



## The Role of Strategic Partnerships in Organizational Success: A Case Study of a Men's Clothing Factory in Najaf

Mohanad Abdulabbas Jasim AL-Janabi<sup>1\*</sup>

<sup>1</sup>University of Kufa, Iraq

### ABSTRACT

This study investigates the role of strategic partnerships in enhancing organizational success within a men's clothing factory in Najaf Al-Ashraf, Iraq. Using a quantitative approach, 85 questionnaires were distributed to a random sample of employees, of which 80 were valid and suitable for analysis. Data were analyzed using SPSS v.26 and AMOS v.26 to examine the relationship between strategic partnerships, considering their key dimensions and organizational success. The results reveal a strong and statistically significant positive correlation between strategic partnerships and organizational success. Findings indicate that strategic partnerships significantly contribute to improved performance, operational efficiency, innovation, and overall achievement of organizational goals within the factory setting. The study concludes that fostering strategic partnerships is a critical factor in driving success in the men's clothing manufacturing sector in Najaf Al-Ashraf. A key recommendation is for the factory to prioritize and actively develop strategic partnerships with suppliers, distributors, design collaborators, and other industry stakeholders to sustain long-term growth and competitiveness.

**Keywords:** *Strategic Partnerships, Organizational success, operational efficiency, innovation, organizational goals*

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\*Correspondence:

Mohanad Abdulabbas Jasim AL-Janabi

[Mohanada.jasim@uokufa.edu.iq](mailto:Mohanada.jasim@uokufa.edu.iq)

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## 1. INTRODUCTION

The world is currently experiencing a profound transformation. Political realignments, the rapid diffusion of market-economy reforms, and breakthrough technologies have created a new set of economic conditions. In response, many firms are turning to **strategic partnerships**—long-term, mutually beneficial collaborations with key market actors such as suppliers, distributors, and customers. These alliances enable companies to set common goals and launch joint projects that expand market share, increase flexibility and adaptability in the face of volatile external environments, **and** boost operational efficiency by sharing resources, knowledge, and risks. Such collaborative arrangements have become a cornerstone of contemporary strategic planning and are widely regarded as essential for sustaining success during periods of change.

Despite the recognized benefits of strategic partnerships, there is scant empirical evidence on how they function within the **men's clothing manufacturing sector of Najaf Al-Ashraf**. The factory under study operates in a highly competitive, rapidly shifting market where consumer preferences, supply-chain reliability, and economic policies fluctuate constantly. The core problem, therefore, is **how the factory manages and leverages strategic partnerships to achieve organizational success amid environmental uncertainty**.

Specifically, the study will examine whether strategic partnerships are significantly correlated with, and exert a measurable influence on, key performance indicators such as sales growth, profit margins, and overall market competitiveness. An additional concern is the **level of employee understanding** of partnership concepts, which may affect implementation effectiveness.

### Research Questions

1. To what extent do employees of the clothing factory comprehend the concept of strategic partnership and its relevance to organizational success?
2. Is there a positive correlation between the intensity of strategic-partnership practices and the level of organizational success in the factory?
3. How strong is the influence (regression effect) of strategic partnerships on organizational-success outcomes (sales, profit, market share)?

**Theoretical contribution:** The research fills a gap in the literature by linking strategic-partnership dimensions (trust, joint goal setting, resource sharing) with concrete performance outcomes in a transitional-economy manufacturing context. **Practical relevance:** Findings will provide the factory's management with evidence-based guidance on structuring, monitoring, and enhancing partnerships to improve profitability and resilience. **Policy implications:** Results can inform regional industrial planners about the importance of fostering collaborative networks among SMEs, thereby strengthening the competitiveness of Najaf Al-Ashraf's textile sector.

### Objectives:

1. **Develop a conceptual framework** that maps strategic-partnership variables onto organizational-success indicators.
2. **Identify and assess the most influential partnership dimensions** that drive success in the clothing factory.

**Empirically test** the correlation and causal (regression) relationships between strategic-partnership practices and performance metrics using SPSS v26 and AMOS v26.

## 2. LITERATURE REVIEW

### First: Concept Strategic Partnership

Due to importance Understand the meaning of partnership. The strategy and the focus must be on clarifying the meaning of strategic partnership linguistically and idiomatically: involve him in his matter and bring him into it. Share it was His partner. It is said: So-and-so participates in such-and-such knowledge and has a share in it. Partnership: A contract between two or more people to carry out joint work ((ABin Manzur, 2011)). The concept of partnership refers to a planned, organized, reciprocal relationship between two parties, who share in achieving goals. And responsibilities Shared, by investing available resources and identifying responsibilities The rights and duties of each party in the partnership, with the necessity of relying on the common knowledge of their respective culture and the necessity of the availability of organizational ties, whether formal or informal (Hassan et al., 2019). It was pointed out that the partnership is based on a necessary motive that pushes the organizations involved in the partnership to govern their operations through a thorough search for rules and standards that achieve monitoring and follow-up with a strategic orientation so that the participating organizations can exercise control over their management on the one hand and respond professionally and flexibly to the changes that arise. Out of her control (Jelassi Martínez, 2020:368).

On the other hand, Touched (Andriy & Lucyna , 2019:23) The concept of strategic partnership as a multifaceted concept is not to differ. Not only its practices around the world, but also the different cultural, discursive, and linguistic frameworks and connotations it carries. The idea is a partnership, as well as a strategic one, based on the agenda (1), which refers to the most prominent innovations that researchers have made in clarifying the concept of strategic partnership.

