

## Organizational and Strategic Factors and Their impact on achieving Competitive Advantage in Financial Management

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### **Abstract:**

This study aims to measure the organizational factors, the role of strategic management, the extent of the influence of organizational factors and the role of strategic leadership in its dimensions (organizational culture, parallel control, and strategic direction in achieving competitive advantage in financial management in its dimensions (quality, flexibility and creativity) in private health institutions in the capital, Baghdad.

The study targeted all employees of senior leadership (administrative, technical) in private health institutions in the capital, Baghdad (field of study). The total study population was (250) leaders, and (200) questionnaires were analyzed. The study followed the descriptive analytical approach through a questionnaire that was followed.

Data using statistical software (SPSS). The results of the study led to a number of conclusions, the most important of which was the presence of a positive role for strategic leadership in achieving competitive advantage in private hospitals (the field of study), and also the presence of great interest in strategic leadership in all its dimensions, as the highest availability of these dimensions was after strategic direction, and the least was the percentage of head development. Human capital and competitive advantage were most achieved by quality and flexibility, and the least achieved by creativity.

The study concluded with a number of recommendations, the most important of which was the continued exercise of leadership for strategic management by private health institutions (the field of study), and the strengthening of this practice using modern scientific and technological methods for the purpose of achieving its goals and the necessity of encouraging the participation of workers in making decisions in it, as well as preparing Effective future leaders, and adopting the idea of electronic marketing in private health institutions, the field of study, as well as working to provide incentives to workers to encourage them to be creative and innovative.

### **the introduction:**

To achieve competitive advantage, institutions need efficient and highly qualified leaders who think strategically. In order to achieve this, modern dimensions of strategic leadership

in health institutions must be applied in order to keep pace with the rapid changes and developments in the environment of health institutions. The most important of these dimensions is strategic direction. Maintaining core capabilities, developing human capital, effective organizational culture, ethical practices, and balanced organizational control.

The concept of competitive advantage is a concept that has a high position in the field of activating strategic management. It represents the tool of the strategic element, which is considered the most prominent in providing health institutions with a fundamental and effective opportunity and in order to be able to provide services that are of high quality and are provided continuously and competitive with their competitors, and so that this The service has unique characteristics and the customer is always willing to pay a higher price for the purpose, and thus the organization may achieve a continuous and continuous percentage of profitability compared to its competitors, or it may be a way of providing the service that is no less valuable than the competitors' service (Kasasbeh 2014: 7). With lower prices, this trend has come under new pressures

The strategy of working towards effective change and shifting towards future strategic visions and horizons aims to enhance competitive advantage. That is, effective leadership is the basis for the prosperity of any institution. The leader is the creative and innovative person who is able to face challenges as well as make appropriate decisions in the most difficult situations that she may face. Thus, strategic leadership is an advanced concept from traditional, repetitive leadership. Effective strategic leadership is one of the basic sources. The core and supporting resources that organizations usually use to achieve their competitive advantage by measuring their ability to bring about purposeful strategic changes, which are capable of creating effective organizational adaptation and harmony in light of their diverse, changing and complex requirements and impacts,( Jad 2012).

### **the study Problem**

Health institutions are among the institutions in which the volume of financial competition has increased, in light of the rapid technological developments in the world of business administration, as well as the diversity of customer requirements. This has led to the emergence of a clear and knowledge gap for effective competition between technologically advanced countries and developing countries, and the application of administrative methods for strategic leadership, as well as how to obtain On customer satisfaction.

The dissatisfaction of many patients who suffer from incurable diseases in particular, and many chronic diseases, and their departure for the purpose of treatment outside the country. The problem of the study is the weakening of the many interests of the institutions in private health for the purpose of achieving competitive advantage through work, reducing costs, as well as contributing to the development of Creativity in work and customer satisfaction, meaning that the focus of private health institutions on the efficiency and quality of work and continuous creativity in it through leading the strategy is the basic

foundation with the aim of developing and building it to achieve a competitive advantage in financial management, for the purpose of achieving the goals of effective strategic management.

## **Objectives of the study**

1. Defining the role of strategic management in achieving the goal of competitive advantage in financial management in private health institutions
2. Knowing the extent of strategic management's ability to achieve competitive advantage in private health institutions.

## **the importance of studying**

The study may gain its importance through:

1. The study provided a frame of reference, and its steps are scientific when applied. The foundations of leadership and strategic management in private health institutions and their effective role in achieving advantage. Competitiveness.
2. The results of the study make it possible for responsible managers in private health institutions in the field of study, as well as to work on developing purposeful, long-term strategies, which in turn ensure an improvement in the competitive level of financial management.
3. The study enables us to determine the nature of the effective role between both leadership and strategic management and its effective dimensions with the aim of achieving competitive advantage for health institutions.

