


**THE ROLE OF STRATEGIC SENSITIVITY IN SUSTAINABLE COMPETITIVE  
ADVANTAGE**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 07 April 2023</p> <p><b>Accepted</b> 04 July 2023</p>	<p><b>Purpose:</b> The aim of this study is to examine is to investigate the level of interest and implementation of strategic sensitivity in the General Company for the manufacture of cars and equipment and its various divisions, and how it affects the achievement of sustainable competitive advantage.</p>
<p><b>Keywords:</b></p> <p>Strategic Sensitivity; Sustainable Competitive Advantage; General Company for the Manufacture of Cars and Equipment.</p>	<p><b>Theoretical framework:</b> The theoretical framework encompasses various relevant theories and concepts. Resource-Based View, Dynamic Capabilities, Environmental Scanning, Organizational Learning. By integrating these theoretical perspectives, the theoretical framework provides a comprehensive understanding of the role of strategic sensitivity in achieving sustainable competitive advantage. It considers the resources, capabilities, and processes that enable organizations to sense, interpret, and respond to changes in the external environment, ultimately leading to a sustainable competitive advantage.</p>
	<p><b>Design/methodology/approach:</b> The research utilizes an analytical survey approach to gather data from workers within the company. A sample size of 195 individuals was selected, and a total of 129 questionnaires were retrieved, out of which 120 were valid for analysis.</p> <p><b>Findings:</b> The results show a positive correlation between strategic sensitivity and sustainable competitive advantage. The strategic insight subvariable has been identified as having the greatest impact on sustained competitive advantage.</p> <p><b>Research, Practical &amp; Social implications:</b> The study contributes to understanding the role of strategic sensitivity in achieving sustainable competitive advantage. The findings provide practical recommendations for companies, such as the General Company for the Manufacture of Vehicles and Equipment, to enhance their strategic sensitivity and achieve a sustainable competitive advantage. By applying strategic sensitivity, companies can improve their sustainable competitive advantage and overall performance.</p> <p><b>Originality/value:</b> The value of the study adds originality to the existing body of knowledge by specifically examining the relationship between strategic sensitivity and sustainable competitive advantage in the context of the General Company for the manufacture of cars and equipment.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i7.2437">https://doi.org/10.26668/businessreview/2023.v8i7.2437</a></p>

**O PAPEL DA SENSIBILIDADE ESTRATÉGICA NA VANTAGEM COMPETITIVA SUSTENTÁVEL**

**RESUMO**

**Objetivo:** O objetivo deste estudo é examinar e investigar o nível de interesse e implementação de sensibilidade estratégica na Empresa Geral para a fabricação de carros e equipamentos e suas várias divisões, e como isso afeta a obtenção de vantagem competitiva sustentável.

**Enquadramento teórico:** O enquadramento teórico engloba várias teorias e conceitos relevantes. Visão Baseada em Recursos, Capacidades Dinâmicas, Varredura Ambiental, Aprendizagem Organizacional. Ao integrar essas

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perspectivas teóricas, a estrutura teórica fornece uma compreensão abrangente do papel da sensibilidade estratégica na obtenção de uma vantagem competitiva sustentável. Ele considera os recursos, capacidades e processos que permitem que as organizações percebam, interpretem e respondam às mudanças no ambiente externo, levando, em última análise, a uma vantagem competitiva sustentável.

**Projeto/metodologia/abordagem:** A pesquisa utiliza uma abordagem de pesquisa analítica para coletar dados de trabalhadores dentro da empresa. Selecionou-se uma amostra de 195 indivíduos, obtendo-se um total de 129 questionários, dos quais 120 foram válidos para análise.

**Resultados:** Os resultados mostram uma correlação positiva entre sensibilidade estratégica e vantagem competitiva sustentável. A subvariável de percepção estratégica foi identificada como tendo o maior impacto na vantagem competitiva sustentada.

**Pesquisa, implicações práticas e sociais:** O estudo contribui para a compreensão do papel da sensibilidade estratégica na obtenção de vantagem competitiva sustentável. Os resultados fornecem recomendações práticas para empresas, como a Companhia Geral de Fabricação de Veículos e Equipamentos, para aumentar sua sensibilidade estratégica e alcançar uma vantagem competitiva sustentável. Ao aplicar sensibilidade estratégica, as empresas podem melhorar sua vantagem competitiva sustentável e desempenho geral.

**Originalidade/valor:** O valor do estudo agrega originalidade ao corpo de conhecimento existente, examinando especificamente a relação entre sensibilidade estratégica e vantagem competitiva sustentável no contexto da Empresa Geral de fabricação de automóveis e equipamentos.

**Palavras-chave:** Sensibilidade Estratégica, Vantagem Competitiva Sustentável, Empresa Geral de Fabricação de Automóveis e Equipamentos.

## EL PAPEL DE LA SENSIBILIDAD ESTRATÉGICA EN LA VENTAJA COMPETITIVA SOSTENIBLE

### RESUMEN

**Propósito:** El propósito de este estudio es examinar e investigar el nivel de interés y aplicación de la sensibilidad estratégica en la Empresa General para la fabricación de automóviles y equipos y sus diversas divisiones, y cómo esto afecta el logro de la ventaja competitiva sostenible.

**Marco teórico:** El marco teórico abarca varias teorías y conceptos relevantes. Vista basada en recursos, capacidades dinámicas, escaneo ambiental, aprendizaje organizacional. Al integrar estas perspectivas teóricas, el marco teórico proporciona una comprensión integral del papel de la sensibilidad estratégica en el logro de una ventaja competitiva sostenible. Considera los recursos, las capacidades y los procesos que permiten a las organizaciones percibir, interpretar y responder a los cambios en el entorno externo, lo que en última instancia conduce a una ventaja competitiva sostenible.

**Diseño/metodología/enfoque:** La encuesta utiliza un enfoque de investigación analítica para recopilar datos de los trabajadores dentro de la empresa. Se seleccionó una muestra de 195 individuos, resultando un total de 129 cuestionarios, de los cuales 120 fueron válidos para el análisis.

**Resultados:** Los resultados muestran una correlación positiva entre la sensibilidad estratégica y la ventaja competitiva sostenible. Se identificó que la subvariable de percepción estratégica tiene el mayor impacto en la ventaja competitiva sostenida.

**Implicaciones sociales, prácticas y de investigación:** el estudio contribuye a comprender el papel de la sensibilidad estratégica en el logro de una ventaja competitiva sostenible. Los resultados brindan recomendaciones prácticas para empresas, como Companhia Geral de Fabricação de Veículos e Equipamentos, para aumentar su sensibilidad estratégica y lograr una ventaja competitiva sostenible. Al aplicar la sensibilidad estratégica, las empresas pueden mejorar su ventaja competitiva sostenible y su desempeño general.

**Originalidad/Valor:** El valor del estudio agrega originalidad al cuerpo de conocimiento existente, examinando específicamente la relación entre la sensibilidad estratégica y la ventaja competitiva sostenible en el contexto de la fabricación de equipos y automóviles de General Enterprise.