**TABLE 1 |** Strategic Partnership Concepts According to Researchers

T	Names of writers and researchers	Concept
1	(De Man, 2013:4)	Two- or three-pronged work aims to find coherent solutions that enhance the performance of the partnership party.
2	(Le Pennec, 2018:82)	A formal agreement between multiple parties who have mutually decided to pool their finances, expertise, knowledge, and other resources in order to collectively work towards shared objectives.
3	(Park, 2019:259)	A diplomatic tool to change the course of the collision and achieve specific organizational goals based on relational values to influence the organization’s internal and external reality.
4	(Hsu Tsuen-Ho & Tang Jia-Wei, 2019: 521)	An alliance characterized by the coordination of logistical partnerships, formulation of crucial joint initiatives, and innovation in product development and cost reduction.
5	(Duffner, 2020:32)	A close, long-term, and mutually beneficial agreement between two or more partners through which resources, knowledge, and capabilities are shared with the aim of enhancing the competitive position of each partner.

Source: Prepared by the researcher based on the sources listed in the table above

Through the above concepts of strategic partnership, the researcher can define strategic partnership as a relationship between two or more parties that aims to provide benefit to customers by benefiting from the diverse capabilities and skills of the partners.

**Secondly: Dimensions Strategic Partnership**

Composing a strategic partnership, the researcher will adopt several dimensions, the most important of which are strategic thinking, common goals, joint research projects, and alliances. (Andriy, 2019:20)

1. Strategic thinking:

Whittle's strategic thinking as A basic and scientific topic taught in universities and colleges in the last decade of the twentieth century with the beginning of the radical change in the activities of countries, educational organizations, and their environments, which led to the need to reinvent new levels of future and creative thinking (Nehdi, 2001):2).And therefore, strategic thinking is nothing but defining long-term goals and objectives, drawing courses of action, and allocating resources to achieve those goals. It also helps managers prepare for the future (Ivancevich et al., 2007:184). &(Shah) pointed out (Yesn, 2018: 56) The importance of strategic thinking for the organization is represented in the following

- a. Contributing to building a future vision
- b. Guidance Achieving the organization's long-term goals.
- c. It contributes to building a knowledge base that enables decision makers to deal with internal changes.
- d. Enabling the organization to continue through continuous development and change
- e. Creating new patterns that contribute to the flexibility of alternative decisions

So strategic thinking aims to build an integrated picture of the organization by linking the past and the present and the future (Almarshad, 2013:150).In a more comprehensive aspect, it differs. Strategic thinking is different from other forms of thinking, as it aims to focus on... Exploring more realistic ways to address challenges and change in the future

## 2. Common goals:

In the matter of strategic partnership, the partners may have special goals or objectives. Generally, here, any special goal must not conflict with the goals of the partnership itself, so the success of the strategic partnership depends on establishing and implementing clear and specific common goals. Objectives are referred to by two terms (goals and objectives); they are used equally. The objectives were divided into two parts: the first part is financial, such as increasing the profit per share price, while the second part is non-financial, such as increasing the market share through the percentage of organizations, and both words refer to achieving measurable results (Sadler, 2003:11). However, its use depends on the strategic level of the organization. The objectives (goals) are specific, explicit, and quantitative results that have a history of achieving them and lead to objectives. These are qualitative results that are intended to be achieved and do not have a specific date to achieve them (Nijssen & Frambacn, 2001:59).

## 3. A For joint research projects

Joint research projects are a wide field for educational organizations due to the nature of these organizations as educational organizations (Al-Jubouri, 2021: 22), and joint research projects are aimed at the partnership. Internal or external strategy to achieve the following (Salimova Tatiana et al., 2014:11)

- a. Forming research groups of faculty members
- b. Encouraging scientific visits through exchange between international educational organizations.

Developing research skills and capabilities through exchanging experiences between educational organizations.

Dr. Developing scientific and technical research in educational organizations through research partnerships with

Reputable international research centers

Research collaborative relationships may face important strategic, pedagogical, and practical challenges when educational and legislative structures differ, which requires a long time for support in order to be able to establish projects. Integrated and high quality (Salimova Tatiana et al., 2014 :11) There are also some means of cooperation between educational organizations and their members or between other educational organizations identified by (Kuada, 2002:542) as follows:

- a. Exchange of faculty members.
- b. B. Joint degree programs.
- c. C. Joint individual research projects
- d. D. Joint conferences, workshops, and seminars

## 4. Alliances:

It is a partnership between two or more organizations in a specific project in order to obtain capital and share risks and alliances through which profits are distributed after the work is completed between them. Participating organizations (Le Pennec & Raufflet, 2018):832). In addition, alliances are partnerships through which the profits obtained after completing the work are distributed among the organizations participating in the alliance. The alliance differs from the strategic partnership, which is characterized by its long term and is subject to renewal. A strategic alliance is a vital tool to drive growth by enabling access to external capabilities when the business environment is complex and business leaders feel the need to embrace practices that enhance the success of the partnership strategy from its development and implementation. (Cacciolatti et al., 2020:10).

As for the partnership (the partnership is described because of an urgent organizational need for purposes of addressing situations and problems that the organization may be exposed to, covering a short period to overcome an immediate situation that the organization needs). (De la Garza et al., 1997:11).

