

The Role of Strategic Capital in Enhancing the Competitive Position: A Descriptive and Analytical Study of the Kubaisa Cement Factory

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Abstract. The purpose of this study is to explore the role of strategic capital and its sub-dimensions (strategic championing, strategic commitment, strategic implementation support, strategic implementation effectiveness, organizational learning, and organizational memory) in improving the competitive position of the Kubaisa Cement Factory. Market share and uniqueness of core competencies were used to assess competitive position. Data were collected by employing a descriptive and analytical approach from 100 senior managers using structured questionnaires, achieving a 90% response rate and yielding 90 valid responses. SPSS V.25 and AMOS were used for the analysis. The results demonstrate that strategic capital is positively related to competitive position, indicating that the factory's focus on these dimensions contributes positively to the market share and differentiation capacities of the firm. Furthermore, results from regression analysis confirmed the statistical impact of strategic capital on competitive position, as the combined dimensions accounted for 82% of the variance. Specifically, it was found that dimensions such as strategic commitment, organizational learning, and memory are important factors impacting competitive advantage. This work sheds light on the role of strategic capital as a determinant of competitive advantage and provides practical insights on how management could leverage these dimensions to enhance organizational performance. It contributes to the literature by detailing the specific impact of strategic capital dimensions on competitive positioning in a manufacturing context and identifying opportunities for future research as well as potential applications across similar industries.

Keywords: Core Competencies, Industrial Competitiveness, Market Share, Organizational Learning, Strategic Implementation.

1. INTRODUCTION

1.1. Background and Importance of Study

Through advancements in all sectors, and the emergence of information technology, both countries and organizations have undergone enormous changes as well (Adams & Lamont, 2003). These have forced the organizations to come up with quick strategies (such as increased adoption of scientific practices and intellectual propositions)(Muthusamy, 2008). Therefore, the notion of strategic capital has become one of the key success factors for the drive to competitive advantage in strategic thinking (Zack, 1999). Organization's strategic capital is considered as such an organization's most critical asset, the mix of key resources that serve as a critical foundation for success, differentiation and innovation in addressing opportunities for future competitive advantages and advantage (van Reijssen et al., 2015). This can be ascribed to the fact that the organization has capabilities in terms of knowledge that help it to respond to environmental and organization changes and to take advantage of scientific insights sustaining strategic frameworks (Siti & Mutiara Rachma, 2022).

1.2. Problem Statement

This study concentrates on the way strategic capital plays a role to improve the competitive position of the Kubaisa Cement Factory. Strategic capital is a valuable resource used in a business environment in which we can adapt very quickly and strategically respond, represents a mixture of tangible and intangible assets created. However, a knowledge gap remains regarding the exact influence of strategic capital on competitive positioning, particularly in the industrial sector.

1.3. Research Questions

This study addresses the following core research question:

To what extent do the leaders of the Kubaisa Cement Factory recognize the role of strategic capital in enhancing competitive position?

Based on this, two sub-questions are posed:

1. What is the nature of the relationship between strategic capital and competitive position at the Kubaisa Cement Factory?
2. What is the impact of strategic capital on the competitive position at the Kubaisa Cement Factory?

1.4. Objectives of the Study

The primary objectives of this study are to:

1. Identify the nature of the relationship between strategic capital and competitive position at the Kubaisa Cement Factory.
2. Determine the impact of strategic capital on the competitive position at the Kubaisa Cement Factory.

1.5. Significance of the Study

The significance of this research is grounded in the importance of strategic capital and competitive position as vital variables that shape organizational performance. Specifically:

1. This study highlights the substantial influence of strategic capital and competitive positioning on the overall effectiveness of organizations.
2. By exploring the relationship between strategic capital and competitive position, this study contributes to local research and lays a foundation for future studies. Field application of this research will help identify the most influential and strongly correlated elements, providing valuable insights for managerial decision-making. Additionally, this study raises awareness among Iraqi organizations, especially the Kubaisa Cement Factory, regarding the importance of these variables.

1.6. Hypotheses of the Study

Three main hypotheses have been formulated for this study:

1. *Strategic capital*, with its dimensions (strategic championing, strategic commitment, strategic implementation support, strategic implementation effectiveness, organizational learning, and organizational memory), is significantly correlated with competitive position dimensions (market share, uniqueness of core competencies) at the Kubaisa Cement Factory.
2. *Strategic capital*, including its dimensions, has a statistically significant positive impact on competitive position dimensions at the Kubaisa Cement Factory.
3. The combined dimensions of *strategic capital* significantly impact the competitive position and its dimensions at the Kubaisa Cement Factory.

