

-RESEARCH ARTICLE-

202 STRATEGIC PHYSIOGNOMY AND ITS IMPACT ON ACHIEVING OUTSTANDING PERFORMANCE

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—Abstract—

The purpose of this study is to illustrate how strategic physiognomy, encompassing empowerment, inspiration, and deep knowledge, can significantly impact the achievement of exceptional performance within corporate organisations. To achieve the goal, primary data was collected using a questionnaire as part of an analytical descriptive methodology. The Development Bank of Iraq was chosen for data collection, and a sample of 100 individuals was gathered. The study's findings support the main hypothesis, which suggests that strategic physiognomy has a significant impact on achieving exceptional performance. The research resulted in several findings, with one particularly noteworthy result being the significant impact of strategic physiognomy on achieving remarkable performance. This influence was found to be both favourable and substantial, as supported by statistical analysis. The research supports the importance of personal drive, innovative thinking, and active involvement in implementing ideas to achieve exceptional results in the banking industry.

Keywords: Strategic Physiognomy, Outstanding Performance, Development Bank, Iraq, inspiration

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INTRODUCTION

Organisations are currently grappling with significant challenges. The operation takes place within a multifaceted and ever-changing economic, political, and social context (Zhao et al., 2021). These factors encompass intense competition, a culture of transparency, rapid expansion, global reach, economies with free markets, and gaining a competitive edge through the implementation of an administrative framework. In order to achieve success and long-term viability, it is crucial for the organisation to have effective strategic components and capable leadership that can align its knowledge and capabilities with the challenges it faces (Kundi et al., 2021). The concept of strategic physiognomy has evolved into a rigorous academic discipline that surpasses all others. Innovation, creativity, and strong administrative abilities forge the road to exceptional performance (Sari, Sudiarditha, & Susita, 2021). Therefore, this study examines the effects of strategic physiognomy on achieving exceptional performance in the banking industry.

However, employees in the banking sector are currently encountering significant challenges that are not aligned with their professional responsibilities (Virgiawan, Riyanto, & Endri, 2021). Workload pressure and work-family conflicts pose strategic challenges to the employees' reliable and sustainable performance. The strategic allocation of employees' work opportunities has a significant impact on firms' performance and overall growth. When employees experience work-related stress, it is important to motivate them for improved performance (Darpan & Ibrar, 2023; Shahid & Mehmood, 2021). In general, the state of employees in the banking sector is facing significant challenges. In Iraq, banks in the corporate sector are expected to enhance their performance through strategic measures, which would pave the way for improvement. Banks' management must operate strategically and create additional opportunities to enhance performance (Almansour & Elkrggli, 2023).

The exceptional performance of any organisation has a substantial impact on individuals. In a study conducted by Suliman et al. (2023), Employees in the firm are consistently driven to enhance their performance to successfully attain their strategic objectives. When employees receive motivation from top management and are provided with necessary resources, their performance tends to improve gradually (Darpan & Ibrar, 2023). However, ensuring the dependability of employees' performance poses a significant obstacle. As a result, the significance of efficiency and effectiveness has a significant impact on the enhancement of employee performance. Access to resources and facilities is crucial for employees to enhance their performance, a necessity in today's world (Sarfraz et al., 2023). Adopting a responsible approach to work can significantly enhance the overall performance of any organisation. In order to achieve organisational goals, it is essential to motivate both management and employees to perform productively (Purwanto, 2022).

Past research has demonstrated that various factors can enhance the performance of employees in the banking sector. However, there remains a lack of consensus on the findings. According to a recent study by [Noreen et al. \(2022\)](#), employees in the banking industry need additional compensation in the form of salaries and bonuses to recognize their exceptional performance. According to a recent study by [Khan and Ghayas \(2022\)](#), effective management of work-family conflict plays a crucial role in preventing any negative impact on banking performance. In a recent study by [Rao, Aleem, and ullah \(2022\)](#), it was found that enhancing the strategic performance of banks requires the establishment of a dependable measure of bank performance. In contrast, [Sarfraz et al. \(2022\)](#) found that banks must adopt strategic management practices to enhance their performance and drive future development. In a recent study by [Chang, Sun, and Wu \(2022\)](#), it was found that providing rewards for additional work plays a crucial role in enhancing employee performance. Nevertheless, there are discrepancies in the findings of these studies, as they emphasise various factors to enhance the performance of banking employees.