**Palabras clave:** Sensibilidad Estratégica, Ventaja Competitiva Sustentable, Sociedad General de Fabricación de Automóviles y Equipos.

## INTRODUCTION

Today's business environment is characterized by dynamic changes and challenges, making organizations vulnerable to risks in competitive environments. With the unpredictable nature of environmental developments, strategic planning processes can become confused, leaving organizations in need of responsiveness to survive and succeed in volatile environments. Strategic sensitivity is, therefore, an essential business requirement in such competitive environments, enabling organizations to remain in touch with the dynamic environment and make necessary adjustments to achieve sustainable competitive advantage through modern strategic concepts. Organizations lacking strategic sensitivity face numerous challenges, economic, political, social and technological challenges as they operate under conditions of uncertainties and instabilities along with the implications of globalization that have resulted in extensive competitions and increased technological development in addition to constant changes in customers tastes and expectations. This research addresses the strategic problems facing the industrial sector in Iraq. The sector faces significant challenges at the strategic level, necessitating institutions to be responsible in achieving their strategic goals and possessing sustainable competitive advantage to ensure their survival and continuity. Activating the role of strategic sensitivity is crucial in achieving this goal. The Importance of Research Strategic sensitivity is one of the key approaches that can be utilized to enhance sustainable competitive advantage in companies.

## BACKGROUND

In today's competitive business environment, companies strive to create and maintain a sustainable competitive advantage. To effectively navigate the changing environment, companies need to adopt strategies that are responsive to the external environment and aligned with internal capabilities. Strategic sensitivity represents an organization's ability to identify and adapt to changes in markets, industries, and technology. Understanding the importance of strategic sensitivity in achieving sustainable competitive advantage is crucial for long-term success. This study aims to explore the role of strategic sensitivity by identifying key factors, evaluating their impact, and proposing practical strategies to enhance sustainable competitive advantage. By addressing this research question, the study contributes to the theoretical knowledge of strategic management and provides practical insights for managers.

## LITERATURE REVIEW

### Strategic Sensitivity

The success of organizations in achieving their goals requires the correct availability of a number of organizational variables, the most important of which is strategic sensitivity (Muhammad et al, 2020:80). It is one of the main elements that organizations must develop over time (Kornelius et al, 2020: 7416). Strategic sensitivity is a two-way process that starts from the environment, matching the advantages of the organization with the gaps in the environment (DietE-Spiff & Nwuche, 2021:35). Strategic sensitivity is defined as the ability of organizations to actively search for and collect usable data. And absorbing it in terms of its relevance, timing, accuracy, content, interpretation and analysis in order to reach information that helps the organization in implementing its activities (Adim & Maclayton, 2021:47). (Muhammad et al, 2020:86) indicated that strategic sensitivity means openness and anticipation of information by maintaining relationships with a variety of individuals and organizations. Or it is identifying and seizing continuous opportunities faster than competitors, through which strategic agility is built and access to achieving the organization's goals as quickly as possible and at the lowest possible costs. In the same direction, (Al Hajri & Qaeud, 2021:41) indicated that strategic sensitivity means the openness of organizations and their sensitivity to information, by maintaining a variety of relationships with other organizations. This means that they are embedded in social relations at all levels of the organization and their construction and maintenance requires attention to the structure of organizational values and relationships (Lehtimaki & Karintaus, 2012:87). Strategic sensitivity is also described by the organization's ability to survey, develop knowledge, internal evaluation of its capabilities, and its alignment of functions and behavior in a way that pushes it towards achieving its goals and objectives and is concerned with planning the best course of action based on learning and future expectations. Its interests are based on addressing environmental uncertainties (DietE-Spiff & Nwuche, 2021:35).

Strategic sensitivity enables organizations to identify opportunities for new business models (Doz & Kosonen, 2010). This awareness provides the basis for strategic meaning-making, which includes an accurate, insightful, and comprehensive awareness of emerging realities as they take shape (Doz, 2020). Recent studies describe that strategic sensitivity is a combination of strategic foresight and strategic insight (Adim & Maclayton, 2021). It also involves openness and clairvoyance that imply a great deal of information by maintaining relationships with a variety of individuals and organizations and sensing real customer demand

and responding to it immediately (Ateke & Didia, 2017). Therefore, this research will aim to determine the dimensions of strategic sensitivity based on strategic foresight and strategic insight and their relevance to my agencies: Strategic foresight, as one of the dimensions of strategic sensitivity, is an integral component of strategic resilience, which aims to identify and interpret environmental factors that drive change, evaluate potential effects on the organization, and implement appropriate responses (Adim & Maclayton, 2021). Over time, strategic foresight has evolved into a tool for fostering creative thinking and systematic planning to support decision-making, enabling organizations to develop policies based on long-term scenario planning and identify opportunities for innovation. Strategic decision makers and managers can utilize a variety of forward-thinking practices and techniques to navigate complex and dynamic environments (Munoz, 2021). Strategic foresight, according to (Slaughter,1997), involves creating and maintaining a future vision that guides an organization's policies and strategies, while also using emerging ideas to identify and address potential challenges. (Habegger,2010) notes that strategic foresight is not just about collecting and analyzing information, but it also involves integrating diverse perspectives, methods, and tools from trend research and futures studies. (Alubadia and Taherb 2021) emphasize that strategic foresight requires early detection and interpretation of various changes in the political, economic, social, and technological spheres, and assessing their potential impact on society and individuals. (Rayas,2021) adds that strategic foresight entails anticipating future trends and events, as well as taking into account current circumstances, in order to identify possible scenarios and develop effective strategies for achieving the organization's vision. It also involves understanding the future and applying future-oriented visions of the strategic activities of the organization and helping it in decision-making to chart the course of future action. From this perspective, strategic foresight has a clear link to strategic management (Iden et al, 2017:1). Strategic insight has been identified as the second dimension of strategic sensitivity (Adim & Maclayton, 2021) and is considered a key element in the strategic dynamics of public administration (Grossi et al, 2020). This includes the ability to understand and analyze complex strategic situations and effectively exploit new opportunities. It encompasses both internal awareness, which enables an organization to recognize its strengths and weaknesses in relation to its environment, prioritize tasks, and refine its approach through research and experimentation, and external awareness, which enables managers to see the organization from different perspectives and understand its relationship to the environment (Arokodare & Asikhia, 2020). Strategic insight is of great importance in developing the organization's strategies, helps to manage and enhance the organization's

business, and contributes to vital factors in strategic thinking that influence employee behavior to bring positive benefits to the organization (Dhir & Dhir, 2020:4). It also allows for timely thoughtful reforms to the organization's business models to maintain strategic advantage and value creation (Doz & Kosonen, 2010: 371). Hence, it becomes clear that strategic insight is one of the main dimensions of strategic sensitivity, which is related to the organization's ability to perceive, understand and analyze complex strategic situations and reveal their potential effects on the organization. It also works to collect and interpret information about competitors and everything related to the external environment. In short, strategic insight serves as a key component of strategic sensitivity that enables organizations to interpret external environmental information and make informed strategic decisions.