The research framework is illustrated in Figure 1.

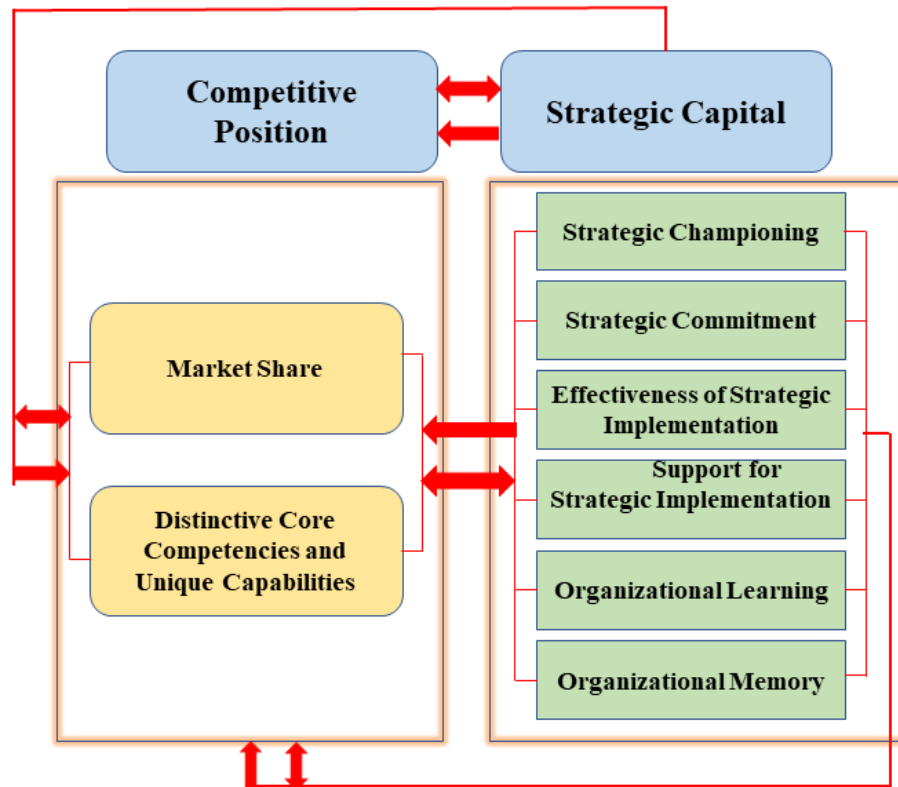


Figure 1: Research Framework Diagram.

1.7. Scope of the study

1. **Subjective Scope:** The study examines two main variables: the independent variable—strategic capital with dimensions including strategic championing, strategic commitment, strategic implementation support, strategic implementation effectiveness, organizational learning, and organizational memory; and the dependent variable—competitive position, with dimensions covering market share and uniqueness of core competencies.
2. **Human Scope:** This includes leadership roles at the Kubaisa Cement Factory, encompassing the factory manager, deputies, department heads, and division heads.
3. **Spatial Scope:** The study is situated at the Kubaisa Cement Factory in Anbar Province. The research population comprises all managerial positions in this production facility, where fieldwork was conducted to test the study's hypotheses and framework. The sample includes 100 managers, covering the factory

manager, deputies, department heads, and division heads, all identified as decision-makers within the factory. A total of 100 questionnaires were distributed, with 90 valid responses returned, yielding a 90% response rate and ensuring the generalizability of results.

2. LITERATURE REVIEW

2.1. Concept of Strategic Capital

The strategic capital has become a key concept in strategic thinking, as the strategic resource encompassing an organization's kernel assets (Cabrilo & Dahms, 2018). It is made of the activities and processes that were planned that can help organization to reach their goals (Garcia-Perez et al., 2020). Strategic capital is a multidimensional resource, which is used to enhance competitive positioning, through focusing on the important resources that possess criteria of value, rarity, and imitability (Aliyev, 2024). Through strategic capital, organizations can increase their performance and value to their customers (Shafique et al., 2021). Moreover, strategic capital is a cornerstone of organizational success in today's rapidly changing business environment, helping companies to find ways for accommodating uncertainties to create opportunities for competitive advantages (Hayaeian & Hesarzadeh, 2024).