In contrast, previous studies have not considered factors such as empowerment, inspiration, and deep understanding when examining the enhancement of banking performance. Hence, additional research is required to examine the influence of the aforementioned factors on the performance of banking employees ([Msuya & Kumar, 2022](#)). One potential approach for future research is to explore methods to enhance the exceptional performance of employees in the banking sector. In addition, [Raza and Khan \(2022\)](#) suggested further exploration of factors that may have a significant impact on enhancing employee performance in the banking sector. By analysing the noteworthy findings of these studies, we can effectively fill the gaps in our current understanding. To achieve this objective, it is necessary to conduct empirical research that can offer statistically validated insights into the existing body of literature.

Investigating the effect of strategic physiognomy on exceptional performance in corporate organizations represents the main goal of this work. Various dimensions of empowerment, detailed information, and inspiration are mainly considered. Accordingly, the researchers followed an analytical descriptive method by handing a questionnaire to 100 employees from the Development Bank of Iraq to gather the primary data for their work. The findings verified the current research's fundamental hypothesis, revealing that strategic physiognomy significantly influences achieving exceptional performance. Furthermore, it was found that significant outcomes can appear in the banking sector according to personal motivation, creative thinking, and effective participation through putting ideas into action.

LITERATURE REVIEW

Identifying the facial expressions or individual characteristics is important in determining the psychological qualities, which is referred to as "strategic physiognomy." This strategy

dates back to ancient Greece and has been employed broadly for forming judgments and making decisions (Darpan & Ibrar, 2023). The evaluation and perspective of leaders towards opportunities and threats that appear in the company's external environment are fundamental. Thus, based on external appearances and interactions, the initial impression was taken into account for evaluating members (Heslina & Syahrani, 2021). Their personality and comprehension should be analyzed to achieve present and future goals. Thus, this strategy observes external occurrences and links them to hidden knowledge to foresee and address organizations' strategic requirements, assuring their long-term success and sustainability (Al-Swidi, Gelaidan, & Saleh, 2021).

The importance of strategic physiognomy lies in achieving organisations' long-term competitive advantage and promotional elements. Rapid response to external changes improves one's ability to accomplish goals. In addition, the ability of senior leadership to achieve outstanding performance and ensure the long-term survival, prosperity, and development of the organisation is crucial. This can be accomplished through strategic vision (He, Morrison, & Zhang, 2021). Efficient physiognomy enhances the senior leadership's ability to fulfil administrative responsibilities and propel the organisation's strategic vision. In addition, it aims to enhance internal incentives for employees and motivate them to actively participate in learning and developing their skills. Organisations must adjust to turbulent environments by implementing a range of strategies that allow for flexibility in service provision and adapting to evolving organisational structures. Figure 1 depicts a three-dimensional model that represents the dimensions of strategic physiognomy as empowerment, inspiration, and deep understanding.



Figure 1: Dimensions of Strategic Physiognomy.

Empowerment is a modern administrative approach that enables employees to have full control and meet their professional responsibilities. Integrating this element into the organisation's strategy is crucial for effectively tackling different challenges and advancements (Amjad et al., 2021). Establishing trust between management and employees is crucial for fostering motivation, enhancing communication, and breaking down organisational barriers. Modern organisations recognise that the human element is key to achieving competitiveness and excellence (Sharma et al., 2021). The concepts of job satisfaction and empowerment are closely intertwined. As the level of administrative empowerment rises, individuals tend to express higher levels of job satisfaction (Alam & Singh, 2021a, 2021b).