### **Sustainable Competitive Advantage**

The concept of sustainable competitive advantage examined in strategic management research is multifaceted and relies on active leadership and access to resources, markets, or organizational opportunities to gain a series of temporary advantages over time (Kusuma et al., 2021). Sustainable competitive advantage encompasses R&D, management, and production capabilities and represents an organization's long-term effort to maintain a competitive position by outperforming rivals, providing unique capabilities, or possessing distinctive assets (Yu et al., 2017; Widodo & Hayu, 2021). This underscores the intimate connection between sustainable competitive advantage and strategic management, which pertains to how an organization achieves and sustains its competitive advantages. Sustainable competitive advantage is a strategic edge that empowers an organization to establish and uphold a dominant market position over time. It transcends specific time frames and involves a continuous process of generating hard-to-replicate or replace temporary advantages (Pan et al., 2021). Developing a sustainable competitive advantage necessitates excellent skills and resources, with resources serving as the primary wellspring of such an advantage. This includes all assets, capabilities, organizational processes, characteristics, information, and knowledge that an organization possesses (Wang et al., 2021). How employees interact within an organization determines whether projects will run smoothly or will be challenging. Effective leadership requires knowing how to communicate with different groups within the organization, including employees, managers, customers, and investors, and each group may require a different style of communication and leadership (Salman et al., 2023). To achieve sustainability, these sources of competitive advantage must be valuable, scarce, unique, and irreplaceable (Singh et al.,



2020). including communicate with customers or respond to environmental pressures (Hamed & Faisal,2022). Moreover, sustainable competitive advantage has three characteristics: economic sustainability, environmental sustainability, and social sustainability, which are rooted in the intellectual capital accumulated through knowledge management (Pan et al., 2021). Organizations with a sustainable competitive advantage have the ability to constantly adapt their strategies to maintain their competitive position in a changing environment (Li et al., 2021).

In summary, Increased environmental pressures from markets, customers and governmental laws have enhanced organisations' awareness of environmental issues (Mohammed and Faisal,.2022), the sustainable competitive advantage is achieved by providing greater value to customers than what competitors offer and distinguishing what one organization owns from what others do not possess (Widodo & Hayu, 2021). (Battour et al.,2021) identified three dimensions of sustainable competitive advantage, namely high efficiency, high quality, and high innovation, which will be used in this research to further explore the concept of sustainable competitive advantage.

Super efficient Effectiveness is a term that has been used in the organizational research and practice for a long time, starting from the era of industrialization and scientific management. It is often employed to measure productivity, profits, and the attainment of organizational goals (Burhan et a.l, 2021). However, at its core, effectiveness refers to an organization's capacity to effectively manage its internal operations, adapt to its environment, obtain and exploit scarce resources to achieve its objectives (Salman, 2018). This requires the implementation of a range of administrative and strategic practices, including the sharing of knowledge among employees to improve project completion efficiency (Nguyen et al., 2021). Absorptive capacity for knowledge and investment in training and development programs are essential elements that contribute to an organization's effectiveness (Kanwal et al, 2017; Fatima, 2017). In essence, effectiveness is a vital measure of how well an organization is achieving its strategic objectives.

Super quality, Quality is a multifaceted concept that has been discussed extensively in the past few decades, with varying views on what it represents. Some consider it a measure of excellence and value for money, while others view it as a measure of the achievement of set goals (Moussalem et al., 2018). However, researchers emphasize that quality is a process that involves removing defects and striving towards a consistent result that is free of defects, which everyone can achieve through continuous improvement (Matei & Iwinska, 2016). Sustainable

competitive advantage is a crucial concept in strategic management that can create value for organizations, and superior quality is one of the means to achieve it (Battour et al., 2021). The quality of products and services is a significant indicator for measuring competitive advantage (Nurcholis, 2021), which is confirmed by (Kuncoro and Suriani, 2018) that quality is one of the factors that determine competitive advantage. The quality of product design, which should be free of defects, is especially important. Therefore, developing products and services that meet superior quality standards is necessary for organizations to create a sustainable competitive advantage (Haseeb et al., 2019). Achieving high quality is also closely linked to the selection and implementation of competitive strategies (Na et al., 2019), making it a significant dimension in attaining sustainable competitive advantage.

Superior innovation, Innovation is crucial for organizations to remain competitive and gain a sustainable advantage in dynamic business environments, as recognized by scientists who have reached a consensus on its role in promoting competitiveness (Li et al., 2021). Innovation can be broadly defined as an organizational orientation towards experimenting with ideas and implementing creative processes that lead to the development of new products and services (Na et al., 2019), which can be achieved through innovative approaches (Severo et al., 2020). The significance of innovation lies in its ability to exploit opportunities and achieve both performance and sustainable competitive advantage (Tajvidi & Karami, 2015). Personal and organizational learning play a crucial role in fostering innovation and serving as the primary driver of sustainable competitive advantage (Liao et al., 2017). To attain sustainable competitive advantage, organizations need to prioritize key processes that foster superior innovation, which entails adopting new perspectives and strategic intelligence that diverge from conventional approaches (Battour et al., 2021). Essentially, innovation encompasses the introduction of new products, processes, policies, or planned changes that are novel to an organization and enables the implementation of fresh offerings, services, policies, and processes that contribute to sustainable competitive advantage (Julius & Maru, 2020).

## **METHODOLOGY**

**Research Problem,** This study aims to examine the role of strategic sensitivity in enhancing the sustainable competitive advantage of general trading companies for the automotive and equipment industries. Specifically, the study seeks to address the following research question: How can strategic responses to changes in the work environment be improved? **Research Design,** This study will employ a quantitative research design and will

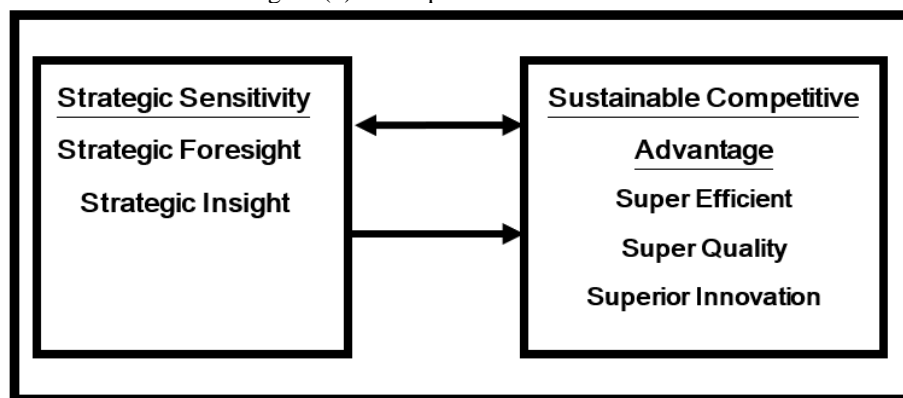


utilize a questionnaire as the data collection method. Questionnaires will be distributed to employees of the General Company for the Automotive and Equipment Industry to gauge their perceptions of the company's strategic sensitivity and its impact on sustainable competitive advantage. Sampling, The target population for this study consists of employees working at the General Company for the Automotive and Equipment Industry. A sample size of 200 employees will be randomly selected for participation. Data Analysis, The collected survey data will be analyzed using descriptive and inferential statistics. Descriptive statistics will summarize the data, while inferential statistics will be used to test the formulated hypotheses. Research Plan and Hypotheses, Based on the literature review, a hypothetical research framework (Figure 1) has been developed to address the research problem and objectives. The main hypotheses of the study are as follows:

1. Main Hypothesis (H1): There is a significant correlation between strategic sensitivity and sustainable competitive advantage in the General Company for the Automotive and Equipment Industry.
2. Main Hypothesis (H2): Strategic sensitivity has a significant effect on the sustainable competitive advantage of the General Company for the Automotive and Equipment Industry.