2.2. Competitive Position in Organizational Strategy

A strong competitive position is critical to an organization's success (Armstrong, 2014). Competitive position is the position (positioning) of the organization in market in relation to competitors, these are usually assessed in terms of market share, integrity or core competencies (Kotler, 2022). To create value, organizations need to carefully balance tangible and intangible assets, and to look at interactions among capabilities at different levels, organizations use hierarchical classifications of capabilities (Hall, 1993). Ulrich and Smallwood suggest that assets can be structured as tangible (physical and financial resources), and intangible (dynamic capabilities and competencies to create and transfer knowledge, not only integration competencies like R&D) (Ulrich & Smallwood, 2004). This classification highlights the complexity to attain and sustain a competitive position in a very competitive and high dynamics environment (Griffith et al., 2010).

2.3. Relationship Between Strategic Capital and Competitive Position

Strategic management literature has paid great attention to the relationship between strategic capital and competitive position (Boon et al., 2018). A competitive edge that depends on the Strategic capital dimensions (Strategic championing, commitment, implementation support, organizational learning, memory) is equally critical (Vidic, 2022). While organizations need to creatively leverage strategic capital to stake out a unique differentiator from competitors, they must as well actively deploy strategic capital to improve their market position (Adams & Lamont, 2003). Prior research has established these dimensions as important in shaping an organization's competitive capabilities through leveraging knowledge assets, innovation and operational efficiency (Bollinger & Smith, 2001). The role of strategic capital in establishing competitive position is therefore considered as a strategic asset beyond the financial and physical resources, as a determinant of the sustainable competitive advantage (Hughes & Morgan, 2007; Lerro et al., 2014).

2.4. Gaps in Existing Research

While there has been a great deal of theoretical conversation regarding the impact of strategic capital on competitive positioning, relatively little has been written regarding the direct link between strategic capital dimensions and specific aspects of competitive position, such as market share and uniqueness of core competencies. This study aims to address this gap by exploring the specific influence of strategic capital dimensions on competitive position within the context of the Kubaisa Cement Factory. This study leads to further research that will help refine strategic management theory, creating practical insights whereby organizations can use strategic capital for sustained competitive advantage.

3. METHODOLOGY

3.1. Research Design

Using a descriptive analytical approach, this study investigates the effect of strategic capital to competitive position in Kubaisa Cement Factory. Such an approach of the descriptive-analytical with regard to relationships between strategic capital and competitive position makes data collection, analysis and interpretation of findings possible.

3.2. Population and Sample

The sample consists of 100 senior managers of Kubaisa Cement Factory including the factory manager, deputy managers, head of departments and divisions. Since these people are considered as key decision makers in the organization, they make the best ones to provide their insights about the strategic capital and competitive position variables. Using a comprehensive survey method, all 100 managers were selected as respondents, resulting in a 100% sample of the population. Out of the distributed questionnaires, 90 valid responses were

returned, achieving a response rate of 90% and allowing generalizability of the findings to the entire population.

4. DATA COLLECTION METHODS

A structured questionnaire was utilized as the primary tool for data collection. The questionnaire was designed to capture detailed information on the independent variable (strategic capital) and the dependent variable (competitive position). Each dimension of strategic capital—strategic championing, strategic commitment, strategic implementation support, strategic implementation effectiveness, organizational learning, and organizational memory—was addressed, along with dimensions of competitive position, including market share and uniqueness of core competencies.

4.1. Variables and Measurement Instruments

- Independent Variable: Strategic Capital, which includes six dimensions:
- Strategic Championing: Measures the extent to which managers promote and support strategic initiatives within the organization.
- Strategic Commitment: Assesses the level of commitment to strategic goals across the management team.
- Strategic Implementation Support: Captures the support provided for implementing strategic decisions.
- Strategic Implementation Effectiveness: Measures the effectiveness of strategic initiatives after implementation.
- Organizational Learning: Evaluates the organization's capability to learn and adapt.
- Organizational Memory: Assesses how well the organization retains knowledge and experience.
- Dependent Variable: Competitive Position, which includes two primary dimensions:
- Market Share: Reflects the organization's share of the overall market in its industry.
- Uniqueness of Core Competencies: Measures the distinctiveness of the organization's core competencies and capabilities.