Inspiration is a powerful force that fosters creativity and problem-solving abilities. It serves as a catalyst, motivating individuals to work diligently and find innovative

solutions. In the realm of well-being, inspiration is linked to positive factors that endure, encompassing both emotional and cognitive dimensions. Inspiration enhances individual work performance and motivates employees to actively engage in their tasks, leading to job satisfaction. In addition, it motivates employees to further enhance production and profitability. Individuals can effectively respond to ideas and derive benefits from the creative process through inspiration (Alawaqleh, 2021). The promotion of creativity is a significant aspect that drives individuals. Recognising the value of creative individuals, organisations prioritise allocating resources to maximise human potential, viewing it as a strategic and fruitful investment (Rani, Rahman, & Yusak, 2021).

A deep understanding is characterised by a high level of comprehension and intellectual prowess. In an ever-evolving world, it is imperative that we enhance our problem-solving abilities and foster a spirit of innovation. There are always tasks and issues to address, and it is crucial to have a deep understanding of them. Many organisations now understand the importance of strategic comprehension and have made efforts to meet their intelligence needs. Encouraging critical thinking and learning has proven to be beneficial for individuals and organisations (Park et al., 2022). Exemplary performance is a key factor for numerous organisations, spanning from small and medium-sized to large organisations. Nevertheless, organisations have raised concerns regarding the performance of individual employees and the effective utilisation of motivational tools to tackle issues related to exceptional performance. Identifying the factors behind exceptional performance poses a fundamental dilemma for the organisation (Idris et al., 2022). Evaluating the impact of employees on organisational performance can be a challenging task. However, there is an increasing body of evidence indicating a correlation between organisational performance and effective people management. Managers often face difficulties when making decisions due to the presence of uncertainty and doubt (Ahmad et al., 2022). Managers strive to enhance the efficiency of human resources to drive improved performance for their companies.

In addition, it is important to ensure that ideas and products are of high quality, modern, original, and creative. On the other hand, it is the outcome of the organisation's activities and events. Outstanding performance can be characterised by successfully accomplishing tasks and also by an organisation's ability to achieve and sustain high performance through the utilisation of available knowledge (Raza & Khan, 2022). The significance of exceptional performance is underscored by its contribution to establishing the requisite benchmarks for the organization's mission, facilitating the identification and placement of competent elements in suitable positions, pinpointing areas requiring support and development to enhance performance, ensuring seamless coordination among different departments, and diagnosing errors and deviations. Moreover, it is crucial to achieve a state of meticulousness and logical consistency in the process of planning and decision-making (Shoaib, Syed Arsalan Haider, & Nafeesa, 2022).

METHODOLOGY

This study obtained data from a sample of 100 individuals who were managers of various departments, divisions, and units in the Kerbala and Najaf branch banks. Specifically, the banks included in the study were Tanmia, Iraqi Trade, Ashur, Al-Taif, Investment, Al-Tijari Al-Ithri, Baghdad, United Investment, AlAhly Al-Iraq, Sumer Al-Tijari, and Al-Khaleej Al-Tijari. A total of 110 forms were distributed to the participants, and 100 of them were successfully retrieved. A detailed description of the participants can be found in [Table 1](#).

Table 1: Participants Description.

Demographics	Categories	Number	Percentage
Gender	Male	18	%81
	Female	91	%19
	Total	100	100%
Age	Less Than 30	13	%13
	30-39 Years	43	%43
	40-49 Years	26	%26
	More Than 50	18	%18
	Total	100	100%
Qualification	PhD	0	%0
	Master's	7	%7
	Higher Diploma	4	%4
	Bachelor's	87	%87
	Institute	2	%2
	High School and Above	0	%0
Total	100	100%	
Years of Experience	Less Than 5 Years	8	%8
	6-10 Years	31	%31
	11-15 Years	37	%37
	16-20 Years	11	%11
	21-25 Years	9	%9
	26 And more	4	%4
Total	100	100%	
Job Position	General Manager	2	2%
	Deputy Of General Manager	7	7%
	Executive Manager	6	6%
	Head Of the Department	54	54%
	Division Manager	18	18%
	Others	13	13%
Total	100	%100	
No. Participating Training Courses	Nothing	0	%0
	1-4 Courses	26	26%
	5-9 Courses	43	43%
	9 And more	31	31%
Total	100	100%	

The purpose of our study is to examine the correlation between Strategic physiognomy and exceptional performance in a specific group of Iraqi commercial banks, as seen in [Figure 2](#).