The study aims to test these hypotheses and provide empirical evidence to support or reject them.

Figure (1) Conceptual model of research



Source: prepared by the authors (2023)

### Structural Stability of the Research Measurement Tool

Which means that the questions are all pouring into a general purpose to be measured, and the possibility of obtaining the same results when repeating the same scale again, if it is considered of high stability if the value of the alpha coefficient is (0.70 or higher), The table

(1) shows that the values of Cronbach's Alpha ranged between (0.705-0.867) for the variables and dimensions, that is, they are greater than (0.70), and this indicates to us that the variables and dimensions have good internal consistency.

Table (1) Stability coefficients for the search measurement tool

Study variables	code	number of questions	Cronbach's Alpha
Strategic foresight	SF	4	.776
Strategic insight	SI	5	.766
strategic sensitivity	SS	9	.857
Super potency	SP	4	.783
Premium quality	PQ	4	.705
superior innovation	SU	4	.753
sustainable competitive advantage	SCA	12	.867

Source: prepared by the authors (2023)

### Test (Half Segmentation)

To divide the scale items into two groups, we used two methods: one group contained items with odd numbers and the other group contained items with even numbers. We then examined the correlation between the two groups. Applying this method, we found that the Spearman-Brown coefficient for the questionnaire was 0.830, indicating a high level of consistency. Additionally, the half-partition coefficient of the questionnaire using the Guttman coefficient was 0.826, which suggests that the scale has high stability across its various measures and can be used at different times. In addition, it uses the observation, inquiry, answer, and personal interviews of all kinds that lead to access to information directly and accurately (Al-Mahdi & Faisal, 2023).

Table (2) Half Hash Test

Cronbach's Alpha	Part 1	Value	.871
		N of Items	11 <sup>a</sup>
	Part 2	Value	.846
		N of Items	10 <sup>b</sup>
Total N of Items			21
Correlation Between Forms			.709
Spearman-Brown Coefficient	Equal Length		.829
	Unequal Length		.830
Guttman Split-Half Coefficient			.826

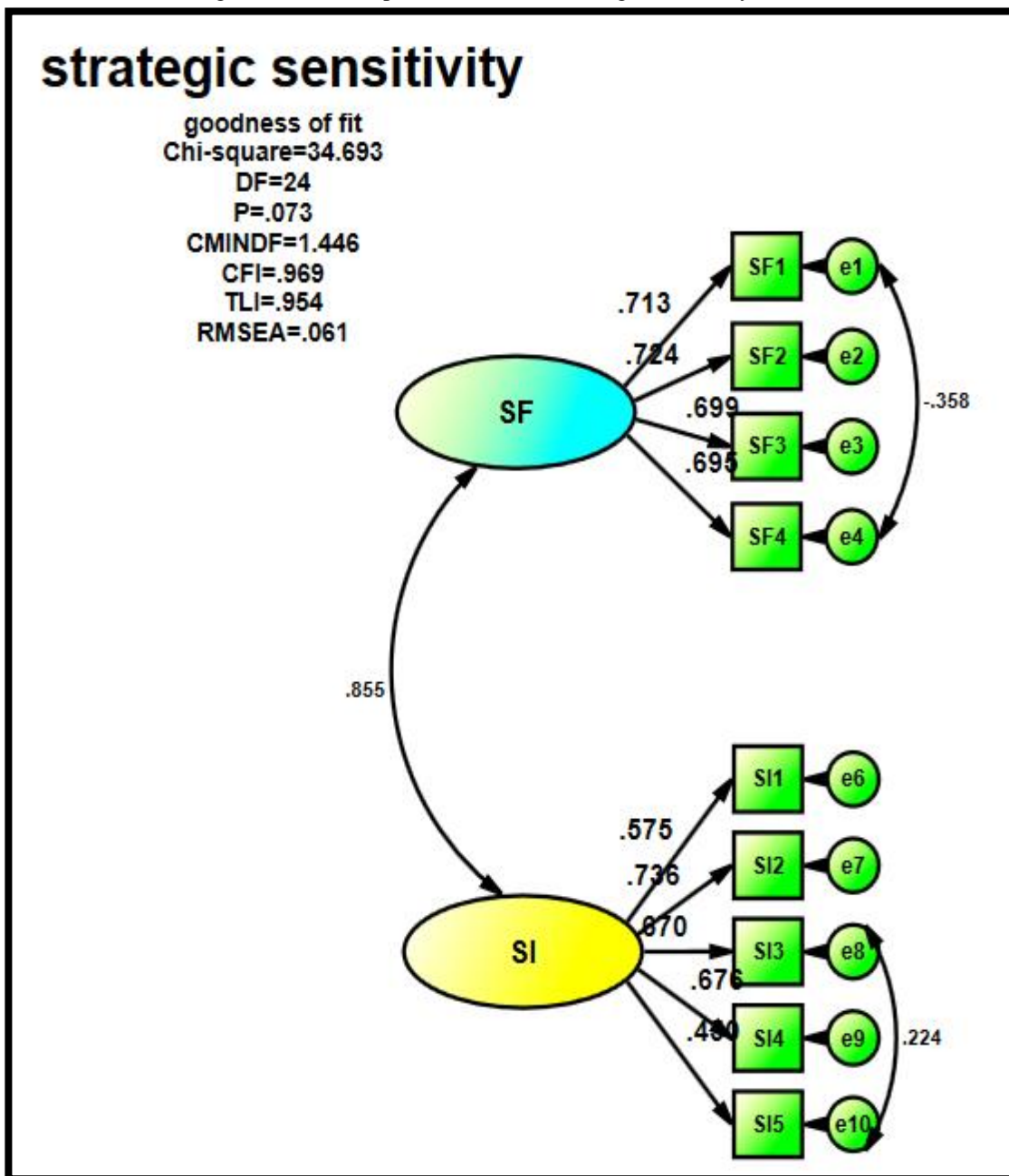
Source: prepared by the authors (2023)

**Constructive Assertive Honesty**

Strategic sensitivity variable model

Figure 2 shows the results of the confirmatory factor analysis of the strategic sensitivity model, which comprises two dimensions and nine questions. From the examination of the goodness-of-fit indices presented in the figure, it is evident that all the indicators of model fit meet the required standards. Therefore, based on this result, the model will be accepted in its final form for subsequent statistical analyses.