4.2. Data Analysis Techniques

Data collected through the questionnaire were analyzed using statistical software SPSS V.25 and AMOS to assess the relationships and impact between strategic capital and competitive position. Key analysis methods included:

- Descriptive Statistics: Used to summarize data and provide an overview of responses.
- Correlation Analysis: Applied to test the correlation hypothesis and measure the strength and direction of the relationship between strategic capital dimensions and competitive position.
- Regression Analysis: Used to test the influence and multiple regression hypotheses, examining the impact of strategic capital dimensions on the competitive position of the factory.

5. RESULTS AND ANALYSIS

5.1. Descriptive Statistics

The descriptive analysis of the responses reveals that participants hold a high level of agreement on the importance of both strategic capital and competitive position within the Kubaisa Cement Factory. This alignment reflects a shared understanding among managers of the role that strategic capital plays in achieving a competitive edge. The descriptive statistics offer insights into the central tendencies and variability of responses, helping to provide context for subsequent inferential analysis.

5.2. Hypothesis Testing

5.2.1. Testing The Correlation Hypothesis

The first hypothesis posits a significant correlation between strategic capital (with dimensions of strategic championing, commitment, implementation support, effectiveness, organizational learning, and memory) and competitive position (with dimensions of market share, uniqueness of core competencies, and distinctive capabilities) at the Kubaisa Cement Factory. Further details are provided in Table 1.

- Overall Correlation: Table A1 shows that the correlation coefficient between strategic capital and competitive position is 0.914 with a significance level of 0.000, well below the 0.01 threshold, indicating a strong positive correlation.
- Dimension Correlations: Specific dimensions of competitive position show correlation coefficients of 0.893 (market share) and 0.843 (uniqueness of core competencies), both indicating positive and significant correlations with strategic capital. The strongest correlation is observed between strategic capital and market share, with a correlation of 0.893 (significance 0.000) and a t-value of 11.933, while the weakest correlation is between strategic capital and uniqueness of core competencies (0.843, significance 0.000, t-value 10.229).

These results support the acceptance of the first hypothesis, confirming that strategic capital is positively correlated with competitive position and its dimensions.

Table 1: Correlation Coefficients between Strategic Capital Dimensions and Competitive Position Dimensions.

Strategic Capital Dimensions	Distinctive Competencies (Y2)	Market Share (Y1)	Overall Competitive Position (Y)
Strategic Championing (X1)	R 0.760** Sig 0.000 T 9.292	R 0.708** Sig 0.000 T 8.238	R 0.736** Sig 0.000 T 8.784
Strategic Commitment (X2)	R 0.783** Sig 0.000 T 8.748	R 0.763** Sig 0.000 T 8.335	R 0.719** Sig 0.000 T 7.522
Support for Strategic Implementation (X3)	R 0.792** Sig 0.000 T 8.944	R 0.700** Sig 0.000 T 7.204	R 0.809** Sig 0.000 T 9.338
Effectiveness of Strategic Implementation (X4)	R 0.811** Sig 0.000 T 9.386	R 0.734** Sig 0.000 T 7.786	R 0.809** Sig 0.000 T 9.338
Organizational Learning (X5)	R 0.834** Sig 0.000 T 9.977	R 0.776** Sig 0.000 T 8.599	R 0.807** Sig 0.000 T 9.290
Organizational Memory (X6)	R 0.845** Sig 0.000 T 10.287	R 0.774** Sig 0.000 T 8.558	R 0.833** Sig 0.000 T 9.950
Total Strategic Capital (X)	R 0.914** Sig 0.000 T 12.886	R 0.843** Sig 0.000 T 10.229	R 0.893** Sig 0.000 T 11.933

5.2.2. Summary Statistics

- Number of Accepted Null Hypotheses: 0 for all dimensions
- Number of Accepted Alternative Hypotheses: 7 for all dimensions
- t-table Value: 1.96

Note: Correlation is significant at the 0.01 level (2-tailed).

5.2.3. Testing the Influence Hypothesis

The second hypothesis suggests that strategic capital has a statistically significant positive influence on competitive position at the Kubaisa Cement Factory. Additional information is presented in

Table 2.