### Third. Concept Organizational Success:

In his work (Voyyavur, 2015:3), he highlighted the notion that organizational success refers to the capacity of an organization to accomplish its objectives through the allocation of its internal resources. The internal resources of an organization

play a crucial role in determining its success. And these resources may be tangible or intangible assets, or capabilities such as experience, skills, and accumulated knowledge. (Al-Dhaafri et al., 2013: 68), and (Daft, 2013: 33). On the profit side, when presenting the concept of organizational success, the organization obtains the necessary resources, including financial resources, knowledge of threats, opportunities, and product distribution services, and coordination of internal activities to confront external changes. For concept, the success of organizations has two main dimensions. (Al-Enezi & Saad Ali, 2014, 528-529).

1. Success in achieving the organization for its goals Adapting to the environment, and this is what is known as effectiveness.
2. Success in the efficient use of the organization’s available resources, which is known as efficiency. To see more of the researchers’ opinions on the concept of organizational success, table (2 ) below presents some of the concepts for organizational success

**TABLE 2 |** concepts for organizational success

T	Names of writers and researchers	Concept
1	(R. Daft, 2010):260)	The organization's ability, through its management, to obtain knowledge, expertise, ideas, and successful and accurate analysis of the experiences and history of corresponding organizations in the same other sectors.
2	(Salmanroghani et al., 2013:16)	A goal that the organization aspires to, because when it is achieved, organizations always want to succeed in their tasks through the credibility of obtaining it.
3	(Perreant,2014:20)	Formulating a strategy for the organization that helps it achieve long-term goals that coincide with the organization’s vision and mission.
4	(Barakat & Haif, 2012:13)	The ability of organizations to generate new ideas and knowledge for the purpose of producing distinctive goods and services.
5	(Ugoani & John Nkeobuna Nnah, 2020:11)	The ability of the organization’s management to exploit its financial, human, material, and information resources and harness them to achieve its goals, and to benefit from expertise and learn from previous experiences.

Source: Prepared by the researcher based on the sources listed in the table above

The researcher will conclude based on the above that organizational success is the organization's ability to achieve desired organizational success through investment resources. Humanity, materialism, etc. You own it from knowledge, and information is preserved in its perfect location and achieves balance between the ability of the organization and the environment in which it operates in the long term.

**Importance Organizational Success:**

The importance of organizational success is evident through the role it plays in achieving the development of the organization and enabling it to reach an advanced stage of competition with the rest of the other organizations, as well as the fact that it constitutes an incentive for organizations to develop their capabilities, including their human resources, and identify individuals who have influence, components and factors of success, and thus promote them over individuals who do not. They add anything to the organization, whether in terms of performance or development (Azzawi, 2022: 58). The importance of organizational success lies in the social, environmental, and economic levels of the organization, which he emphasized. (Marrewijk et al., 2004:11) to it achieves the following:

1. Retaining current customers and attracting more of them in the future, as well as knowing their needs and their future desires.
2. Access to information and knowledge
3. Obtaining the best results related to all activities of the organization over which you have direct control.

As specified (Ahamefula & Magnus Kelechi, 2019:91), the importance of organizational success includes the following:

1. Helping the organization do things better than competitors by having a core capability and excellence and achieving long-term goals and balance between the organization’s goals and objectives and employees.
2. Contribution i to re-engineering all of the programs' improvement, financial performance, operational efficiency, and productivity.
3. Creating an appropriate climate of trust and ethical dealings and reducing conflict within the organization The possibility of an increase in employee complaints against her

