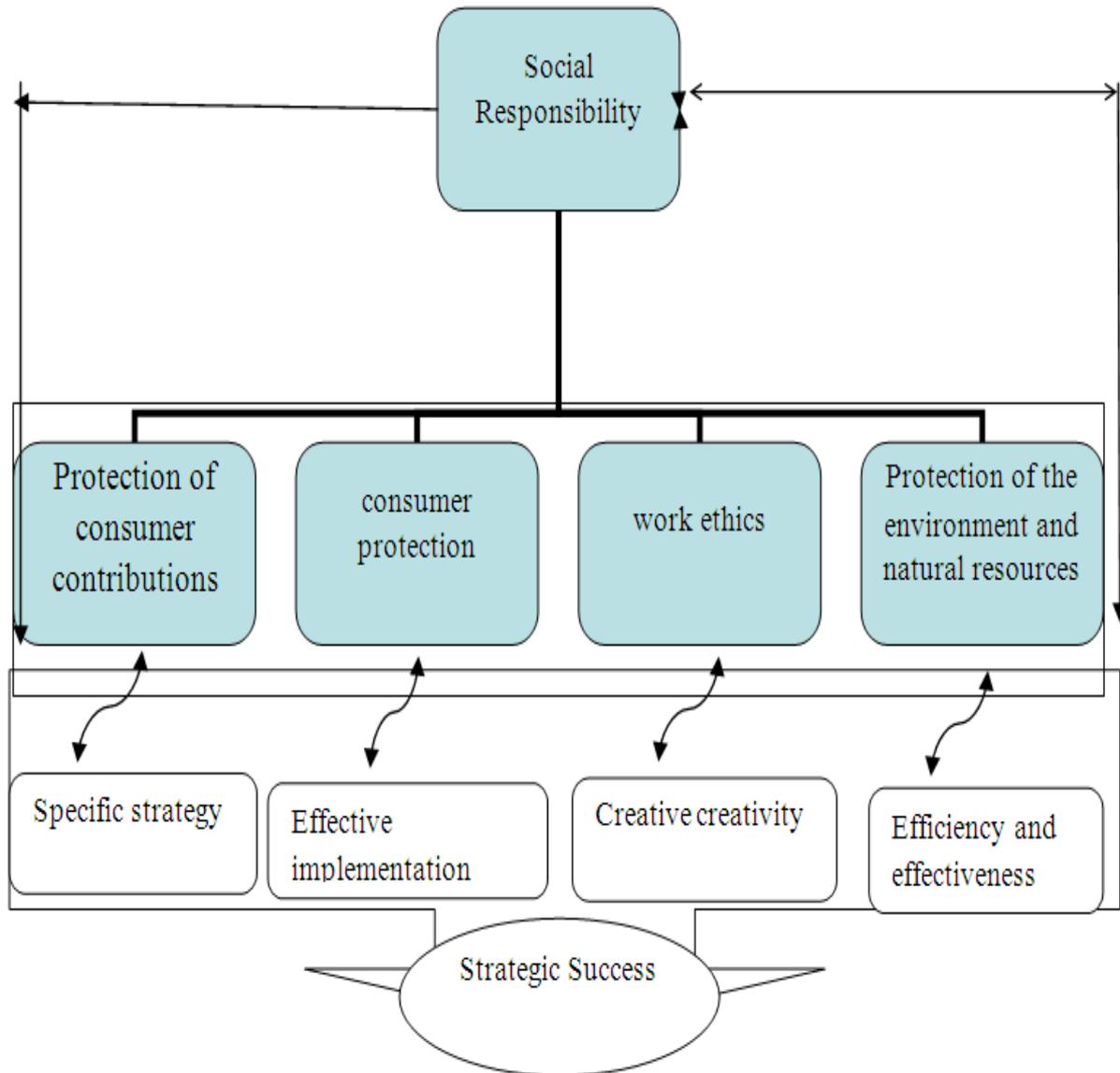
(2-3-4). To establish organisational culture among managers and staff in the research sample, that strategic success should be pursued as a key pillar to meet the growing challenges in today's rapidly changing environment.

(2-3-5). Directing the concerns of administrative leaders in industrial organisations to use the concept of social responsibility for the achievement of strategic success.

Planned Descriptive Research

Based on the objective of the research and its importance, the detailed plan of the research was built according to the variables and the dimensions of the research as in the chart.

Figure 1. The default plan of the study



Research Assumes

Research begins to address the problem through the following two assumptions:

(2-5-1). The first hypothesis: there is a significant correlation between social responsibility and strategic success.

(2-5-2). The second hypothesis: there is a significant impact of social responsibility in strategic success.