## **Dimensions of the dependent variable "competitive advantage"**

The study adopted the dimensions of the dependent variable according to the model (Evens 1993), which consists of five dimension Competitive advantage is the cost of quality, flexibility, and creativity. These dimensions are considered to be appropriate to the environment and variables of the current study and comprehensive of the variable.

## **Competitive advantage**

Al-Sulami (2002: 202) defined it as an area in which institutions have a higher ability than their competitors in comprehensively exploiting their material or human resources, and it relates to technological quality and quality, the ability to reduce costs, general marketing efficiency, and innovation and development. Continuous and effective, administrative intellectual excellence, as well as abundant financial resources and possession of qualified and effective human resources.

It is a set of material and human characteristics that private institutions possess, such as the quality of technology, cost reduction, timely delivery of services, and the work, creativity, and flexibility possessed by workers within the organization.

### **the cost**

Abu Jumah (2020: 304) defined it as the most important processes that are used in the organization and have an impact on the organization's returns and which have effective continuity capabilities that make

“The financial organization is successful or unsuccessful.” The researchers also define it as the institution's ability to provide effective service at the lowest possible cost compared to the costs of other competing institutions, which leads to achieving greater financial returns.

### **the quality**

Musa (2021) defined it (561): It is the organization's ability to perfect the product or service, and present it in a way that satisfies the needs and desires of customers, and is consistent with their expectations.

and their future ambitions. It is defined as all the characteristics and processes that must be available in the required services in terms of conformity to the required specifications, and organizations providing services of high quality and quality, which is based on the trade-off between price, quality and cost, and in a way that achieves the requirements of customers by providing services with the aim of achieving their expectations and satisfaction with the services.

### **Flexibility**

It was also defined as the rapid and effective response that may occur in products that suit the needs of customers and thus provide instances of diversity in the products and services provided.

The researchers defined it as the institution's ability to provide the highest levels of target diversity, and its ability to:

Achieving the requirements and desires of customers and keeping pace with effective technological developments and responding to current developments

Reland Hit (2002: 142) defined it as the essence of strategic management, in proportion to the presence of strategic leadership in the value of the organization and all its general levels, and in proportion to the success achieved by management, it is

Strategy in achieving its required goals is the management's ability to study the future of the organization through vision and work to exploit effective competencies, towards

strategic goals, and by creating effective change in the strategy through which it can be achieved.

Competitive advantage for the organization. And strategic direction

Al-Ariqi 2017 (147) defined it as defining the public vision and mission and defining the organization's values, its required goals, and its strategic goals.

### **Organizational culture**

Dahesh (2017: 1138) defined it as a set of ideas, core values, and symbols that are shared in the organization and that can affect the way the organization effectively carries out its work.

The culture that provides employees in the organization with a sense of belonging to it, in accordance with its organizational goals, and through which acquired and effective things are exchanged, through the values and continuous activities that the organization adopts, which is thus

It affects the values and behaviors of employees in the organization.

### **Previous studies**

There are a number of previous studies and the role of leadership and strategic management in achieving the organization's competitive advantage, as variables We mention the following: Local studies

#### **Al-Kumaim (2017) study entitled: The role of strategic thinking in enhancing competitive advantage in operating banks**

This study aimed to identify the role of effective and strategic thinking in enhancing competitive advantage through knowing the role of organized creative thinking, future vision, and wave strategic thinking, as well as creative thinking and its ability to enhance the organization's competitive advantage, and the most important results of the study were the existence of an effective and strong correlation between Strategic creativity thinking and the organization's competitive advantage .

#### **(Al-Harthy, 2016), entitled “The Role of Strategic Planning in Achieving Competitive Advantage in the Yemeni Telecommunications Market”: A Field Study**

The study aimed to identify the reality of effective strategic planning in achieving the organization's competitive advantage, using the model of competitive advantage, cost leadership, focus, and organized market orientation), as well as the basic components of strategic planning.

**Al-Harthi (2019) study, entitled: "Strategic leadership and its relationship to achieving competitive advantage at Taif University.**

Which aimed to identify the degree of practicing effective strategic leadership and the degree of achieving the required competitive advantage from another point of view. It also aimed to identify the type and nature of the relationship that exists between the degree of practicing management and strategic leadership and the degree of achieving the required competitive advantage.

One of the most important results of the study was that it showed the degree of practicing effective strategic leadership and that it was a good practice, and that there is a strong direct relationship showing statistical significance between the degree of practicing effective strategic leadership and the degree of achieving the required competitive advantageMacro level.