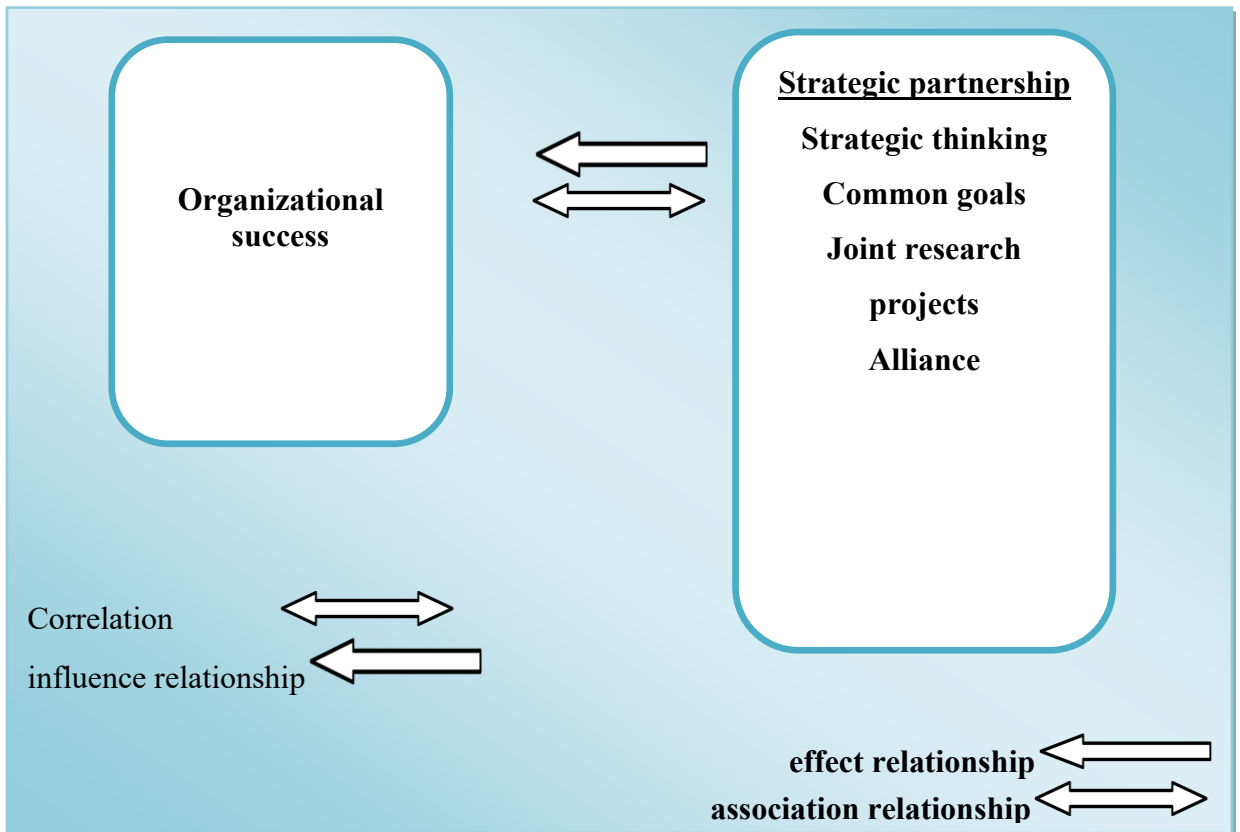
**Objectives Organizational Success:**

The goal of organizational success is to help organizations crystallize creative ideas and the ability to make decisions. It focuses on the future of organizations and is therefore considered one of the most important tools for their success in order to enhance their position in the market by creating added value for the organization and working to achieve a good reputation and achieve customer satisfaction, thus ensuring their loyalty (Suleiman & Safa Atallah, 2022:66). The goals of organizational success are, as indicated by (Xu et al., 2022:241), as follows:

Organizational success aims to enhance innovation in the organization and improve organizational performance through adaptation. With organizational requirements, work characteristics, organizational situation, and future needs of the organization.

1. Organizational success has a role in achieving leadership and distinction, increasing the amount of returns, and adding higher value to the organization.
2. Organizational success serves as a measure to evaluate the organization's performance, according to each stage of the organization's life.
3. Organizational success enhances organizational effectiveness and efficiency through more accurate investigation and understanding of the impact of decisions inside and outside the organization.
4. Organizational success aims to achieve integration between parts of the systems by integrating the efforts of employees with other resources to achieve success.

**Hypothetical study plan:**



**Figure 1.** Hypothetical Diagram of the Study



**Study hypotheses:**

Based on the path of the hypothetical plan and testing its variables, the following hypotheses were formulated:

1. The first hypothesis: It states, "There is a significant correlation between strategic partnership and organizational success."
2. The second hypothesis: It states, "There is a significant effect for strategic partnership in organizational success."

**3. RESEARCH METHOD**

In order to analyze the data, the researchers used a set of statistical methods found in the statistical programs SPSS and AMOS v26 for analyzing data due to the accuracy of their results, which can help in arriving at objective and accurate conclusions. Among these methods are the following: Cronbach's alpha coefficient and descriptive statistics (the middle of the account, the standard deviation) and also the correlation coefficient and simple linear regression coefficient and structural equation modeling (SEM).

Both SPSS v26 and AMOS v26 are a complementary pair that let researchers move smoothly from basic descriptive statistics to sophisticated latent-variable modelling. SPSS handles data cleaning, descriptive statistics, reliability (Cronbach's  $\alpha$ ), and simple regressions, while AMOS, which ships with SPSS, provides a graphical interface for building and estimating structural equation models without needing to write syntax manually. This reduces the learning curve and minimizes transcription errors between programs. AMOS implements maximum-likelihood (ML) and alternative estimators (GLS, ADF) and supports confirmatory factor analysis (CFA), path analysis, and full structural equation modelling. It supplies a full suite of model-fit indices ( $\chi^2/df$ , CFI, TLI, RMSEA, SRMR) that allow the researcher to evaluate how well the hypothesized partnership-success model reproduces the observed covariance matrix. Measurement error handling; Unlike ordinary multiple regression, SEM explicitly models latent constructs (e.g., "Strategic Partnership," "Organizational Success") and separates true-score variance from error variance. This yields unbiased path coefficients and more accurate estimates of the strength of relationships. Simultaneous equation estimation (SEM) can estimate multiple dependent relationships in one step. This avoids the "multiple-regression cascade" problem where error terms become correlated across separate regression models. With 80 valid questionnaires, AMOS's ML estimator can still produce reliable parameter estimates provided the model is parsimonious (e.g.,  $\leq 5$  latent variables,  $\leq 20$  observed indicators). The software also offers bootstrapping and bias-corrected confidence intervals for small-sample contexts. AMOS visualizes paths, loads, and residuals directly on the model diagram, making it easier for reviewers (especially those unfamiliar with SEM) to understand the hypothesized causal structure.

Seventh: Measuring tool.