Research Scale

By looking at the previous studies, the scale of the research was constructed as shown in the table below:

Table 1: Building the scale of research

The main variable	The sub-variable	Number of paragraphs	Reference
Social Responsibility	Protection of social contributions	3	Altwaijri: 1998 Almalik:2009
	consumer protection	4	
	Protection of the environment and natural resources	5	
	work ethics	5	
Strategic Success	Specific strategy	2	Al-azawi,2008
	Effective implementation	3	
	A culture of metaphysics	3	
	Creative creativity	3	Brockhus,et al : 2014
	Efficiency and effectiveness	4	Mahmoud: 2018

Source: Prepared by researchers

Society and Sample Research

The Central Oil Company was selected for research, so the sample of the purposeful research, consisting of division, division, and unit managers, was highlighted for the research sample. The following is a detailed description of the research sample:

Research Sample

The research aims to discuss the role of the dimensions of social responsibility in achieving the strategic success of the organisation and selected the company refineries centre/refinery Doura field to search according to the descriptive approach. The questionnaire was distributed on a sample of (50). The size of the respondent sample (43) after the exclusion of (3) forms of non - validity and (4) forms have not been returned originally and used a set of statistical methods that were processed by the statistical programs ready (spss) as in the table below. The results showed that the highest share of the results for female (67.4), whereas in terms of age groups it was found that the highest category was (39_30) 74.4), while the

period of service for the sample of the study as it turned out that (16) years and more and this indicates that the respondents have accumulated experience in the work.

Table 2:

Gender	Repetition	Percentage	Cumulative percentage
Male	14	32.6	32.6
female	29	67.4	100.0
Total	43	100.0	
Age	Repetition	Percentage	Cumulative percentage
Less than 30	4	9.3	9.3
30-39	15	34.9	44.3
40-49	9	20.9	65.1
50-59	14	32.6	97.7
More than 60	1	2.3	100.0
Total	43	100.0	
Qualification	Repetition	Percentage	Cumulative percentage
Middle school	2	4.7	4.7
Technical Diploma	8	18.6	23.3
Bachelor	32	74.4	97.7
Higher Diploma	1	2.3	100.0
Total	43	100.0	
Length of service	Repetition	Percentage	Cumulative percentage
Of 3_5 years	4	9.3	9.3
6_10	5	11.6	20.9
11_15	11	25.6	46.5
16 and more	23	53.5	100.0
Total	43	100.0	

Source: Prepared by researchers

Theoretical Framework

Introduction

Social responsibility has come into being in contemporary studies, especially after the emergence of the stage of social marketing, and the social and moral responsibility of the organisations. The consumer is focused on all the different efforts and activities. The



organisations have forgotten that people are working on machinery and equipment, which requires the adoption of social considerations towards them.

Social Responsibility

The Concept of Social Responsibility

It is common practice for business organisations to seek the satisfaction and win-win of the society, or so-called stakeholders (internal and external), to achieve their desires, ambitions and hopes, as the natural path that sustains a prominent position of the organisation in the environment in which it operates., The concept of social responsibility has emerged as the link between society and the organisation. It has become the focus of debate and interest of many researchers and academics on the role that social responsibility can play on business organisations. Western societies in the last decades of the last century have strong positive signs and signs linking the social and financial performance of the organisation.

Addressing the concept of social responsibility must also lead to moral responsibility. The first concept comes in parallel with the second concept, as the term "ethics" is often broad and inclusive. Ethics refers to the principles of behaviour that distinguish between good and bad, right and wrong (Jawad, 1995: 69). Social and moral responsibility is a moral obligation not imposed by-laws and activities but by the necessities of the general societal benefit. It is also an obligation that achieves a balance between multiple but interrelated parties, which is the interests and needs of both production organisations and the external environment and society (Al-Shahat, Khudair al-Sayyed, 2016, 1988, 22).

Carroll, (1991,p.50) defines social responsibility as (Al-Ghalibi, Tahir Mohsen Mansour and Al-Amri, Saleh Mahdi Mohsen, 2002:50) the commitment and duty of organisations to their communities to increase good attitudes and minimise possible adverse effects. He pointed to the essence of these four main dimensions: good, moral, legal and economic, and these dimensions arranged hierarchically hierarchy to show the relationship and the link between them. On the other hand, the integration of these dimensions between them represents reality, it is not possible for organisations to make good initiatives and responsible if these organisations have not already assumed their economic, legal and ethical responsibilities towards the communities in which they operate. In contrast to the pledge made by Archie Carroll in the above, organisations must fulfil the four responsibilities: (Muhammad:2015: 41)

(3-1-1-1) Human or voluntary responsibility: The benefits and privileges that the society aspires to obtain directly from the organisation, such as support provided to the community projects in all its forms, aimed at maintaining the quality of life.

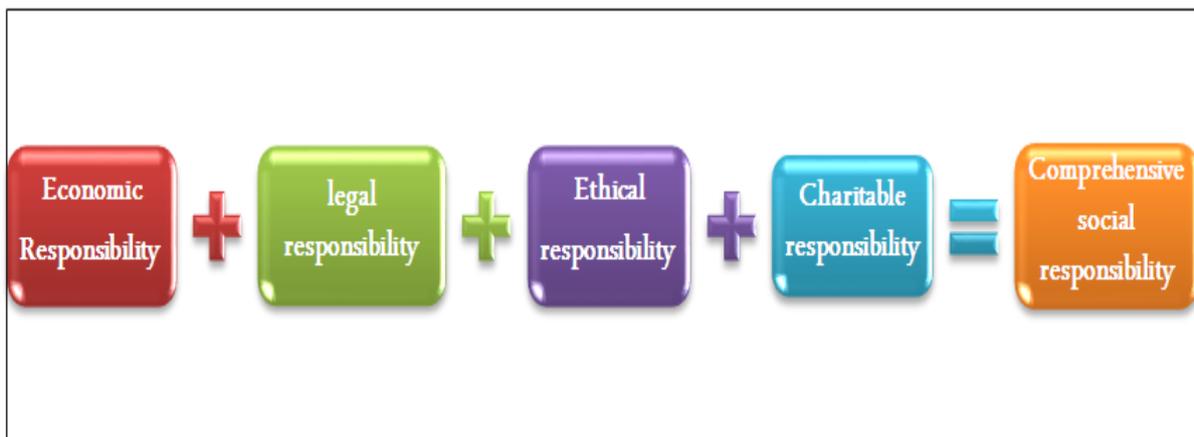
(3-1-1-2). Ethical responsibility: includes contributions and activities that the organisation is expected to provide to the community without such contributions or activities being required by legal legislation.