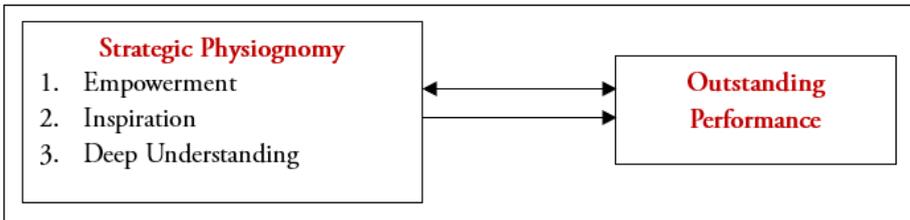


Figure 2: Conceptual Model.

RESULTS

[Table 2](#) shows the Cronbach alpha coefficient and [Figure 3](#) shows the external saturations for the questions that have to do with the strategic physiognomy variable. The variable in question possesses three fundamental dimensions and consists of a total of 15 individual items. Its purpose is to serve as a means of evaluating the model. [Table 2](#) displays values for the strategic physiognomy variable that are within a tolerable range for composite stability, ranging from 0.880 to 0.939. The data showed that the strategic physiognomy variable is highly stable, which indicates that the scale is also stable. [Table 2](#) demonstrates that the Cronbach Alpha coefficient for all dimensions exceeds 0.70, indicating that the measuring tool exhibits a high level of dependability and reliability. The observed range of external bifurcation values for the strategic physiognomy variable was 0.615 to 0.896. Furthermore, the external saturations of the scale questions were found to be either close to or exceeding the minimum level of 0.70 for validity. Several questions had negligible effects (less than 0.70). Thus, the removal of these elements had no impact on the model's integrity. Their preservation was a direct result of this discovery. The AVE values for the strategic physiognomy variable are presented in [Table 2](#). It is worth noting that all dimensions exceed the threshold of 0.5, indicating their acceptability.

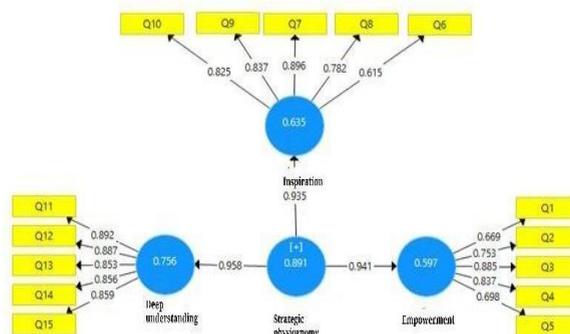


Figure 3: Model For Measuring Strategic Physiognomy.

Table 2: Statistical Indicators of the Strategic Physiognomy.

Dimensions	Paragraphs	Saturations	Cronbach Alpha	Composite Stability	AVE
Empowerment	Q1	0.669	0.827	0.880	0.597
	Q2	0.753			
	Q3	0.885			
	Q4	0.837			
	Q5	0.698			
Inspiration	Q6	0.615	0.851	0.895	0.635
	Q7	0.896			
	Q8	0.782			
	Q9	0.837			
	Q10	0.825			
Deep Understanding	Q11	0.892	0.919	0.939	0.756
	Q12	0.887			
	Q13	0.853			
	Q14	0.856			
	Q15	0.859			

Table 3 and Figure 4 present the external saturations and the Cronbach alpha coefficient for the queries pertaining to exceptional performance. The variable contains a total of nine items. The composite stability of the Outstanding performance variable is 0.927, as indicated by the findings presented in Table 3. This number indicates a strong indication of stability in the study's scale when considering questions related to exceptional performance. The results suggest that the Cronbach Alpha coefficient of 0.907 surpasses the threshold of 0.70, indicating a high level of dependability and reliability for the measuring tool. The scale questions used to assess outstanding performance had values ranging from 0.421 to 0.921, indicating the stability and reliability of the data for this variable. The researcher observed that certain items had consequences below 0.70. However, removing these items did not impact the validity of the form. The specimens were conserved within the structure due to this result. The exceptional performance exhibited an average variance (AVE) of 0.596, surpassing the standard of 0.50. The findings indicate that the dimensions demonstrate convergent validity, which is a favourable sign.