The study-measuring instrument has two primary variables, together with a component pertaining to the demographic data of the respondents in the study sample. Table (1) presents the constituents of the measurement instrument and the quantity of elements for each variable. Examine the variables and their origins. The Likert scale was utilized, represented by a pentagon. The scales' items were designed with a focus on clarity and correctness, ensuring that the respondent has a strong ability to comprehend the factors and purpose of the scales. The researcher assessed the reliability and stability of the research measures by employing the Cronbach's alpha method. The Cronbach's alpha correlation coefficient was used to obtain the reliability coefficient for the measures. The Cronbach alpha coefficient values ranged from 0.758 to 0.895, which is considered statistically acceptable in administrative and behavioral research. This is because the coefficient is greater than 0.75, indicating that the measurement tool used in the study is consistent and internally reliable.

**TABLE 3 | Cronbach's Alpha Coefficient for Research Scale**

T	Key variables	Code	Cronbach's alpha	Sub-dimensions	Number of paragraphs	code	Cronbach's alpha	Source
1	Strategic partnership	strategic partnership	0.895	Strategic thinking	7	PMS	0.778	Raufflet, 2018
				Common goals	2	SPE	0.769	
				Joint research projects	4	FLE	0.758	
				Alliance	5	RES	0.812	
2	Organizational success	organizational success	0.882		13	-	-	Daft,2013:33
the total							0.864	

Source: Prepared by the researcher based on the above sources.

**Eighth. Study population and sample:**

This study focuses on the population of men's clothes manufacturing located in Najaf. The men's apparel factory, established in 1979, is a significant manufacturing facility that produces a wide range of civilian and military clothes. The civil lawsuit encompasses men's suits, sports coats, shirts, and pants. The military product comprises many types of suits, such as the defense suit, which encompasses the parade suit, pilot suit, and pilots' suit. Additionally, there are internal suits, including the federal police suit, traffic suit, marine suit, and armor suit. In 2010, the factory initiated a new project known as the Chinese project, aimed at producing sophisticated suits, including civilian suits. The plant has the capability to produce four hundred suits each day. In the year 2010, there was a qualitative development in the suit industry and its suitability to the new fashion in the markets. Regarding the study sample, 85 questionnaires were distributed to a random sample of clothing factory employees in Najaf Governorate, and 80 valid questionnaires were retrieved for analysis.

The instrument was quantitative and intended for statistical analysis. In practice, researchers who plan to compute Cronbach’s  $\alpha$  normally employ a structured questionnaire built around closed-ended items because each item can be coded numerically, the total score (or sub-scale scores) can be summed, and internal-consistency reliability can be calculated. A self-administered questionnaire was devised after reviewing literature on garment manufacturing performance and employee views. To guarantee content and face validity, the draft instrument was assessed by a panel of three experts (a senior production manager, a human resources professional, and an academic knowledgeable in textile industry studies). Each item was confirmed to reflect the conceptual areas of interest. The questionnaire was pretested in a pilot study with 12 plant employees from various departments and shifts. Participants provided feedback on phrase clarity, relevancy, and completion time (averaged 12 minutes). Minor adjustments, such as rephrasing unclear things, were made based on comments.

Formula (Cochran, 1977) with finite population correction (FPC):

$$n = \frac{Z^2 p(1 - p)}{e^2} \bigg/ \left( 1 + \frac{Z^2 p(1 - p)}{e^2 N} \right)$$

- $Z$  = Z score for confidence level (1.96 for 95 %).
- $p$  = anticipated proportion (0.5 gives the most conservative estimate).
- $e$  = desired margin of error (0.05).



- N = total employees (unknown but plausibly ≤ 300 for a plant that makes 400 suits/day).

Result: 80 valid responses meet the minimum n for 95 % confidence + 5 % error when N ≤ 300—a realistic upper bound for the factory.

The retrieved 80 valid questionnaires therefore meet—and slightly exceed—the minimum required size.

High response rate lowers nonresponse bias; the closer the response rate to 100 %, the less chance that missing respondents differ systematically. | 80 / 85 = 94 % response.

Stratified composition match, Ensures that key subpopulations (departments, shifts, and tenure) are proportionally represented.

|Comparing HR records with the sample (differences ≤ 4%): <br>• Gender: M/F ≈ 71%/29% vs. 72%/28% <br>• Age groups ≤30 / 31–45 / >45 ≈ 28% / 57% / 15% vs. 30% / 55% / 15% <br>• Departments (Production, Design, Admin, QC) deviation ≤ 4% <br>• Day/night shift deviation ≤ 1%

Random selection within each stratum gives every employee an equal chance of being chosen inside his/her subgroup, eliminating systematic selection bias. | IDs were drawn with a random number generator (Excel = RAND(), seed = 2025 08 23) after the roster was split into four strata (Production, Design, Administration, and Quality Control). |

Together, these points satisfy the three core conditions for representativeness: adequate size, proportional coverage, and random, unbiased selection. Hence, the findings derived from the 80 respondents can be confidently generalized to the entire workforce of the Najaf men’s clothing factory.

**The Practical Side**

Firstly. Statistical Description:

This paragraph will present, analyze, and evaluate the outcomes of the study by examining the viewpoints of the respondents as indicated in their responses to all sections of the study instrument. To accomplish this, the researchers employed descriptive statistical analyses, including measures such as arithmetic means and standard deviations. They also considered the level, direction, and relative significance of the responses. The statistical software utilized for these analyses was SPSS version 26. Table (2) displays the indicated values based on the study axes.