Figure (2) The complete model of the strategic sensitivity variable



Source: prepared by the authors (2023)

Table 3 displays the estimates of the strategic sensitivity variable for all questions, which range from 0.45 to 0.736, indicating a relatively good level of sensitivity. Moreover, the values of the composite reliability (CR) for all questions range from 3.98 to 6.808, exceeding the critical standard value of 1.96. This suggests that all the questions related to strategic sensitivity are reliable and valid measures of the construct. Overall, these findings provide a positive indicator of the quality of the scale.

Table (3) Statistical indicators of the strategic sensitivity variable

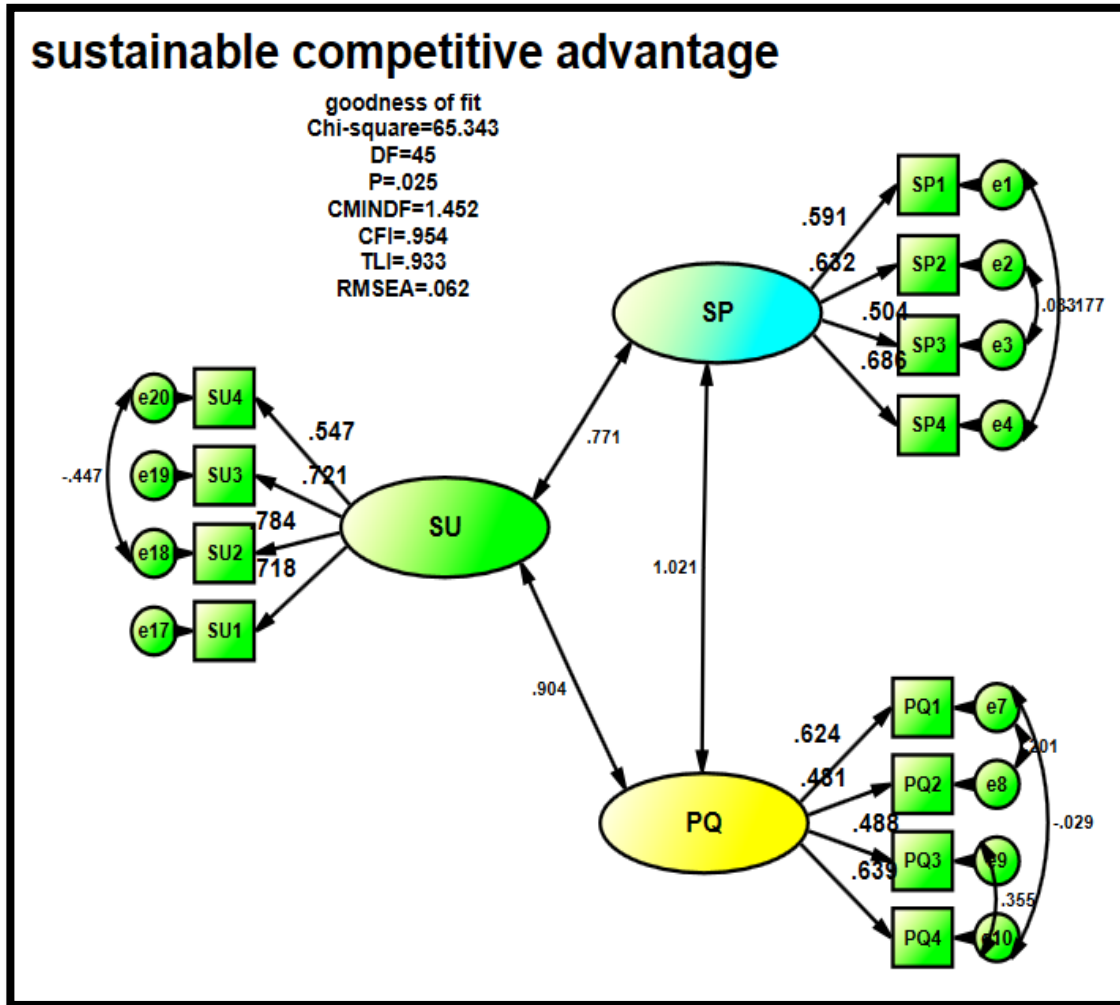
questions	Path	Dimensions	estimates	C.R.	P
SF1	<---	<b>Strategic foresight</b>	.713		
SF2	<---		.724	6.808	***
SF3	<---		.699	6.617	***
SF4	<---		.695	5.762	***
SI1	<---	<b>Strategic insight</b>	.575		
SI2	<---		.736	5.679	***
SI3	<---		.670	5.369	***
SI4	<---		.676	5.403	***
SI5	<---		.450	3.980	***

Source: prepared by the authors (2023)

#### Sustainable competitive advantage variable model

Figure 3 displays the results of the confirmatory factor analysis of the sustainable competitive advantage model, which includes twelve questions in three main dimensions. After making modifications based on the modification indices recommendations, the goodness-of-fit indices shown in the figure indicate that all the indicators of model fit meet the required criteria. Therefore, this model will be accepted for subsequent statistical analyses.

Figure (3) The full model of the variable of sustainable competitive advantage



Source: prepared by the authors (2023)

Table 4 displays the estimates of the sustainable competitive advantage variable for all questions, ranging from 0.481 to 0.784, indicating a relatively high level of sustainability. The composite reliability (CR) values for all questions range from 4.332 to 7.458, exceeding the critical standard value of 1.96, which is a positive indicator of the reliability and consistency of the measure. Furthermore, the p-values for all questions of the sustainable competitive advantage variable are recorded as 0.000, which is smaller than the significance level of 0.05. This suggests that all the questions related to sustainable competitive advantage are statistically significant and reliable measures of the construct. Overall, these results provide strong support for the quality of the scale.