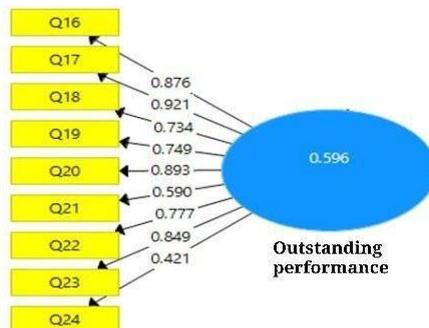


Figure 4: Measurement Model for the Outstanding Performance.

Table 3: Statistical Indicators of Outstanding Performance.

Dimensions	Paragraphs	Saturations	Cronbach Alpha	Composite Stability	AVE
Outstanding Performance	Q16	0.876	0.907	0.927	0.596
	Q17	0.921			
	Q18	0.734			
	Q19	0.749			
	Q20	0.893			
	Q21	0.590			
	Q22	0.777			
	Q23	0.849			
	Q24	0.421			

Table 4 presents the descriptive statistics for the independent variable "strategic physiognomy," including the hypothetical arithmetic mean of 3 on the scale. The data in Table 4 indicates that the empowerment dimension has a weighted arithmetic mean of 3.762. The standard deviation was found to be 1.16, and the coefficient of variation was 0.31. The weighted arithmetic mean of the motivation dimension was 3.842. The observation that the arithmetic mean exceeds the hypothetical mean of three implies that the organisation excels in fostering a creative and innovative environment with incentives and praise. The standard value was 1.09. The answer intensity for the study sample individuals was 76.8%, suggesting that the inspiration dimension is a significant aspect of the strategic physiognomy of the study sample individuals. According to Table 4, the average value of all items after inspiration is higher than the assumed average value of 3. With a standard deviation of 0.99 and a coefficient of variation of 0.25, paragraph 4 had the highest weighted arithmetic mean of 4.03. In addition, the answer's intensity of 80.6% suggests a high level of consistency among the study sample's responses to this paragraph. Paragraph 5 had the lowest weighted arithmetic mean, but it still scored 3.66, which is higher than the hypothetical arithmetic means of 3. It had a standard deviation of 1.16, a coefficient of difference of 0.32, and an answer intensity of 73.2%. These findings suggest that deliberate decision-making was employed to achieve goals.

The participants were given a series of five items pertaining to this dimension. Based on Table 2, it can be observed that the arithmetic means of 3 was consistently higher than the weighted arithmetic means for all paragraphs that followed deep comprehension. The strategic physiognomy achieved an average of 3,747. The responses from the sample regarding strategic physiognomy showed a slight standard deviation of 1.14. The arithmetic mean was also found to be more significant than the hypothetical arithmetic means of 3. These findings strongly suggest the presence of strategic physiognomy dimensions within the organisation being studied. The response was highly confident, with a percentage of 74.9.

Table 4: Characteristics and Recognition of Strategic Physiognomy.

Questions	Arithmetic Mean	Answers Intensity	Standard Deviations	Coefficient of Difference	Variance
Q1	4.02	80.4%	1.03	0.26	1.07
Q2	3.82	76.4%	1.10	0.29	1.22
Q3	3.72	74.4%	1.10	0.30	1.21
Q4	3.63	72.6%	1.17	0.32	1.37
Q5	3.62	72.4%	1.33	0.37	1.77
Empowerment	3.762	75.2%	1.16	0.31	1.34
Q6	3.88	77.6%	1.10	0.28	1.22
Q7	3.86	77.2%	1.10	0.29	1.21
Q8	3.78	75.6%	1.08	0.29	1.16
Q9	4.03	80.6%	0.99	0.25	0.98
Q10	3.66	73.2%	1.16	0.32	1.34
Inspiration	3.842	76.8%	1.09	0.28	1.19
Q11	3.68	73.6%	1.14	0.31	1.29
Q12	3.70	74.0%	1.11	0.30	1.24
Q13	3.44	68.8%	1.22	0.35	1.48
Q14	3.64	72.8%	1.15	0.32	1.32
Q15	3.72	74.4%	1.13	0.30	1.27
Deep Understanding	3.636	72.7%	1.15	0.32	1.32
Strategic physiognomy	3.747	74.9%	1.14	0.30	1.29