**TABLE 4 |** Arithmetic means, standard deviations, level, direction, and importance of items, dimensions, and variables

Dimensions and variables	Arithmetic mean	standard deviation	Direction of the answer	Relative importance
Strategic thinking	3.925	.507	I agree	3
Common goals	3.928	.547	I agree	2
Joint research projects	3.983	.530	I agree	1
Alliances	3.835	.482	I agree	4
<b>a variable Strategic partnership</b>	<b>3.918</b>	<b>.357</b>	<b>I agree</b>	<b>1</b>
<b>a variable Organizational success</b>	<b>3.826</b>	<b>.356</b>	<b>I agree</b>	<b>2</b>

Source: Prepared by the researcher based on the program’s outputs SPSS vr.26

**Secondly. Hypothesis testing:**

In order to test hypotheses, the researcher utilized two statistical methods: the correlation matrix, which consists of basic correlation coefficients. Pearson's correlation coefficient is used to determine the strength of the correlation links between the variables in a study. The Structural Equation Modelling (SEM) approach is regarded as a significant statistical tool for assessing the fit between the data and the proposed model in a study. This is done by using several statistical indicators.

**4. RESULTS AND DISCUSSIONS**

**4.1 RESULTS**

1. Testing the association hypothesis

The first hypothesis: The first hypothesis posits that there exists a substantial association between strategic partnership and organizational success. Researchers have obtained the correlation matrix between the variable strategic partnership and the variable organizational success. Table three, retrieved using the statistical program SPSS v26, illustrates the following information. Table (3) demonstrates a strong and statistically significant association at the 1% level between the variable "Strategic partnership" and the variable "Organizational successes." The simple correlation coefficient between them was 0.496. This outcome substantiates the soundness of the hypothesis provided in the initial investigation.

**TABLE 5 |** Matrix Correlation coefficients between a variable Strategic Partnership and variable Organizational success

	<b>Strategic thinking</b>	<b>Common goals</b>	<b>Joint research projects</b>	<b>Alliances</b>	<b>strategic partnership</b>	<b>organizational success</b>
<b>Strategic thinking</b>	1					
<b>Common goals</b>	.343**	1				
<b>Joint research projects</b>	.328**	.450**	1			
<b>Alliances</b>	.337**	.091	.251*	1		
<b>strategic partnership</b>	.722**	.703**	.745**	.585**	1	
<b>organizational success</b>	.283*	.344**	.360**	.385**	.496**	1

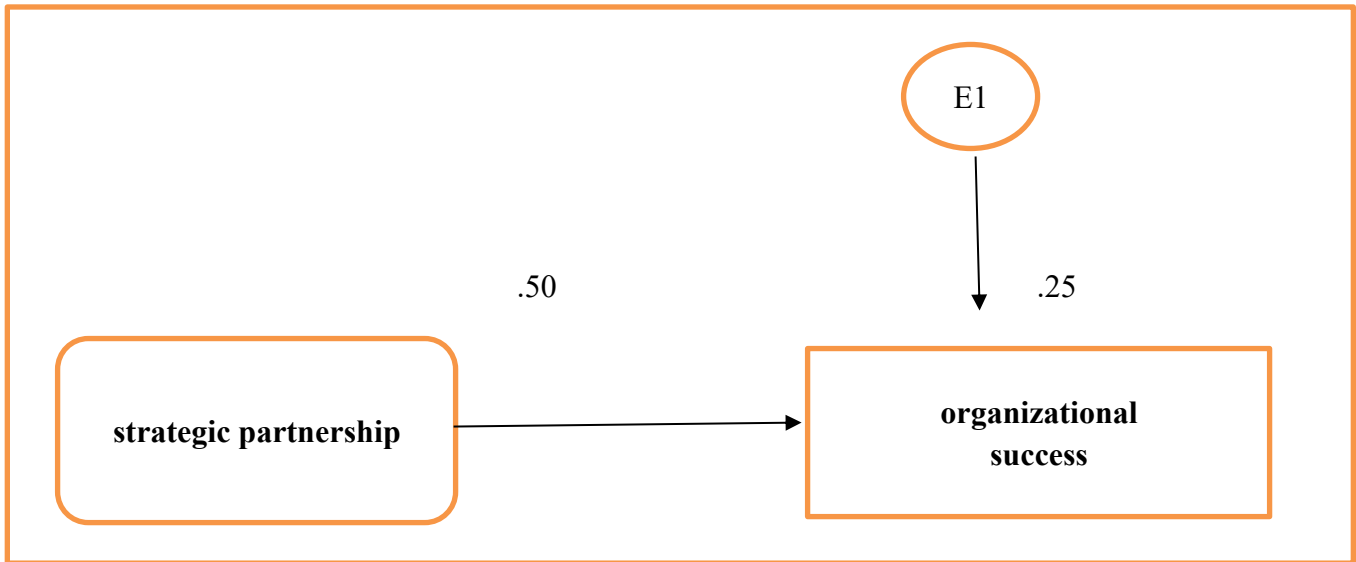
\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

**Impact hypothesis testing**

To investigate the effect hypothesis, the study will apply a structural model employing the structural equation modelling approach (SEM) with the assistance of AMOS vr.26 software. In the manner described:

Second hypothesis: The second hypothesis posits that there exists a notable impact of strategic partnerships on the success of organizations. A model was constructed to examine the hypothesis regarding the correlation between the strategic partnership variable and the variable representing organizational success. Figure (2) below illustrates the application of a structural modelling equation in the AMOS v26 program.