- Overall Influence: The calculated F-value for the overall influence of strategic capital on competitive position is 444.262, exceeding the tabulated F-value of 3.96 at a 0.01 significance level, showing 99% confidence in the result. The adjusted R-squared value is 0.833, meaning strategic capital explains 83% of the variance in competitive position.
- Slope and Intercept: The t-value for the slope coefficient is 21.078 (greater than the tabulated 1.984), with a β value of 0.971, indicating that a one-unit increase in strategic capital results in a 97% increase in competitive position. The intercept value (α) is 0.227, meaning competitive position does not fall below this baseline even when strategic capital is zero.

These results support the second hypothesis, indicating that strategic capital significantly and positively influences competitive position.

Table 2: Statistical Indicators of the Impact of Strategic Capital Dimensions on Competitive Position Dimensions.

Strategic Capital Dimensions	Market Share (Y1)	Distinctive Competencies (Y2)	Overall Competitive Position (Y)
Strategic Championing (X1)			
Intercept (α)	1.515	0.922	1.218
Coefficient (β)	0.669	0.751	0.710
R-Squared (R^2)	0.541	0.501	0.578
Adjusted R-Squared (Adj R^2)	0.536	0.495	0.573
F-Statistic (F)	103.750	88.402	120.581
t-Value (t)	10.186	9.402	10.981
Significance (Sig)	0.000	0.000	0.000
Strategic Commitment (X2)			
Intercept (α)	1.463	0.550	1.006
Coefficient (β)	0.698	0.864	0.781
R-Squared (R^2)	0.517	0.582	0.613
Adjusted R-Squared (Adj R^2)	0.511	0.577	0.609
F-Statistic (F)	94.036	122.347	139.663
t-Value (t)	9.697	11.061	11.818
Significance (Sig)	0.000	0.000	0.000
Support for Strategic Implementation (X3)			
Intercept (α)	1.553	1.263	1.408
Coefficient (β)	0.688	0.695	0.692
R-Squared (R^2)	0.655	0.490	0.627
Adjusted R-Squared (Adj R^2)	0.651	0.484	0.623
F-Statistic (F)	166.917	84.580	147.800
t-Value (t)	12.920	9.197	12.157
Significance (Sig)	0.000	0.000	0.000
Effectiveness of Strategic Implementation (X4)			
Intercept (α)	1.242	0.806	1.024
Coefficient (β)	0.769	0.814	0.792
R-Squared (R^2)	0.654	0.538	0.657
Adjusted R-Squared (Adj R^2)	0.650	0.533	0.653
F-Statistic (F)	166.575	102.519	168.612
t-Value (t)	12.906	10.125	12.985
Significance (Sig)	0.000	0.000	0.000
Organizational Learning (X5)			
Intercept (α)	1.232	0.604	0.918
Coefficient (β)	0.735	0.825	0.780
R-Squared (R^2)	0.651	0.603	0.695
Adjusted R-Squared (Adj R^2)	0.647	0.598	0.692
F-Statistic (F)	163.974	133.450	200.741
t-Value (t)	12.805	11.552	14.168
Significance (Sig)	0.000	0.000	0.000
Organizational Memory (X6)			
Intercept (α)	1.181	0.664	0.922
Coefficient (β)	0.735	0.796	0.765
R-Squared (R^2)	0.694	0.599	0.714

Adjusted R-Squared (Adj R ²)	0.691	0.594	0.711
F-Statistic (F)	199.602	131.363	220.195
t-Value (t)	14.128	11.461	14.839
Significance (Sig)	0.000	0.000	0.000
Total Strategic Capital (X)			
Intercept (α)	0.543	-0.089	0.227
Coefficient (β)	0.924	1.017	0.971
R-Squared (R ²)	0.798	0.710	0.835
Adjusted R-Squared (Adj R ²)	0.795	0.707	0.833
F-Statistic (F)	347.142	215.474	444.262
t-Value (t)	18.632	14.679	21.078
Significance (Sig)	0.000	0.000	0.000

Additional Information

- t-table Value: 1.984
- F-table Value: 3.96
- Sample Size: 90

Note: All significance values (Sig) are below 0.01, indicating a highly significant relationship (2-tailed).

5.2.4. Testing the Multiple Regression Hypothesis

The third hypothesis examines whether the combined dimensions of strategic capital have a statistically significant influence on competitive position. For more information, please see

Table 3.