Table 5 presents the relative value of important aspects of physiognomy. Inspiration received the highest rating in terms of relative significance, scoring 76.8%, while empowerment scored 75.2%. It was the lowest ranked in terms of in-depth comprehension, with a relative weight of 72.7%.

Table 5: Significance Ranking of Strategic Physiognomy.

Dimensions	Weighted Arithmetic Mean	Standard Deviations	Coefficient of Difference	Relative Importance
Empowerment	7623.	61.1	10.3	75.2%
Inspiration	8423.	901.	280.	76.8%
Deep Understanding	6363.	51.1	20.3	72.7%
Average	7473.	41.1	00.3	%9.47

The descriptive statistics for outstanding performance can be found in Table 6. The mean of the scale, assigned a value of 3, was used as the primary measure to assess participants' understanding of the study variables. Below, you will find a

breakdown of the statistics. Participants were provided with a set of nine options to select from for this aspect. As indicated in [Table 6](#), after exceptional performance, the overall weighted average of all items surpassed the hypothetical average of 3. The responses of the study sample to this paragraph had the highest weighted arithmetic mean of 3.79, the smallest standard deviation of 1.19, the most significant coefficient of difference of 0.31, and the most remarkable reaction intensity of 75.8%. The arithmetic mean 3 in the hypothetical scenario is higher than the real weighted arithmetic means 3.38, even though it has the lowest weight. The standard deviation is 1.20, the coefficient of difference is 0.36, and the intensity is 67.6%. The bank's organisational system is significantly more complex than the hypothetical mathematical average of 3. The versatility of this solution allows for customisation to meet various requirements, making it highly effective for a wide range of activities. The performance resulted in a weighted arithmetic mean of 3.58, a standard deviation of 1.18, and a coefficient of difference of 0.33. It is evident that the sample exhibits a noteworthy level of performance in one of its distinct dimensions.

Table 6: Characteristics and Recognition of Outstanding Performance.

Questions	Arithmetic Mean	Answers Intensity	Standard Deviations	Coefficient of Difference	Variance
Q16	3.67	73.4%	1.17	0.32	1.37
Q17	3.73	74.6%	1.11	0.30	1.23
Q18	3.38	67.6%	1.20	0.36	1.45
Q19	3.43	68.6%	1.15	0.33	1.32
Q20	3.58	71.6%	1.23	0.34	1.52
Q21	3.79	75.8%	1.19	0.31	1.42
Q22	3.53	70.6%	1.24	0.35	1.54
Q23	3.71	74.2%	1.17	0.32	1.38
Q24	3.36	67.2%	1.11	0.33	1.24
Outstanding performance	3.58	71.5%	1.18	0.33	1.40

Hypotheses Testing

The correlation coefficients between these dimensions and outstanding performance were found to be high (0.805, 0.748, and 0.876**), indicating a strong relationship. The significance level ($P = 0.000$) further supports the statistical significance of these findings. Thus, it is not possible to support the null hypothesis of the first significant hypothesis. The null hypothesis is rejected in favour of the alternative hypothesis, which suggests a correlation between high performance and strategic physiognomy features. [Table 7](#) displays the results.

Table 7: Matrix of Correlation Coefficients Between Study Variables.