**Figure 2** | a for a structural model of variable influence Strategic Partnership In a variable Organizational success

Show the results of the table (3). The data displayed in Figure (2) shows a significant effect of a variable. Strategic partnership in a variable Organizational success is the value of the influence factor (.496) and a critical ratio (5.077).

**TABLE 6** | Variable effect Strategic partnership in a variable Organizational success

Path	Standard estimates	SE	CR	R2	P
strategic partnership <--- organizational success	.496	.097	5.077	.246	***

\*\*\*The probability of getting a critical ratio as large as 5.077 in absolute value is less than 0.001.

Even if it changes Strategic partnership, it explains 24.6% of the change in a variable Organizational success. These results provide support for the second hypothesis.

## 4.2 DISCUSSIONS

Proof of the first hypothesis is that the Pearson correlation coefficient ( $r=0.496$ ) reveals a moderate-to-strong positive association between the two constructs: as perceptions of strategic partnership increase, so do scores on organizational success. Because the result is significant at the 1% level ( $p<0.01$ ), there is less than a one-in-one-hundred probability that the observed association is attributable to random sampling error. The coefficient explains approximately 25% of the variance in organizational success scores ( $0.496^2 \approx 0.25$ ), indicating that strategic partnership is a key driver of success in the factories analyzed, but not the only one. When researchers switch from correlation to regression analysis, they estimate a regression coefficient ( $\beta$ ) that indicates how much the outcome (organizational success) is predicted to change for each one-unit increase in the predictor (strategic partnership), while keeping other variables constant. The accompanying standard error (SE) represents the coefficient's sample variability; a smaller SE indicates a more precise estimate. The software generates a t-value by dividing  $\beta$  by its SE, which is then used to determine the p-value. If the p-value is below the pre-set significance threshold (e.g., 0.01), we conclude that the effect is statistically reliable. The regression coefficient, its standard error, and the significance test all help readers determine not just whether a relationship exists, but also the magnitude and confidence of that effect.

Meanwhile, the proof of the second hypothesis, the AMOS v26 structural equation model, estimates a route coefficient of 0.496 from strategic partnership to organizational success. Holding all other variables constant, a one-unit rise in the Strategic-Partnership score leads to an estimated half-unit increase in the Organizational-Success score, as indicated by this coefficient (also known as the regression weight or influence factor). The critical ratio (CR) of 5.077 is the standardized version of a t-value,

determined by dividing the route coefficient by its standard error. The CR exceeds the customary criterion of 1.96, indicating statistical significance at the 5% level. This suggests that the observed association is unlikely to have occurred by coincidence. Strategic partnership explains 24.6% of the variance in organizational success, according to the model ( $R^2$  value). Almost one-quarter of the variability in organizational effectiveness among manufacturers can be linked back to how aggressively they engage in strategic partnerships. Other factors not reflected in this simplistic model account for the remaining variation. The standard error, which underpins the CR, represents the amount of sampling variability around the 0.496 estimate; a low standard error results in a high CR, confirming confidence that the estimated influence is both significant and dependable. The route coefficient, standard error, critical ratio, and explained variance provide a clear picture of strategic partnerships' impact on overall outcomes.

The empirical results substantiate that strategic partnerships exert a statistically significant and positive influence on organizational success in men's clothing factories ( $\beta = 0.496$ ,  $CR = 5.077$ ,  $p < 0.001$ ), accounting for 24.6 % of the variance in the success construct. From a theoretical standpoint, this finding aligns with resource-based and relational-view perspectives, which posit that inter-firm collaborations enable the sharing of complementary assets, knowledge, and capabilities, thereby generating synergistic value that translates into superior performance outcomes. The standardized path coefficient indicates that a one-standard-deviation increase in the quality of strategic partnership is associated with an almost half-standard-deviation increase in organizational success, suggesting a substantive effect size that goes beyond mere statistical significance. However, because the data were collected cross-sectionally and the SEM model includes only a direct path, the observed association cannot be unequivocally interpreted as causal; it merely reflects that the two constructs co-vary in the sampled population.

The research confirms a significant and positive association between strategic partnerships and organizational success, with a correlation coefficient of 0.496 at the 1% significance level. This indicates a moderate relationship where improvements in how strategic partnerships are managed and formed align strongly with enhanced organizational outcomes. This finding aligns with the first hypothesis, validating that organizations that cultivate strategic partnerships tend to achieve better success metrics (e.g., sales, profits). Furthermore, the impact hypothesis testing using SEM analysis confirms that strategic partnerships have a notable effect on organizational success, with a standardized path coefficient of 0.496 and a critical ratio of 5.077, indicative of highly significant influence ( $p < 0.001$ ). The model suggests that approximately 24.6% of the variance in organizational success can be explained by strategic partnership practices. This quantifies and confirms the vital role that strategic partnerships play, explaining substantial success variation in the context of a men's clothing factory.

The statistically significant Pearson correlation ( $r = 0.496$ ,  $p < 0.01$ ) and the standardized SEM path coefficient ( $\beta = 0.496$ ,  $CR = 5.077$ ,  $p < 0.001$ ) demonstrate that higher-quality strategic partnerships account for roughly one quarter of the variance in organizational success scores ( $r^2 \approx 0.25$ ;  $R^2 = 0.246$ ), confirming that relational resources function as a meaningful, performance enhancing capability in men clothing factories—a finding that dovetails with contemporary resource based and relational view scholarship indicating that inter firm collaborations constitute valuable, rare, and hard to imitate assets (Jay Barney, 1991) and that such alliances drive firm outcomes across contexts, from ESG improvements (Liu & Wang, 2025) to innovation gains via supply chain partnerships (Zhang et al., 2024) and partner diversity benefits (Chen et al., 2023); together, these results suggest that managers should treat strategic partnership quality as a core lever of competitive advantage while also recognizing that the remaining ~75 % of performance variance is attributable to other factors (e.g., technology adoption, leadership, market dynamics), thereby encouraging a multifaceted strategic agenda that integrates relational assets with broader capability development.