### **Foreign studies**

(2022.Muchemi.Willis)

Strategic Leadership as an Antecedent of Competitive Advantage A Review of Literature  
Strategic leadership as an antecedent of competitive advantage Literature review.

The study aimed to identify the extent to which leaders in management seek to build good competitive advantages around the basic purposeful competencies of the organization, reduce the costs of conducting their work, and which sought to review the general conceptual and theoretical existing about strategic leadership and effective competitive advantage and to emphasize the appropriate knowledge gaps to form a basis. For future research work, current empirical literature and strategic leadership on non-results, and different concepts of strategic leadership.

### **The concept of competitive advantage**

The distinguishing feature of organizations with competition is the result of their possession of effective resources and other factors that are helpful in giving them internal and external strength, a dynamic through which they establish a strong position towards different parties and competitors, and it is evident in their provision of goods and services that are of unique value to their customers and gain their satisfaction. Targeted people" (Al-Azzawi, 2005 (30)

Porter believes that competitive advantage may arise as soon as the organization discovers the best new methods that are more effective than those used by competitors, so that it is able to embody this discovery in the field. In other words, it is the creation of a process of innovation in its broad sense.

## **The importance of competitive advantage**

The importance of competitive advantage for organizations is one thing

Necessary in order to achieve superiority over organizations

This importance is summarized in the following (Najib : 67-68: 2011)

Achieving a competitive advantage leads the organization to employ and benefit Optimization of resources, enabling it to distinguish itself from other organizations and working continuously to ensure the continuity of its advantages and competitive characteristics.

## **The role of strategic management in achieving and activating competitive advantage**

The role of administrative and strategic leadership in achieving the organization's competitive advantage. The study proved that there is a significant positive and effective role for administrative and strategic leadership in achieving competitive advantage. This result is natural because achieving competitive advantage cannot occur except with the presence of effective strategic leadership that is interested in its human resource and works to develop it, and the resources will not be developed. Humanity is doing well except by paying attention to continuous creativity, and this is done through continuous effective training and the participation of workers in all operations in organizations. Indeed, it has become one of the most important practices of the dimensions of effective strategic leadership in the modern era, and of the strategic direction aimed at a future vision that has clear strategic goals and is often long-term and has Values, with a purposeful mission, maintaining core capabilities, modern equipment, and distinguished and effective cadres, continuously maintaining the organizational culture and disseminating.

its ideas, and continuously emphasizing ethical practices within the organization and between customers to achieve customer acceptance, and effective and balanced organizational control that works with every effort to raise the level From the quality of services, organizations compete for all of this, especially organizations, until they reach the goal of obtaining the effective competitive advantage that is to be achieved within the plans set in advance. This is what previous studies have proven that there is a role for effective strategic leadership in achieving competitive advantage in a good way, so the study of Abu Jumah and Al-Hamidi (2021) demonstrated the existence of a role for strategic management leadership in achieving competitiveness.

## **The concept of strategic leadership**

It can be defined as the ability to continuously manage the organization's human and material resources for the purpose of achieving the organization's long-term goals, with the aim of achieving strategic competitiveness and striving to gain superior returns.

Industry average" (Najm, 2011 (137).

It is also defined as the ability of a group of working individuals to think and act effectively and effectively in order to influence others and in a way that enables the organization to obtain an effective competitive advantage.

### **Characteristics of strategic leadership**

The most important characteristics of strategic leadership are as follows:

1. Embodying purposeful organizational values that drive continuous innovation and creativity.
2. Purposeful future vision and longer and effective time frame. Realism of vision and ability is embraced Wishes
3. Ethical leadership with high sensitivity to individuals in the organization.
4. Adopting methods that develop creative and continuous trends And encourage it.
5. Trying out new and purposeful ideas and not judging them directly beforehand

### **Implementing balanced regulatory control systems**

Purposeful organizational control represents the procedures that managers directly rely on with the aim of maintaining organizational activity or bringing about a change in its organizational patterns. It is possible to

It contributes to continuous adaptation to internal and external environmental variables, and that the most important dimensions of strategic leadership practice is working to direct the strategic goal with a vision and a mission and having values with clear goals for health institutions that are clearly formulated, and preserving the core capabilities of the infrastructure so that it is sufficient to achieve its desired goals, and competencies. To be distinguished and maintain it, to develop human resources continuously by qualifying and training them, and to reward distinguished and effective creative works, and to spread organizational culture by applying fair leadership and transparency among employees, and to encourage employees to adopt a culture of decision-making, and balanced and courteous organizational control that seeks to meet the objectives, and the application of financial control. And the regulatory systems that work to ensure that health services are provided with very high quality, and to emphasize ethical practices.