(3-1-1-3). Legal Responsibilities: It represents the laws and legislations that protect society and which must be committed by business organisations.

(3-1-1-4). Economic Responsibilities: The production of goods and services by the business organisations that the community needs and provide them at the appropriate cost to the community and the investor together and to achieve sustainability.

The sum of these correlated and interdependent responsibilities of social responsibility represents the overall social responsibility of the company, which is illustrated in Figure (3).

Figure 3. Corporate Social Responsibility



Source: Al-Hamdi, Fuad Mohammed Hussein, The extent of managers' understanding of the concept of social responsibility and its activities, First Conference of Corporate Social Responsibility, Centre for Market and Consumer Studies and Research, Sana'a, 29-30 October 2008, p.

The Importance of Social Responsibility

The importance of social responsibility is reflected in many studies and books. This is confirmed by recent trends, which have become the focus and key to the success of organisations as a matter of social responsibility that has an asset that helps the organisation to continue to succeed and highlights the importance of social responsibility as:

(3-1-2-1). Is an important element in the formulation of the corporate strategy of the organisation, as this responsibility in its different directions is in some way linked to the work

component of the organisation in terms of awareness of the staff of this component to ensure their effective contribution to the implementation of the tasks entrusted to them (Al-Hamdi, Fouad Mohamed Hussein: 2008).

(3-1-2-2). That the number of workers skilled and culturally should include the element of social responsibility, which is the core of organisational culture, as well as the culture of workers in organisations that are concerned with social and moral responsibility, as the element of culture reflects a good image of the organisation because it reflects on the activity of the organisation (Saadallah, 2000: 53).

(3-1-2-3). The importance of social responsibility for managers is also seen as a qualitative work, that is to say, it means the accuracy of the work done by the staff of the organisation. This importance is reflected in the workers by providing services to them and guaranteeing the enjoyment of their rights and meeting their needs and achieving their goals, especially those related to social and humanitarian aspects. The organisation's commitment to social responsibility is reflected in the human and social relations between the various parties in the organisation. Here moral responsibility is more evident because it reflects the relationship between managers and workers face to face, and thus the emergence of the right of respect and appreciation, which is reflected in the accuracy of the work done in the organisation (Ifzal, Ahmad, Donia Magda, Khurram Shahzad, 2018,10).

(3-1-2-4). That social responsibility helps to develop and advance workers to achieve equal employment opportunities to reflect on the development of the organisation. It also helps to fight against prejudice through communication and to hear opinions and proposals. The relationship of the organisation to the environment through open-door policy and the granting of equal employment opportunities and avoid bias between workers based on Nationality or nationality, for example (Di Yuji, Abi Said and Bakri, Thamer Yasser, 2001: 12).

Objectives of Social Responsibility

Social responsibility has many objectives both on the individual, organisational or government level: (Dabbagh, 1992: 10.)

(3-1-3-1). Providing data and information on the social performance of the organisation and providing it to the beneficiaries of such data and information, such as management and individuals in general and the different state organs. It is thus clear to us that social responsibility is aimed at assessing the status of the organisation and the achievement of its objectives.



(3-1-3-2). Providing information about the organisation's activity in the surrounding environment and preserving the environment surrounding the project from the damage of pollution elements reflected by the project activity. This point clearly shows us the emergence of the right to live in an environment that reflects on the activity of the organisation.

(3-1-3-3). Facilitate the task of monitoring and auditing the activity of the unit or organisation in the environmental, social and health fields, as well as periodically disclosing the social activity of the organisation to assist the management and employees in following up the social aspects and influences of the organisation and its ability to achieve its objectives.

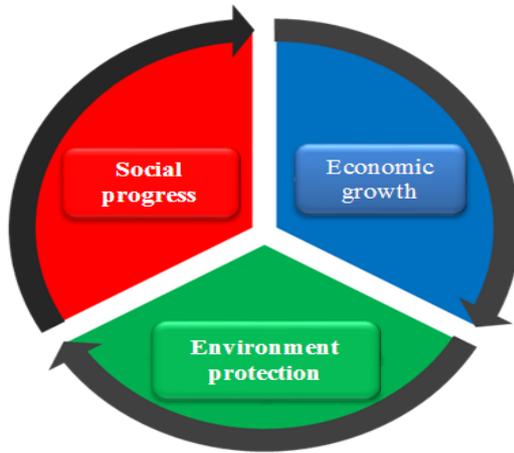
Dimensions of Social Responsibility

Based on the theoretical concepts and practical practices of social responsibility alone or collectively, and the role that can be played by the two groups (Al-Ghalibi, Tahir Mohsen Mansour and Al-Amri, Saleh Mahdi Mohsen, 2005), Harem, Hassan and El-Hassan, 2005) (Mohammed Altwaijri bin Ibrahim Ahmed, 1998), Di Yuji, and Bakri, 2001). Social responsibility is composed of the following dimensions and variables:

(3-1-4-1) Social dimension: A group of activities, programs, events and social policies geared to respond to the needs and wishes of stakeholders related to the work of the organisation, whether direct or indirect, to create a social performance that supports the economic activities of the organisation directed at the economic performance.