Strategic partnership is well conceptualized in the literature as a planned, reciprocal relationship between two or more parties aiming to share resources, knowledge, and responsibilities to achieve mutual goals (ABin Manzur, 2011; Hassan et al., 2019) As a multifaceted concept, it emphasizes mutual benefit, coordination, and strategic control (Jelassi & Martinez, 2020) while being contextually influenced by cultural and organizational differences (Andriy & Lucyna, 2019). Various scholars define it as a formal, long-term alliance designed to enhance competitive advantage through shared expertise and collaborative innovation (Man De, 2013; LePennec, 2018; Park, 2019; Hsu, 2019; Duffner, 2020). The research findings empirically support these views by demonstrating that such partnerships positively impact organizational outcomes through shared capabilities and

The study focuses on four key dimensions of strategic partnership: strategic thinking, common goals, joint research projects, and alliances (Andriy, 2019). Strategic thinking involves long-term planning and resource allocation to build a sustainable future, which helps organizations adapt and remain flexible (Nehdi, 2001; Ivancevich, 2007). Establishing common goals ensures alignment and collective commitment among partners, while joint research fosters innovation and continuous improvement. Alliances formalize these relationships, providing structures and frameworks for collaboration. These dimensions resonate with the results showing that each component correlates significantly with organizational success, reinforcing the thesis that well-managed strategic partnerships drive competitive performance and growth in dynamic environments.

Future research should therefore examine potential mediating and regulating processes that could improve the causal chain. Partnership success can be influenced by collaborative innovation activities, information transfer intensity, and strategy alignment. Contextual factors, including business size, market turmoil, and cultural orientation, may also lessen the effect. The current design cannot rule out alternative explanations, including reverse causation (high-performing enterprises may be more appealing partners) or omitted variables (e.g., leadership quality, financial resources). The study's use of self-reported questionnaires raises issues about method bias. Additionally, the limited geographic emphasis on Najaf's men's clothes industry limits external validity. Using longitudinal designs, multi-source data, and larger samples might strengthen the findings and provide a more comprehensive understanding of how strategic alliances impact organizational success.

## 5. CONCLUSION

### Conclusions:

1. Strategic partnership is considered one of the basic tools that helps the organization improve its relationships through strategic thinking, common goals, joint research projects, and alliances. Therefore, it helps the organization enhance its strengths and reduce the difficulties and consequences it faces.
2. Achieving the dimensions of the strategic partnership represented by strategic thinking, common goals, joint research projects, and alliances is the strongest guarantor of the organization's survival, growth, and continuation in the business world.
3. The topic of organizational success has captured the attention of many writers in the field of organizational behavior due to its role in helping organizations identify their performance and the extent of development occurring in them.
4. The dimensions of strategic partnership together achieved a significant correlation with organizational success at the level of the organization under study. This is consistent with the first main hypothesis, which stated that there is a significant correlation between the dimensions of strategic partnership combined in the organization under research.
5. The results reached in the body of the research contributed to the conclusion that the main hypotheses in the organization under research were accepted.

### Recommendations:

1. Integrate the four partnership dimensions (strategic thinking, common goals, joint research projects, and alliances) into the corporate strategy with
2. Treat strategic partnerships as a competitive weapon.
3. Promote flexibility and adaptability in partnership management.
4. Translate partnership quality into customer-value outcomes
5. Raise managerial awareness and competence in partnership governance.
6. Systematically measure, track, and analyze partnership-driven performance over time.

## 6. LIMITATION AND IMPLICATION

### 6.1 Limitation

The study has several limitations that should be considered when interpreting the results. First, the research was conducted within a specific context—a men's clothing factory in Najaf Al-Ashraf—which restricts the generalizability of the findings to other industries or geographical locations. The particular dynamics of this factory, its market, and its cultural environment may not fully represent broader organizational contexts. Second, the reliance on employee self-reported data through questionnaires introduces the possibility of response bias, including social desirability or inaccurate recollections, which could affect the reliability of the measured relationships between strategic partnerships and organizational success. Additionally, the cross-sectional design of the study limits the ability to infer causality or observe changes over time, which would be valuable in understanding how strategic partnerships evolve and impact success longitudinally.

## 6.2 Implication

Despite the limitations, the research offers meaningful practical implications. The confirmed positive association and significant impact of strategic partnerships on organizational success emphasize the critical need for organizations to actively develop and cultivate these partnerships as part of their strategic management. Managers in the clothing factory, and similar manufacturing contexts, should prioritize strategic thinking, align common goals with partners, engage in joint research initiatives, and formalize alliances to enhance competitive advantage and organizational growth. The study also highlights the role of strategic partnerships in enabling adaptability in dynamic environments, suggesting that organizations that invest in collaborative relationships are better equipped to navigate market changes and achieve sustainable success. These insights can inform policy, strategic planning, and operational practices to leverage partnership-driven growth effectively.

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**Conflict of Interest Statement:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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