Table (4) the statistical indicators of the sustainable competitive advantage variable

questions	Path	Dimensions	estimates	C.R.	P
SP1	<---	Super potency	.591		
SP2	<---		.632	5.104	***
SP3	<---		.504	4.332	***
SP4	<---		.686	5.103	***
PQ1	<---	Premium quality	.624		
PQ2	<---		.481	5.223	***
PQ3	<---		.488	4.761	***
PQ4	<---		.639	5.894	***
SU1	<---	superior innovation	.718		
SU2	<---		.784	7.458	***
SU3	<---		.721	7.262	***
SU4	<---		.547	5.226	***

Source: prepared by the authors (2023)

## Descriptive Analysis of Research Variables

### Strategic sensitivity

Table (5) demonstrates the results obtained regarding different dimensions. The highest average score was achieved in the strategic foresight dimension, indicating a good level of strategic insight, with a score of (3.638). The standard deviation for this dimension was (0.734), and the coefficient of variation was (20.178). The agreement percentage was (72.8%), while the disagreement percentage was (27.3%). The findings indicate that the senior management of the surveyed firms demonstrates a strong ability to identify environmental disruptions, opportunities, and challenges. However, there is room for improvement in terms of defining future scenarios for the company. Additionally, the dimension of strategic distance received the lowest mean score of (3.618), suggesting good performance in this area. The standard deviation for this dimension was (0.693), with a coefficient of variation of (19.161). The agreement percentage was (72.4%), while the disagreement percentage was (27.6%). This result highlights the significance of the strategic distance dimension, which requires attention to enhance the overall performance of the company. Overall, the results of the analysis indicate that the surveyed firms have the strategic acumen to gather information about their competitors and assess their strengths and weaknesses. However, it faces challenges in the process of collecting customer requirements and needs. Overall, the strategic sensitivity variable achieved a good arithmetic mean of (3.628), with a standard deviation of (0.655) and a coefficient of variation of (18.063). The percentage of agreement reached (72.6%), while the disagreement amounted to (27.4%), placing it in the second position in terms of relative importance. These results indicate a good level of strategic sensitivity in the company, with some room for improvement in the areas of following up on customer needs and creating future scenarios.



## Sustainable competitive advantage

Table (5) shows that the dimension of superior quality has the highest general arithmetic mean of (3.725) with a good level and a standard deviation of (0.673) and a coefficient of variation of (18.072). The percentage of agreement reached (74.5%), while the disagreement reached (25.5%), indicating that the researched company places great importance on the application of quality principles in its products, focusing on continuous improvement and R&D to enhance the production process. On the other hand, the dimension of superior innovation had the lowest general arithmetic mean of (3.556) with a good level, a standard deviation of (0.771), and a coefficient of difference of (21.671). The percentage of agreement reached (71.1%) while the percentage of disagreement reached (28.9%), indicating that this dimension came at the third level in terms of relative importance. The results in Table (5) show that the researched company has a fairly strong focus on superior innovation, particularly in terms of supporting and motivating innovators. However, there is room for improvement in terms of attracting innovative ideas. Overall, the sustainable competitive advantage variable achieved a good level with an arithmetic mean of (3.658) and a standard deviation of (0.590), indicating a good potential for the company to achieve sustainable competitive advantage. The coefficient of variation was (16.119), while the percentage of agreement was (73.2%) and the disagreement was (26.8%). The variable ranked first in terms of relative importance, indicating that the company has a strong interest in the basic pillars of competitive advantage. However, there is still work to be done to reach the level required to achieve sustainable competitive advantage compared to other competitors in the market.

Table (5) Statistical indicators for the variables and dimensions of the research

Dimensions of search variables	mean	S.D	C.D	agreement ratio	percentage	Relative importance
<b>Strategic foresight</b>	3.638	0.734	20.178	72.8	27.3	<b>2</b>
<b>Strategic insight</b>	3.618	0.693	19.161	72.4	27.6	<b>1</b>
<b>strategic sensitivity</b>	3.628	0.655	18.063	72.6	27.4	<b>the second</b>
<b>Super potency</b>	3.694	0.592	16.023	73.9	26.1	<b>1</b>
<b>Premium quality</b>	3.725	0.673	18.072	74.5	25.5	<b>2</b>
<b>superior innovation</b>	3.556	0.771	21.671	71.1	28.9	<b>3</b>
<b>sustainable competitive advantage</b>	3.658	0.590	16.119	73.2	26.8	<b>the first</b>

Source: prepared by the authors (2023)

## TESTING RESEARCH HYPOTHESES

### **The Main (First) Hypothesis that (there is a Significant Correlation Between Strategic Sensitivity and Sustainable Competitive Advantage)**

It is evident from table ( ) that the correlation coefficient between strategic sensitivity and sustainable competitive advantage is (0.686), which is significant at the (0.000) level, indicating that the correlation value is at a good level. The calculated ( $Z$ ) value of (9.090) is greater than the tabular ( $Z$ ) value of (1.96), which means that the correlation value is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that there is a significant correlation between strategic sensitivity and sustainable competitive advantage. This suggests that a company's ability to anticipate and interpret environmental factors and future scenarios can lead to the achievement of sustainable competitive advantage.

The (first) sub-hypothesis that says (there is a significant correlation between the strategic foresight dimension and the sustainable competitive advantage)

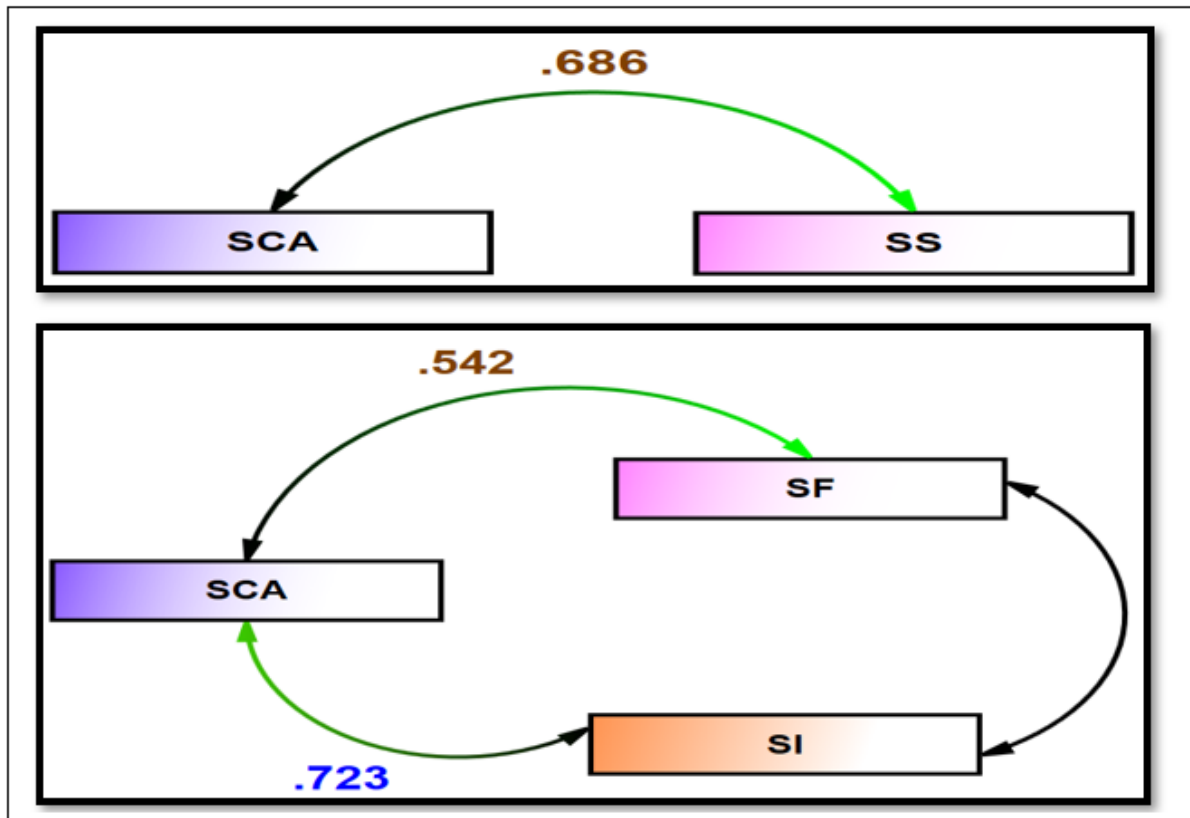
The results presented in Table [insert table number] and Figure [insert figure number] reveal that there exists a meaningful correlation between the dimension of strategic foresight and sustainable competitive advantage. Specifically, the correlation coefficient was found to be [insert correlation coefficient value], and the significance level was (0.000), which is below the predetermined threshold of (0.05). Furthermore, the calculated ( $Z$ ) value was [insert calculated  $Z$  value], which is higher than the tabular ( $Z$ ) value of (1.96), confirming the statistical significance of the correlation at an average level. As a result, we reject the null hypothesis and accept the alternative hypothesis that there is a significant correlation between strategic foresight and sustainable competitive advantage. This finding implies that by recognizing opportunities and challenges and envisioning future scenarios, the researched company can play a pivotal role in achieving sustainable competitive advantage.