(3-1-4-2) The economic dimension: It is a set of processes, activities, programs, procedures and policies of an economic nature, which take into consideration the social orientation or social commitment of the organisation resulting from it, and directs the dimension towards achieving the economic performance of the organisation of increasing sales and improving productivity (Al-Shamma, Khalil Mohammed Hassan, Hamoud, Khudair Kazem: 2000, 2017). The following figure illustrates how social responsibility plays a major role in economic, social and environmental dimensions.

Figure 2. The concept of CSR



Source: Corporate Social Responsibility: A Three-Domain Approach
Author(s): Mark S. Schwartz and Archie B. Carroll, 2003, pp. 503-530

(3-1-4-3). Protection of social contributions: Social responsibility is defined as "the establishment by institutions of programs and activities that lead to the achievement of social objectives that are complementary to their economic objectives."

(3-1-4-4). Consumer Protection: A service provided by the government or civil society to protect consumers from commercial fraud or exploitation or misrepresentation of service through monopoly or subject to certain circumstances (Archie B. Carroll, 1991).

(3-1-4-5). Ethics The work ethics means harmony with behaviour and public morals, and they are standards of behaviour and behaviour, which we expect to follow by people, and relates to ethics in ways we interact with others, and the rules guiding the practice of the profession. (Al- Marayat, Raghda, 2011: 26). This is the set of behavioural principles and values that govern the behaviour of an individual or group in distinguishing between right and wrong.

Strategic Success

The Concept of Strategic Success

This phase began in the last years of the 20th century and the beginning of the twenty-first century. The field of strategic management witnessed the spread of many concepts such as strategic leadership, entrepreneurship, and strategic success. To replace many of the concepts associated with the two previous phases to describe effective organisations (efficiency, effectiveness, efficiency and effectiveness), after the organisations have begun to rethink their actions in the framework of environmental changes, the lack of resources (particularly financial) and the technological developments. After the organisational performance measurement criteria were intertwined with the criteria for measuring the success of the organisations and became ineffective in examining their ability to achieve their vision and

then their mission and goals, the need for other criteria such as adaptation and growth. The concept of strategic success as a concept and practice reflects the outcome of the interaction between many fields of knowledge (Al-Salem, Muayad Said, 2000).

This success is based on the theoretical and intellectual achievements of the writers and researchers in looking at the situation of the organisations from different aspects and linking these propositions to the practical reality that they are living, promising intellectually and philosophically because it provided new tools for measuring the long-term success of the organisation. Internal and external, in which the organisation operates, although it can be sensed in the concepts of efficiency, effectiveness and success of the organisation that prevailed in the early stages and which formed the beginnings of attempts to verify that the organisations are moving towards the goals they have set. (Al-Azzawi, Boshra Hashim Mohamed, 2008: 127). Several concepts of strategic success have been mentioned in the literature. Alvar (1976) defined it as "the ability of the organisation to survive, adapt and grow regardless of the goals it achieves," which is "the organisation's ability to survive, adapt and grow under the goals it seeks" (Al-Rikabi, 1998: 220).

The Elements of Strategic Success

The strategic issues are the basis for strategic success, through which the organisation determines its capabilities and vision, and can measure its success in the strategic planning process and then the trend to achieve its mission and strategies for the long term. Based on the assumption that these issues require a future decision and because they constitute the cornerstone of any strategic planning process. In the form that affects the course of the work of the organisation, and the potential of these issues are highlighted in the strengths and weaknesses, opportunities and perceived threats and the assessment of organisational capacities, which then issues should be addressed before the announcement of the strategies of the organisation. They vary from one organisation to another, from year to year within the organisation itself, and some are resolved to show new ones (Al-Qaryouni, Muhammad Qasim, 2000). The sources of these issues are the strategic focus, strategic competencies, organisational change, limited resources, alliances and strategic acquisitions, institutional mergers, and partnerships (Al-Azzawi, Boshra Hashim Mohamed, 2008: 133).

The Dimensions of Strategic Success

Efficiency and Effectiveness

Management and organisational behaviour at this stage focused on the concept of efficiency and were adopted by organisations as a criterion for rationalising the use of available resources (human, material and information) and examining their ability to achieve their growth and development objectives. However, environmental changes led to severe failures



in the organisation and its operations within the limited resources available, and its higher management began to search for resources in the external environment, which led the researchers and researchers to focus on new techniques in defining the image of the organisation. The concept of efficiency emerged as an indicator to measure the organisation's ability to achieve its objectives, in line with the external environment in which it operates in terms of available resource utilization (Al-Rikabi, Kazem Nizar, 2004).

(3-2-3-2). Motivational culture: It is the development of the desire to make a higher level of efforts towards achieving the goals of the institution, that these efforts to satisfy some of the needs of individuals.