- Combined Influence: The F-value for the combined influence of strategic capital dimensions on competitive position is 71.904, greater than the tabulated F-value of 3.96 at 0.01 significance, supporting 99% confidence. The adjusted R-squared value of 0.827 suggests that 82% of the variance in competitive position is explained by the combined dimensions of strategic capital.
- Significant and Non-Significant Dimensions: The calculated t-values for significant dimensions—strategic commitment (2.134), implementation support (1.998), organizational learning (2.577), and organizational memory (2.771)—are greater than 1.984, confirming their significance. Conversely, the t-values for non-significant dimensions—strategic championing (1.575) and implementation effectiveness (1.159)—are less than 1.984.

These results support the third hypothesis, confirming that the combined dimensions of strategic capital significantly influence competitive position, with specific dimensions having a more pronounced impact.

Table 3: Analysis of the Combined Impact of Strategic Capital Dimensions on Overall Competitive Position.

Strategic Capital Dimensions										
	Intercept (α)	Coefficient (β)	t-Value (t)	Significance (Sig.)	Decision	Multiple R	R-Squared (R ²)	Adjusted R-Squared (Adj R ²)	F-Statistic (F)	Significance of F (Sig.)
Strategic Championing	0.231	0.108	1.575	0.119	Not Significant	0.916	0.839	0.827	71.904	0.000
Strategic Commitment		0.165	2.134	0.036	Significant					
Support for Strategic Implementation		0.138	1.998	0.049	Significant					
Effectiveness of Strategic Implementation		0.104	1.159	0.250	Not Significant					
Organizational Learning		0.227	2.577	0.012	Significant					
Organizational Memory		0.222	2.771	0.007	Significant					

Summary

- t-table Value: 1.984
- F-table Value: 3.96
- Accepted Dimensions (Significant): 4
- Rejected Dimensions (Not Significant): 2

Note: All significance values (Sig.) below 0.05 indicate a significant impact.

5.2.5. Interpretation of Findings

The analysis indicates that strategic capital is positively associated with competitive position in the Kubaisa Cement Factory. These strong correlations across dimensions suggest elements of strategic capital – commitment, implementation support, organizational learning and organizational memory – fundamental to advancing competitive standing. These results indicate that the factory may counsel strategic capital dimensions

having high correlation of effect on competitive position for lead sustainable market position.

6. DISCUSSION

6.1. Interpretation of Key Results

The findings of this study strongly suggest that capital strategy has a positive impact on positional advantage for the Kubaisa Cement Factory. The great correlation between strategic capital dimensions and competitive position (strategic commitment, implementation support, organizational learning, and organizational memory) indicates that these features are very important to move the factory's position in the market forward and "differentiate" it. Specifically:

- Strategic Commitment and Organizational Learning emerged as highly influential dimensions, suggesting that a committed and knowledgeable workforce is essential for leveraging strategic capital to achieve competitive advantage (Popper & Lipshitz, 2000).
- The results therefore suggest areas for factory improvement because the Strategic Championing and Implementation Effectiveness have a less significant impact indicating that championing and implementation strategies should be better developed to improve the overall strategy of the strategic capital.

The findings are consistent with current research that strategic capital is critical in securing an organization's competitive position through enabling adaptability, innovation, and alignment with market needs (Dereli, 2015; Liu et al., 2020; McDonough et al., 2008; Najmaei, 2010).

6.2. Comparison with Previous Studies

The results of the study are in line with earlier research about the critical role of strategic capital in organizational competitiveness. Findings in this study agree with (Dereli, 2015; Liu et al., 2020) that tangible (market share) and intangibles (core competencies) are improved by strategic capital investment, such as a balance between tangible and intangible assets in order to capitalize a competitive position. Additionally, this study contributes to the understanding of specific strategic capital dimensions, suggesting that areas like organizational learning and memory can serve as key differentiators in highly competitive industries.

However, unlike some studies that emphasize the uniform impact of all strategic capital dimensions, this study reveals varied significance across different dimensions. This nuanced understanding argues that when organizations draw upon various forms of strategic capital for strategic purposes, some aspects of strategic capital should be valued more than others to achieve optimum competitive positioning (Ateş et al., 2020).