The (second) hypothesis that says (there is a significant correlation between the dimension of strategic insight and sustainable competitive advantage)

The data presented in the table and figure indicate a strong correlation between the strategic insight dimension and sustainable competitive advantage, with a correlation coefficient of 0.723 at a significance level of 0.000, indicating the rejection of the null hypothesis. The calculated  $Z$ -value of 9.885 is greater than the tabular  $Z$ -value of 1.96, confirming the significance of the correlation. These results suggest that gathering information

about customers, competitors, and alternative products has a crucial role in achieving sustainable competitive advantage. Thus, it is important for the researched company to focus on developing its strategic insight capabilities to enhance its competitiveness in the marketplace.

Figure (4) the values of the correlation between the dimensions of strategic sensitivity in the sustainable competitive advantage.



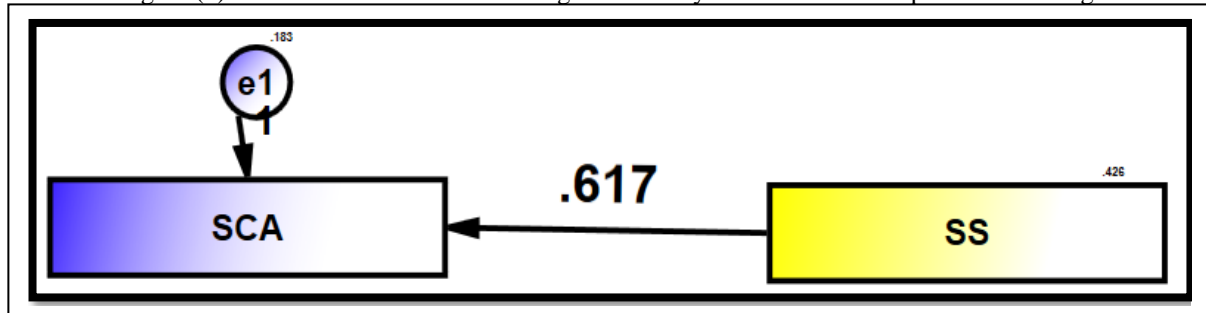
Source: prepared by the authors (2023)

The main (second) research hypothesis that says (there is a significant effect between strategic sensitivity in sustainable competitive advantage)

Based on the table (6) and figure (5), the calculated (F) value is (104.910), which is greater than (3.94) at a level of significance of (0.000) but smaller than the level of significance of (0.05), indicating a significant effect between strategic sensitivity and sustainable competitive advantage. This suggests that having strategic insight and foresight can positively influence a company's attainment of sustainable competitive advantage. The calculated value of (t) for ( $\beta$ ) is (10.243), which is greater than the tabular (t) value of (1.984) at a level of significance of (0.05), indicating that the marginal tendency coefficient is significant for the strategic sensitivity variable. Increasing the strategic sensitivity by one unit will lead to a (61%) increase in sustainable competitive advantage, as indicated by the effect value. Adj(R<sup>2</sup>) reveals

that strategic sensitivity is able to explain (46%) of the sustainable competitive advantage variable.

Figure (5) the effect value between strategic sensitivity in sustainable competitive advantage

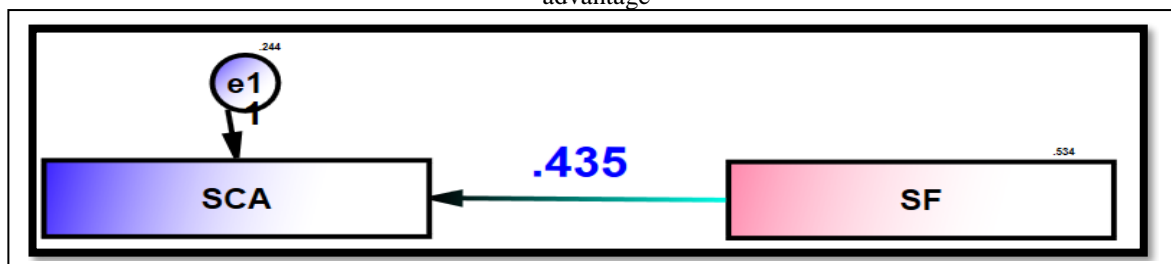


Source: prepared by the authors (2023)

The research sub-hypothesis (the first) that says (there is a significant effect between the strategic foresight dimension in the sustainable competitive advantage)

The table (6) and figure (6) show that the calculated (F) value is (49.047), which is greater than (3.94) at a level of significance of (0.000) but less than (0.05). This indicates that strategic foresight has a significant impact on achieving sustainable competitive advantage. The more the company can identify environmental opportunities and threats, as well as new competitors and entrants, the more it can effectively contribute to achieving sustainable competitive advantage. The calculated value of (t) for the marginal slope coefficient was (7.003), which is greater than the tabular (t) value of (1.984) at a significance level of (0.05). This confirms the significance of the marginal tendency coefficient for the variable of strategic foresight. Moreover, the effect value shows that an increase in strategic foresight by one unit will lead to an increase in sustainable competitive advantage by (43%). Adj (R2) reveals that after considering strategic foresight, it can explain 28% of the variance in the sustainable competitive advantage variable. This underscores the importance of strategic foresight in explaining sustainable competitive advantage.