(3-2-3-3). Creative innovation can be defined as new and useful ideas related to solving specific problems or assembling and re-installing known patterns of knowledge in unique forms. Creativity is not only tactical, because it involves not only the development of goods and processes but also the machinery, equipment and manufacturing methods improvements in the organisation itself, training results and job satisfaction, leading to increased productivity.

(3-2-3-4). Specific strategy: The strategy refers to the group of integrated practices of the organisation to achieve superiority over competitors and improve its image to customers with a distinct ability to allocate resources. Strategic excellence is a feature of organisations that excel in their products and services. This is only a specific strategy adopted by organisations to win a high market share as well as achieve sustainable competitive advantage. The clearer the strategy is for all levels of the organisation (David: 2018, 322).

(3-2-3-5). Effective implementation: Once the strategy is formulated at the organisational, business and functional levels, and after selecting the appropriate strategic alternative, it is logical that the strategy is put into practice. Implementation is, therefore, the penultimate phase of strategic management processes. The effective implementation of the strategy depends on: (David: 2018,311)

(3-2-3-5-1) The appropriate organisational structure, as the organisational structure, must be consistent with the strategy.

(3-2-3-5-2) Balanced resource allocation to activities and events.

(3-2-3-5-3) An appropriate stimulus system to help deliver appropriately.

(3-2-3-5-4) Effective management information systems, such as programs, budget, and procedures.



(3-2-3-5-5) An organisational culture that encourages action.

Practical Side

A Description of the Refinery Course

Doura refinery is the oldest large refinery in Iraq and represents the real beginning of the rise of the modern oil industry in this oil-rich country. The construction of the refinery was started in 1953 with the participation of a group of major international companies:

(Foster Wheeler - M.W.Kellogg - Exxon Research Engineering

In 2014, concerns emerged about the effect of the refinery on the population. When the refinery was built at the end of the 1950s, the Dora area was not inhabited. Therefore, the Committee called for the health and environment of the Iraqi parliament to "implement the decision to transfer the refinery to another place according to environmental and international regulations that prevent the establishment of refineries within the communities." Products obtained included gasoline for automobiles, gasoline for automobiles, gasoline for automobiles (kerosene), Fuel Oil (Black Oil) fat, wax, grease, asphalt and other miscellaneous materials.

Describe the Responses of the Research Sample

This study aims at presenting the results based on some statistical methods and tools for the variables and their variables, namely the standard deviation to measure the extent of the dispersion of the values from their computational variables, the difference in each paragraph and the variance to determine the dispersion of the answers, in the light of the arithmetic mean, determine the level of the answers by determining their affiliation to each category. Because the scale of the research is the five-dimensional Likert scale, five categories belong to the arithmetic mean and determine the category by finding the length of the range ($5-1 = 4$) Categories ($4/5 = 80$.) And then added to the minimum scale to be categories:

($80 + 1 = 1.80$) which indicates a very weak tendency for individuals of the research sample.

(1.81-2.60) low

(2.61-3.40) moderate

(3.41-4.20) high tendency

(4.21-5) is a very high tendency

The paragraphs of the independent variable are divided into dimensions (social responsibility = 17 paragraphs, strategic success = 15 paragraphs). The following is an explanation of each dimension of the main independent variable (social responsibility):

The Independent Variable is Social Responsibility
First Dimension: Protection of Social Contributions

The establishment of the Central Oil Company to develop programs and activities that lead to the achievement of social goals that integrate with economic objectives. The statistical results indicate that the first dimension (the protection of social contributions) varied the computational classes of the paragraphs of this dimension. The values of the arithmetic mean after the protection of social contributions ranged within the independent variable (3.0698_4.2791) of concepts of protection of social contributions. The values of the standard deviation ranged from (0.6664_1.1718). This means that there is an attraction in the views of the research sample.

We note that the results of the computational circles of the paragraphs indicate the increasing interest in the consumer and the user has taken a very important space by the Doura refinery affiliated to the Central Oil Company in the protection and defence of the consumer and user and shows this through the statistical results mentioned above, protect the user from the Occupational Health and Safety Act, the Clean Air Act, the Environmental Protection Agency and other regulations (Laith Saadallah, 2000). All of this shows that moral responsibility lies in being a dimension of exclusion of social responsibility.

Table 3: Description of the research sample responses to the protection of social contributions

No .	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The Doura refinery is committed to providing equal opportunities for workers in society to help reduce unemployment	3	21	7	7	5	3.2326	1.17118	2
2	The Doura	4	10	17	9	3	3.0698	1.0555	3

	refinery is involved with the relevant authorities in decorating gardens and city parks								
3	The Doura refinery contributes to the increase in the gross domestic product (GDP), which in turn contributes to supporting the national economy	17	21	5	—	—	4.2791	0.6664	1

Second dimension: Consumer Protection: A service provided by the government or civil society to protect consumers from commercial fraud, independence or misrepresentation of service through monopoly or subject to certain circumstances.

The statistical results indicate the variance of the values that ranged from the values of the arithmetic mean in the consumer protection dimension within the independent variable social responsibility between (3.9535_4.3256). These values mean a very high tendency for the sample of the research to apply the concept of consumer protection in the refinery. (0.6064_0.9500). This means that there is a polarisation in the views of the research sample on the application of the concept of consumer protection. Thus, the introduction of the strategic beneficiaries, which was an alternative to the entries (goal, resources and internal process) in the late seventies under the name of the "stakeholders' entrance", is aimed at "the liquidator's ability to achieve the minimum satisfaction of the ambitions of the associated

strategic groups" which satisfy all the groups supporting them in the internal and external environments.