6.3. Implications for Management Practice

The findings are actionable insights for both the Kubaisa Cement factory and similar organizations. The factory can create a more resilient competitive position by focusing on high impact dimensions of strategic capital—commitment, implementation support, organizational learning, and memory. The following strategic advantages come from these dimensions:

- Enhancing Organizational Learning: Developing a culture of continuous learning will ensure the factory remains adaptable and well-informed about industry trends, thereby boosting its competitive agility.
- Strengthening Commitment: Promoting commitment among managers and employees can align their efforts with strategic goals, facilitating more effective implementation of competitive strategies (Fanjan et al., 2020).
- Optimizing Organizational Memory: Robust systems for capturing and storing organizational knowledge can help sustain competitive advantage with time since new team members will rapidly have access to and extend previous findings (Keränen & Liozu, 2020).

Reinforcing these dimensions enabled the factory to improve its market share while at the same time distinguishing its core competencies in ways that competitors had difficulty replicating.

6.4. Recommendations for Future Research

This study provides valuable insights, and also suggests avenues for future research. Future research could:

1. Investigate the detailed nature of how strategic championing and implementation effectiveness can be enhanced to increase the degree to which they affect competitive position.
2. Examine the ways by which strategic capital plays in different industrial bases, to find out whether some dimensions stand out in one environment and not in another.
3. Examine how firms' competitive sustainability is influenced by the long-term effects of strategic capital, and more specifically, how organizational memory moderates the adaptability in rapidly changing markets.

Investigating these avenues will help future studies explain how strategic capital can be relevant to achieving and sustaining competitive advantage under different settings.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Key Conclusions

From the findings, some important conclusions have been made on the role of strategic capital in improving the competitive position of the Kubaisa Cement Factory.

1. **Strong Positive Correlation:** Positive relationship between strategic capital with the competitive position is significant. The identifying of strategic capital is important to raise the factory's market standing, confirming that the factory's investment on strategic capital on various aspects has a positive correlation to competitiveness.
2. **Managerial Alignment:** It is found that respondents are highly agreeable on the importance on strategic capital and competitive position. This is a reflection that managers share the understanding and commitment to the role of strategic capital, to help factory improve the capacity to gain a competitive edge.
3. **Positive Impact of Strategic Capital:** This study confirms strategic capital as a vital tool for enhancing the Factory's competitive position. However, we find that strategic commitment, implementation support, organizational learning and organizational memory dimensions exerted a particularly strong influence on competitive improvements, leading us to prioritize these areas.

7.2. Practical Recommendations

Following these findings, recommendations are proposed for the Kubaisa Cement Factory and other organizations:

1. **Adopt and Enhance Strategic Capital Dimensions:** In order to enhance the competitiveness of the factory, it should take initiatives and strengthen the high impact dimension of strategic capital actively. Particularly, there is an important need to prioritize strategic commitment and organizational learning since they seem to exert the strongest influence on competitiveness. Improving these dimensions will reinforce long term adaptability and leadership in market.
2. **Increase Awareness of Strategic Capital's Role:** The value of strategic capital should be fully recognized and promoted by senior management. Highlight that role of managers to use it for navigating uncertain environment will make strategic decisions on sustainable growth as well as resilience.
3. **Develop Systems for Organizational Memory:** Robust systems of capturing and retaining knowledge will establish in the factory a durable competitive advantage. The factory can maintain consistency in its strategic efforts, as well as maintaining the ability, to effectively build on previous successes, by making sure that valuable organizational knowledge is retained.
4. **Focus on Strategic Championing and Implementation Effectiveness:** Although these dimensions did not have the same impact, they are important for promoting innovation and efficient strategy execution. Options exist for management to develop targeted initiatives to improve the capacity of championing and implementation processes to be leveraged most effectively for competitive position growth.

7.3. Limitations of the Study

The generalizability of findings obtained from this study to other sectors may be limited by the context studied. Moreover, there may be respondent bias in reliance on survey responses. Future studies ought to use a multi-industry sample and the use of mixed methods to gain a better understanding of strategic capital's role in differing contexts.

7.4. Suggestions for Future Research

1. **Expand Industry-Specific Studies:** Further research could analyze the extent to which strategic capital performs differently in distinctive industrial environments where different dimensions of strategic capital may have stronger as well as weaker impacts.
2. **Longitudinal Analysis:** An approach focusing on the long-term influence of strategic capital on sustained competitive advantage would be interesting; in particular the lasting effect of organizational memory to adaptability and innovation.
3. **Exploring Strategic Capital in Crisis Management:** While research has been conducted on the value of strategic capital investments in minimizing disruption, there is room for further research on the relationship between strategic capital and organizational resilience and crisis management capabilities under increased uncertainty throughout the world.

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Role of the Sponsor:

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