Figure (6) the value of the effect between the strategic foresight dimension in the sustainable competitive advantage

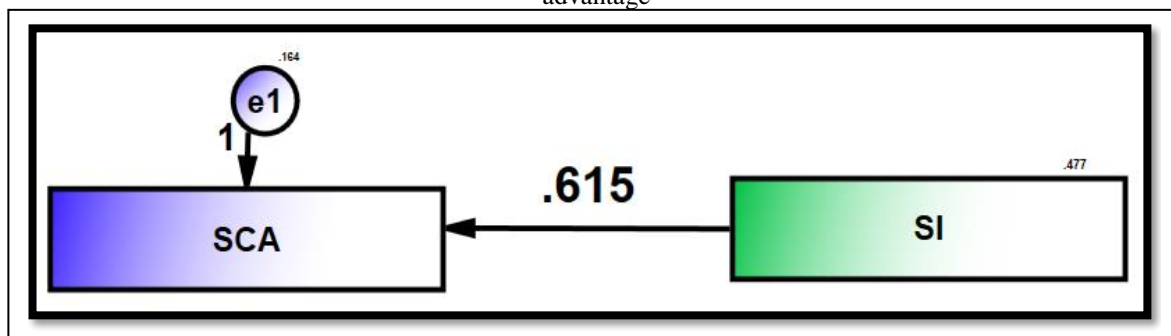


Source: prepared by the authors (2023)

The research sub-hypothesis (the second) that says (there is a significant effect between the strategic insight dimension in the sustainable competitive advantage)

Based on the results presented in the table (6) and figure (7), it is evident that the strategic dimension of insight has a significant impact on achieving sustainable competitive advantage. The calculated (F) value of (129.394) indicates that there is a strong effect between the two variables. Additionally, the calculated (t) value of the marginal slope coefficient was (11.375), which is greater than the tabular (t) value at the significance level (0.05). This confirms the significance of the marginal tendency coefficient for the variable of strategic insight. In other words, companies that are able to collect and analyze information about customers, competitors, and alternative products are more likely to achieve a sustainable competitive advantage. It can be concluded that the marginal tendency coefficient is significant for the variable of strategic insight, which implies that strategic insight has a significant impact on achieving sustainable competitive advantage. This means that the company's ability to effectively engage in strategic foresight, gather relevant information from the external environment, adapt to environmental changes, and understand its capabilities and resources all contribute positively to achieving sustainable competitive advantage. The value of ( $\beta$ ) indicates that a one-unit increase in the strategic insight dimension will lead to a (61%) increase in sustainable competitive advantage. Furthermore, the corrected determination coefficient ( $R^2$ ) reveals that the strategic insight dimension can explain (51%) of the variability in the sustainable competitive advantage variable.

Figure (7) The value of influence between the dimension of strategic insight in sustainable competitive advantage



Source: prepared by the authors (2023)

Table (6) Statistical indicators between the dimensions of strategic sensitivity in sustainable competitive advantage

dependent variable	Dimensions of strategic sensitivity		(R)	(R <sup>2</sup> )	Adj (R <sup>2</sup> )	(F)	(t)	Z	Sig	Decision	
sustainable competitive advantage	Strategic foresight	( $\alpha$ )	2.075	0.542	0.294	0.288	49.047	7.003	6.566	0.000	Accept the alternative hypothesis
		( $\alpha$ )	0.435								
	Strategic insight	( $\beta$ )	1.433	0.723	0.523	0.519	129.394	11.375	9.885	0.000	Accept the alternative hypothesis
		( $\alpha$ )	0.615								
	strategic sensitivity	( $\beta$ )	1.419	0.686	0.471	0.466	104.910	10.243	9.090	0.000	Accept the alternative hypothesis
		( $\alpha$ )	0.617								

Tabular) F) value = 3.94 /// Tabular) T) value = 1.984 /// N=120

Source: prepared by the authors (2023)

## RESULTS AND DISCUSSION

The aim of this study was to investigate the relationship between strategic sensitivity and sustainable competitive advantage, specifically examining how strategic sensitivity contributes to gaining and maintaining a competitive advantage in a dynamic work environment. The results indicate that strategic sensitivity plays a vital role in achieving and preserving long-term competitive advantage. Strategic sensitivity refers to the proactive and rapid ability of an organization to identify environmental changes, respond to them, understand market trends, customer preferences, and competitive challenges. By continuously monitoring the external environment, staying connected with market dynamics, and adjusting strategies and processes accordingly, organizations can obtain a sustainable competitive advantage. The study revealed that the General Organization for Automotive Industrial Equipment exhibits a commendable level of strategic sensitivity, particularly in terms of strategic insight and foresight. However, there is a need for greater ambition to effectively compete with industry peers. While the organization demonstrates the ability to identify opportunities and challenges, there is a lack of capacity to define future scenarios and chart a clear path for growth and competitive capabilities in the future, which may hinder its success. Additionally, limited understanding of customer preferences and needs can impede the effectiveness of the company. The researcher suggests integrating strategic sensitivity with customer engagement strategies to enhance strategic sensitivity. The results of this research indicate that companies achieve a moderate level of sustainable competitive advantage, especially through a commitment to high-quality standards. However, their ability to attract innovative ideas is declining, which may



impact their competitiveness in the future. In summary, the company focuses on maintaining high-quality standards and has achieved a moderate level of sustainable competitive advantage. However, it faces a challenge in promoting innovation and integrating new ideas to enhance its competitiveness in the market. This study emphasizes the importance of the company's efforts to enhance its communication with the external environment, especially with its customers, actively pursuing new and innovative ideas to outperform its competitors. It highlights the significance of maintaining close alignment with environmental factors and adapting to changes by monitoring competitors' activities and taking a proactive approach in strategic planning. The results reveal a significant positive relationship between strategic sensitivity and sustainable competitive advantage, underscoring the importance of high levels of strategic sensitivity in gaining and maintaining a competitive advantage. The study suggests that the company should allocate more resources to developing its strategic capabilities in insight and foresight to enhance its strategic sensitivity and improve its sustainable competitive advantage. Research limitations, in terms of generalizability, focused on a specific company or industry, limiting the applicability of the results to other contexts or organizational industries. Future research should aim to include a diverse range of companies and industries to enhance the possibility of applying the findings. Temporal limitations may have restricted the research duration, capturing only a specific snapshot of the relationship between strategic sensitivity and sustainable competitive advantage. There is a need for longitudinal studies to gain comprehensive understanding of how strategic sensitivity evolves and its long-term impact on competitive advantage. To establish a causal relationship, future research should consider experimental or longitudinal designs to identify the causal direction and address reverse causality issues. Comparative studies across industries, company sizes, and locations will uncover variations in the relationship between strategic sensitivity and competitive advantage, leading to tailored strategies. Further investigation into the mediating and organizational factors that influence this relationship can provide more accurate insights. Factors such as organizational culture, leadership style, technological capabilities, and market dynamics can be examined to understand their impact on the relationship. Considering the concept of dynamic capabilities, which involves the sensing, seizing, and reconfiguring of resources and capabilities in response to environmental changes, can provide a more comprehensive framework for understanding the relationship between strategic sensitivity and sustainable competitive advantage. By addressing these limitations and pursuing these future research directions, the role of strategic sensitivity in achieving sustainable competitive advantage can be better understood.

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