Table (4) Description of the responses of the research sample to the consumer protection dimension

No	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The refinery has a prime focus on consumer needs and requirement.	5	18	8	6	6	3.9535	0.9500	1
2	The Doura refinery has utilized the maximum resources to fulfil consumer needs and requirement.	10	12	9	8	4	4.0698	0.7555	3
3	The refinery developed and innovate the product according to consumer demands.	10	18	5	7	3	4.3256	0.6064	2
4	The Doura refinery has provided the priority to the consumer demands than other	8	20	6	8	1	4.0051	0.7031	4

factors.									
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Third Dimension: Ethics of Work: a set of principles of behaviour and evaluation, which govern the behaviour of the individual and the community in the distinction between right and wrong.

The values of the arithmetic mean in the work ethic ranged within the independent variable between (2.9535_4.0000). These values mean that there is an average tendency for the members of the research sample to apply the concept of work ethics. The values of the standard deviation ranged between (0.7868_1.2026) and this means that there is an attraction in the views of the research sample on the application of the ethics of work. The ethics of working with social responsibility helps to develop and advance workers to achieve equality in employment opportunities to reflect on the development of the organisation (A, Abdul Rida Mohsen, 2009). It also helps fight against bias through communication, hearing opinions and proposals, and the relationship of the organisation to the environment through open door policy. And the bias between workers based on nationality.

Table 5: Description of the responses of the research sample to the ethics of work

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The message and objectives of the liquidator correspond to the goals and values of the community	9	28	4	1	1	4.000	0.7868	1
2	The refinery has a strict system to combat administrative corruption of all kinds	7	16	12	6	2	3.465	1.0768	4
3	The liquidator has a clear and well-known ethical work manual for all employees	9	16	10	4	4	3.511	1.2026	3
4	The liquidator needs to be equipped to	6	22	12	1	2	3.674	0.9186	2



	observe the ethical principles on which he is proceeding								
5	The dispensary shall be given incentives to employees who report the irregularities and negative practices within the refinery	2	10	19	8	4	2.953	0.9989	5

Fourth Dimension: Protection of the environment and natural resources

The values of the arithmetic mean in the environmental protection and natural resources dimension ranged within the independent variable (3.1860 - 3.8372). This means that there is an acceptable tendency for the research sample to apply the concept of environmental protection and natural resources. The values of the standard deviation ranged between (0.9324_1.0675). In the views of the research sample on the application after the protection of the environment, resources and nature, and this refers to the provision of information on the activity of the organisation to the surrounding environment, and the preservation of the environment surrounding the project from the damage elements of pollution reflected by the project activity. This point clearly shows the emergence of the right to live in an environment that is reflected in the activity for the organisation.

As well as the ability of the refinery to exploit the environment in absolute or relative terms to obtain scarce and valuable resources, "based on the clear interaction between the inputs and the performance of the refinery, and the recognition of inputs as a basic criterion in judging the efficiency of the refinery."

Table 6: Description of the responses of the research sample to the protection of the environment and natural resources

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The refinery is keen on the economy and optimal use of raw materials and energy sources in its production operations	9	27	1	3	3	3.8372	1.0675	1
2	Environmental protection is one of the most important pillars of the management's values and the culture of the refinery in general	4	26	6	5	2	3.5814	0.9816	3
3	The refinery follows garden methods in the design of products in a manner that minimizes waste	4	22	13	1	3	3.5349	0.9599	4
4	The refinery uses modern techniques to avoid soil, air and water pollution	2	16	14	10	1	3.1860	0.9324	5
5	The refinery has a contingency plan in case of environmental disasters	10	14	14	5	—	3.6744	0.9691	2

The Dependent Variable: Strategic Success
First Dimension: Specific Strategy

(3.6744). This means that there is a high tendency for the research sample to apply a defined strategic concept. The standard deviation values ranged from 0.8083 to 0.7783. This means

that there is a strong attraction in the opinion of the research sample on the implementation of a specific strategy. The output of managers' learning is to adopt indirect strategies for their effectiveness, and they are more secure than direct strategies, even though they require additional resources (financial, material) and their level of success or avoidance, in the formulation, implementation and follow-up of the strategy ", and we can say "successful implementation of the strategic plan by the liquidator, as he counted (strategic success = strategic planning)." In a more comprehensive view of him through "leadership and successful management that understands the purpose of the liquidator and what happens in the oil industry environment, predicts events and faces Ben A long-term perspective that focuses on critical success factors, for the competition that adds value to the customer and all stakeholders, can deliver vision, purpose, achievable goals, measurable goals, and develops new capacities and intellectual capital. The focus is more external than internal; staff development, motivation, satisfaction, feedback, assessment and review. "

Table 7: Describe the responses of the research sample to a specific strategy dimension

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	Doura refinery is interested in formulating a clear and specific strategy	5	23	11	4	—	3.6944	0.8083	1
2	The targets set by the liquidator are often met	3	27	10	2	1	3.6744	0.7783	2

Second Dimension: Effective implementation

The values of the arithmetic mean in the active variable within the dependent variable ranged from (3.6279_3.9535). This means that there is a high tendency for the sample members to apply the concept of an effective implementation strategy. The standard deviation values ranged between (0.8239_0.9765) and this means that there is a strong attraction in the views of the research sample.