Study Variables		Empowerment X1	Inspiration X2	Deep Understanding X3	Strategic physiognomy
Outstanding Performance	Pearson Correlation	0.805**	0.748**	0.876**	0.861**
	Sig.(2- Tailed)	0.000	0.000	0.000	0.000

The calculated value of F for the simple regression model was 280.5017, indicating a significant level of F (P = 0.000). Thus, the conclusion is to reject the null hypothesis and embrace the alternative hypothesis, which posits a significant impact of strategic physiognomy on outstanding performance. The findings are presented in [Table 8](#).

Table 8: Estimates of How Strategic Physiognomy Enhances Outstanding Performance.

Variable	Coefficient	St. Error	T-Statistic	Prob.
Constant	0.235922	0.204571	1.153256	0.2516
Strategic physiognomy	0.891361	0.053221	16.74818	0.0000
R ²	0.741084	Mean Dependent Var.		3.575556
Adjusted R ²	0.738442	S.D. Dependent Var.		0.893420
S.E. Of Regression	0.456919	Akaike Info Criterion		1.291177
Sum Squared	20.45996	Schwarz Criterion		1.343280
Log Likelihood	-62.55884	Hannan-Quinn Criter.		1.312264
F-Statistic	280.5017	Durbin-Watson Stat.		1.848126
Prob (F-Statistic)	0.000			

The results suggest that strategic physiognomy has a significant impact on outstanding performance, including its various subdimensions. The empowerment dimension and the associated strategic thinking have a significant impact. In addition, when employees are empowered, it is likely to lead to positive outcomes within the organisation. This includes making decisions that require strong leadership, based on thorough environmental analysis, and acknowledging both the strengths and weaknesses of the organisation.

DISCUSSION

The research findings hold substantial weight due to the inclusion of statistical data. Thus, the study's findings have confirmed the main hypothesis, which suggests that strategic physiognomy has a significant impact on achieving exceptional performance.

The results of previous investigations were explained in this work to display a comprehensive comparison. According to [Suliman et al. \(2023\)](#), employing empowerment strategy enables the employees to control their work and the execution of their professional duties. To overcome different challenges, the organizations have to integrate this element into its strategy. As it was argued by [Raza and Khan \(2022\)](#), the significance of the human element in excellence and competitive performance was recognized by modern organisations. Thus, the increased progress of mutual trust between management and employees will be realised. Moreover, [Rao, Aleem, and ullah \(2022\)](#) stated that involving decision-makers, encouraging communication, removing organisational obstacles, empowerment, and career happiness increase the trust among employees. Due to [Sarfraz et al. \(2022\)](#), there is an excellent relationship between administrative empowerment and individual work satisfaction.

[Amjad et al. \(2021\)](#) discuss the relationship between inspiration and creativity, highlighting the positive impact of inspiration on individuals' ability to overcome challenges creatively and effectively. Inspiration encompasses both emotional and cognitive aspects and is also linked to factors contributing to overall well-being in the long run. According to research by [Park et al. \(2022\)](#), inspiration has a positive effect on both individual work performance and job satisfaction. It motivates workers to actively engage in their tasks and seek opportunities to enhance their overall work experience. Employees are urged to strive for higher output and profitability because of this. [He, Morrison, and Zhang \(2021\)](#) suggests that inspiration enables individuals to effectively respond to ideas and benefit from the creative process. This is crucial because it fosters creativity among individuals. In a study conducted by [Darpan and Ibrar \(2023\)](#), it was found that creative individuals are highly valued, and investing resources to enhance human potential is a highly effective strategy.

Additionally, [Noreen et al. \(2022\)](#) illustrated that our ability for adapting and employing creative approaches is necessary due to the dynamic nature of the globe. In addition, there are always challenges and tasks that require resolution. It is essential to approach them with intelligence and thorough comprehension. Organisations are increasingly acknowledging the importance of strategic comprehension and taking steps to meet their intelligence needs. As stated by [Sari, Sudiarditha, and Susita \(2021\)](#), it has been found to enhance learning and foster critical thinking, offering advantages to individuals and organisations alike. Attaining outstanding performance serves as a source of motivation for organisations of all sizes, from small and medium-sized enterprises to large corporations.