The success of the process of implementation of the plan contributes to survival and adaptation and growth, which are key indicators in the governance of the organisation's strategic success of the plan and is seeking to achieve its goals, especially as they embrace the philosophy of being a system that must strive to stay within the rest of the systems that surround them, to the environment and employ all its resources and energies to meet their problems, and respond to changes and then ensure the requirements of growth and development.

Table 8: Description of the responses of the research sample for effective implementation

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The work will be carried out efficiently in the refinery	4	33	1	4	1	3.8140	0.8239	2
2	The love of work and the organisational loyalty of the liquidator prevail among the workers	6	23	7	6	1	3.6279	0.9765	3
3	The work assigned to the employees shall be carried out within the timetables set for them	11	24	4	3	1	3.9535	0.92535	1

Third Dimension: Motivational culture: It is defined as the development of the desire to exert a higher level of efforts and towards the achievement of the objectives of the institution. These efforts should satisfy some of the needs of individuals.

The values of the arithmetic mean in the dimension of the motivational culture strategy in the dependent variable ranged between (3.5581 - 04.0000). This means that there is a high tendency for the members of the research sample to implement the incentive culture strategy. The standard deviation values ranged between 0.8165_1.1368. This means that there is a polarisation in the views of the research sample on the implementation of the catalyst culture strategy in the refinery. The interviews with the officials indicate that there are incentives for the employees to encourage them, as well as providing the bookseller thanks and gratitude as well as praise and praise to the distinguished individuals (Robbins, S. P., 1998).

Table 9: Description of the responses of the research sample to the dimension of a catalytic culture

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The liquidator cares about his achievements continuously	9	29	2	2	1	4.0000	0.8165	1
2	The refinery adopts a policy of incentives and high bonuses	7	24	3	6	3	3.6047	1.1368	2
3	The liquidator develops the approach to group work and encourages the direction of individuals towards teamwork	4	25	7	5	2	3.5581	0.4832	3

The Fourth Dimension: Creative creativity: as new and useful ideas and related to solving certain problems or the collection and re-installation of the patterns known in unique forms and not limited to creativity on the tactical side because it includes not only the development of goods and processes related to the preparation of the market but also beyond the machinery and equipment and methods of manufacturing and improvements in the regulation of the results of training and satisfaction with work leading to increased productivity.

The values of the arithmetic mean in the after-master creative variable in the dependent variable ranged between (3.1163_3.3721). This means that there is an acceptable tendency for the sample of the research sample to apply ingenious creativity. The standard deviation values ranged between (1.0208_1.1590) being the views of the research sample on the application of creative genius.

Table 10: Description of the responses of the research sample to the dimension of creative creativity

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The human resources in the refinery are qualified to activate the creative process	1	26	6	7	3	3.3488	1.02	2
2	There is a specialist in the refinery that sponsors creative work	3	16	13	5	3	3.1163	1.15	3
3	The liquidator continuously presents modern methods and methods of thinking	5	17	13	5	2	3.3721	1.06	1

The Fifth Dimension: efficiency and effectiveness: know efficiency is the ability to produce the lowest possible costs "and effectiveness means the ability of organisations to survive and environmental adaptation and then growth, making them the first step in the ladder of success and then strategic success."

That efficiency is the basis for success, while efficiency is a condition for the survival of the organisation after the success, because the first essence of the organisation and guide its managers in the performance of organisational activities, and then increase returns and effective investment of capital in a way that reflects on the well-being of society and its members. Also to provide employment opportunities for individuals, giving a clear view of the health of the way the organisation works.

The statistical results indicate that there is a clear variance of the paragraphs after efficiency and efficiency, noting the highest mean of the paragraph (3), which states (the liquidator has a distinct system to receive the views of the beneficiaries to develop performance) on the median (3.629) in the opinion of the research sample, which is confirmed by the value of the standard deviation (0.9765).

Table 11: Description of the responses of the research sample for efficiency and effectiveness

No.	Paragraphs	Very right	Right	I do not know	incorrect	Not true	Arithmetic mean	standard deviation	Priority as priority
1	The liquidator performs more efficiently than the Central Oil Company's refineries	7	24	3	6	3	3.6047	1.1368	2
2	The refinery's performance has improved in recent years	4	26	6	5	2	3.5814	0.9816	3
3	The liquidator has a unique system to receive the views of beneficiaries to improve performance	6	23	7	6	1	3.629	0.9765	1
4	The course's refinery depends on the language of constructive dialogue	1	26	6	7	3	3.3488	1.0208	4

The Correlation between the Variables

Before testing any of these hypotheses, we should test the interconnection of the basic components of the model using Spearman Correlation and then work on the correlation and regression test among the basic components of the study model (Muhammed Louay Mohamed Saif Eddin, 2015).