Organisations have expressed concerns about individual worker performance and the effective use of motivational techniques to address issues related to high performance, as highlighted by [Msuya and Kumar \(2022\)](#). Understanding the elements that contribute to outstanding performance is a crucial challenge for the organisation.

Assessing the contribution of employees to organisational performance is a complex undertaking, as noted by [Sharma et al. \(2021\)](#). However, mounting evidence suggests a correlation between organisational performance and effective people management. When faced with significant uncertainty and doubt, managers may find it difficult to make confident judgements. [Park et al. \(2022\)](#) suggests that managers should enhance the efficiency of their human resources to contribute to the overall performance of their companies.

In a recent study by [Khan and Ghayas \(2022\)](#), they discuss the importance of quality and the delivery of innovative and distinctive concepts and products. Alternatively, it is the result of the actions and events that have occurred within the organisation. In previous times, exceptional achievement was attributed to the successful completion of the necessary tasks. As per [Park et al. \(2022\)](#), an alternative definition could be the capacity of an organisation to attain and maintain higher levels of performance by utilising easily accessible information. Emphasising the importance of exceptional performance, it is crucial to support the organisation in setting the necessary standards to fulfil its mission. This is due to the identification of competent elements and their proper placement. As stated by [Sarfraz et al. \(2023\)](#), this process helps identify areas that need improvement to enhance performance, promotes interdepartmental coordination, and facilitates error diagnosis and correction within the organisation. According to research by [Shoaib, Syed Arsalan Haider, and Nafeesa \(2022\)](#), it is crucial to ensure a high level of precision and rational consistency during the planning and decision-making process.

The results indicated that Strategic physiognomy significantly impacted Outstanding performance and that this influence included sub dimensions. The most important influence is the empowerment dimension and the associated strategic thinking. This is consistent with [Amanah et al.,\(2022a; 2022b\)](#) and [Hussein et al., \(2023\)](#), [Ahmed et al. \(2023\)](#). Empowering employees will likely result in a beneficial scenario inside the organization in making choices that need empowering leadership via decisions, depending on environmental analysis, and recognizing the organization's strengths and shortcomings. This goes hand in hand with the findings of [Fadhil et al., \(2023\)](#).

CONCLUSIONS

In conclusion, regarding the second dimension, following inspiration, numerous studies indicate that it fosters diligence and the capacity to confront challenges, regardless of their level of difficulty, ultimately leading to successful outcomes. Efficient and scholarly work leads to improved performance and productivity, ultimately resulting in exceptional outcomes. A thorough understanding is essential for effective leadership. To stay well-informed, leaders must possess a solid foundation of knowledge and information. However, acquiring tacit knowledge can pose a challenge due to its elusive nature. Hence,

it is crucial to conduct a thorough search for its origins. Decisions should be well-informed, and effective leadership should be grounded in scientific knowledge. By implementing well-informed strategies, banks can enhance their sustainability through effective planning and decision-making. Strategic physiognomy offers numerous advantages for banks. Banks will make sensible strategic decisions based on extensive data, giving them a competitive advantage.

IMPLICATIONS AND FUTURE DIRECTIONS

The findings of the current investigation are shown in both theoretical and practical perspectives. Concerning the theoretical contributions, the study added an important contribution to the corpus of knowledge by addressing the basic challenges and providing comprehensive findings. Moreover, it was proposed that strategic physiognomy positively impacts achieving exceptional performance. According to the study's findings, the inconsistency in the knowledge is reduced. Practical insights are also taken into account to enhance our comprehension in this area. The study shows that personal desire, inventive thinking, and active participation in concept implementation are key to banking success. Furthermore, the research highlighted senior management's need to understand strategic physiognomic leaders' position, influence on banks' stated and intended goals, and their role. Due to the findings, the bank's top management must react promptly, empower staff, and encourage them to address environmental changes and workplace dangers. In addition, the study found that the bank's senior management should leverage the existing relationship by implementing restructuring measures to improve strategic decision-making and overall performance. By adopting this approach, banks can achieve exceptional performance, paving the way for further development in the banking sector. Therefore, focusing on these research recommendations would be a viable approach to enhancing exceptional banking performance.

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