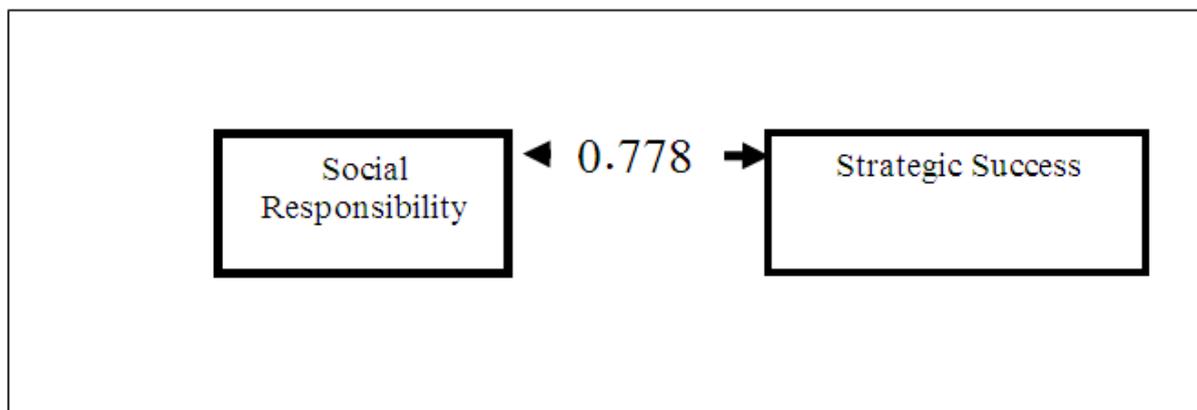
The table below shows that there is a strong correlation between social responsibility (the main independent variable) and strategic success at a significant level (0.01) at a confidence level (99%) as shown in the table below.

There is a very strong correlation between social responsibility and strategic success at a coefficient of correlation between social responsibility and strategic success at a value of 0.778, which is considered a strong relationship as it is a direct relationship, ie, increase or decrease one of them leads to increase or decrease the other.

The results of the research showed a somewhat correlative relationship between all the relationships included in the research model, indicating the positive reflection of strategic social responsibility on the strategic success of the organisation.

The results of the analysis indicate that the success of the strategy "indicates the degree of commitment of the liquidator to the beneficiaries of the services and evaluation of their satisfaction, and levels of interest in the human capital working in them, in the pursuit of survival in the field of competition first, and adapt to the successive environmental changes. Second, for competitive organisations, it can sustain them to achieve their strategic objectives and long-term aspirations.

Figure 2. Relationship of social responsibility and strategic success



The Impact of Social Responsibility on Strategic Success

Table (12) shows that the value of the coefficient of determination ($R^2 = 0.878$). This explains that (89%) of the independent variable represents the strategic success, while the value of ($F = 68.857$) is a value that explains that the calculated value is greater than the scale of the refinery ($A = 0.00359$), which is interpreted when the (social responsibility) is equal to zero, the strategic success will not be less than this value, while the coefficient ($\beta = .0992$) for social responsibility. This value means that any change in the value of social responsibility by one unit will change the value of the dependent variable to strategic success. By this value, either the value of the regression coefficient (t) with significantly between the variables and this underlines the importance of the variables of social responsibility and strategic success in the search form and this is what proved the main hypothesis that (there is

significant moral and social responsibility in the strategic success of the impact) as in the table below.

Table 12: The Impact of Social Responsibility on Strategic Success

Independent variable	B		T	SIG	R	F	SIG	The dependent variable
	Social Responsibility	a	0.00359	-0.078	0.939	0.878	68.857	
	b	0.992	7.93	0.000				

The Fourth Topic: Conclusions and Recommendations

This topic includes two axes, the first of which includes a presentation of the most theoretical conclusions based on the intellectual and philosophical frameworks of the study, while the second axis includes a presentation of the most practical conclusions based on the results of statistical analyses.

Theoretical Conclusions

In light of the intellectual and philosophical data of the study, several theoretical conclusions related to the research problem were reached.

(5-1-1). The concepts of social responsibility have received great attention from researchers and professionals to determine the quality and size of social activities and their impact on the performance of the organisation.

(5-1-2). Benefits of the social role of business organisations through social responsibility. These organisations are led to the ignorance of social responsibility activities managed and directed by the senior management and included in the core of its strategic directions.

(5-1-3). The pursuit of business organisations to develop a social strategy based on responding to the needs and expectations of stakeholders in parallel with the business strategy.

Practical Conclusions

In light of the results of the statistical analysis, the following conclusions were drawn:

(5-2-1). The interest of the centre refineries with the contents of the strategy of social responsibility through clear and positive attention to social responsibility activities.

(5-2-2). The interest in social activities has led to positive effects parallel to economic and social factors.

(5-2-3). The emergence of some fairly strong correlation between all the marks included in the research model.



(5-2-4). The practice of social activities of the company has helped to achieve clear economic returns.

Third: Recommendations

(5-3-1). Formulating the social activities and practices carried out by the company within the concept of social responsibility and transforming these activities and practices into a work platform that is practised within the framework of detailed plans and programs.

(5-3-2). Formulating corporate social responsibility activities within the framework of the company's strategy.

(5-3-3). Structuring the social responsibility activities carried out by the company within the organisational structure and establishing an organisational unit concerned with social responsibility activities, directly related to senior management.

(5-3-4). Diversifying the practices and social activities carried out by the company within the framework of social responsibility, which achieve the satisfaction and loyalty of employees and customers.

(5-3-5). Give more attention to environmental social responsibility.



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