### **Dimensions of competitive advantage**

The institution seeks to achieve the goal of paying attention to the needs and desires of customers and transforming these needs into capable target areas. These needs are called the dimensions of young competitive advantage, which the institution strives to achieve by meeting the desires and requirements of customers, which are the dimensions agreed upon

in many studies and theory are: Cost, quality, creativity, and these are the dimensions that all organizations seek to achieve through their required competitive advantage.

Cost: What is meant by cost is the organization's ability to provide good services at the lowest possible costs compared to competitors in organizations in the same different field, and due to the low cost in it, organizations seek to achieve a competitive advantage through the result of lower prices based and studied on the decrease in their general cost, or providing the service at the same prices. prevailing and current, but on the condition that the return is higher than the rest of the institutions because there is a wide gap between the revenues and the costs resulting from them and for creating these services."

## **Practical framework**

### **Study Approach**

In order to achieve the objectives of the study, by using the descriptive analytical approach, through which it attempts to describe the phenomenon that is the subject of the current study, answer its questions, test its hypotheses, and analyze its data, using a questionnaire that was specially designed.

### **Population and study sample**

Collectively, the study includes (8) hospitals, which are hospitals The eligibility rated A according to its ranking: University of Science and Technology Hospital, Azal Hospital, Al-Yemen Al-Saeed Hospital, Saudi German Hospital, Modern European Hospital, Arab International Hospital.

The questionnaire was presented to a group of arbitrators specialized in the field of business administration and statistics, in order to ensure the soundness of the semantic wording of the questionnaire paragraphs, the clarity of the questionnaire instructions, as well as to ensure that the paragraphs belong to the fields, and to measure the validity of the tool for measuring the objectives associated with this study, and in light of The directions given by the arbitrators, the researcher responded to the arbitrators' opinions, and made the necessary deletions and amendments, and thus the veracity of

Its reliability and alpha method depend on the closeness of the responses of the study sample to the tool's items. The closer the answers of the study sample are, the higher the degree of reliability, and this is followed by the degree of credibility, as the minimum reliability of the questionnaire is for the degree of reliability to be (0.67), and the closer the number is to the correct one. (This indicates that the sample's opinions agreed on the questionnaire's items, meaning that they had an almost uniform opinion regarding the items. To ensure the stability of the questionnaire after its application, the SPSS statistical

program was used to find the Cronbach's alpha reliability coefficient), and the results were as shown in the following table: Table (3) shows alpha reliability coefficient) axes, dimensions of the study tool, and the total score The questionnaire from the arbitrators' point of view. Stability of the study tool.

Table ( 1 ) shows the calculation of the verbal rating for the responses of the study sample members Average calculation

Average calculation	For verbal estimation
Less than 2.20	Very weak
3.39 out of 2.20 - less than	Weak
4.59 out of 3.40 - less than	Medium
5.79 out of 4.60 - less than	High
very high	very high

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Knowing the level of achieving competitive advantage To know the level of achieving competitive advantage, it has been done Extracting the arithmetic means and standard deviations in descending order according to the arithmetic means Table (2) shows the arithmetic means and standard deviations of the average responses of the study sample members on the dimensions of the dependent variable (competitive advantage and the overall average of the dependent variable.

**Table (2) shows the arithmetic means and standard deviations of the average responses of the study sample members on the dimensions of the dependent variable (competitive advantage and the overall average of the variable**

ranking Dimensions	The dimension	Average calculation	standard deviation	percentage	degreeof practice
1	the cost	83.29%	0.98	5.76	High
2	the quality	86.86%	0.97	6.15	very high
3	Flexibility	84.71%	1.09	5.86	very high
4	Delivery	85.14%	1.13	5.82	very high
5	creativity	81.57%	1.22	5.64	High

With a standard deviation of (1.01) and a percentage of (83.57%), it is clear from the previous table that the level of achieving competitive advantage for the NGO as a whole was at a very high level, with an arithmetic average of (5.85) in terms of response. The researchers attribute this result to paying attention to the customer's desires on time and quickly improving services. Provided to customers according to the variables required by customers and adopting creative ideas and through the Al-Manna system, which achieves competitive advantage. This indicates that it has applied the Ministry of Health evaluation tool

“Creativity is in the last rank with an arithmetic mean of (5.64) (80.57), a standard deviation of (1.22), and a percentage in terms of response, which is a percentage that indicates the presence of a high level of confidence in the study sample. It is concerned with the quality of health services more than the rest of the dimensions, and gives priority to it.” Most of its attention, and the study attributes the low percentage of creativity compared to the rest of the dimensions because leadership does not encourage people with creative ideas and does not give them satisfactory incentives. They must be encouraged with rewards to motivate them to use creative methods that improve the quality of health

services and reach the peak of outstanding performance. Second: Knowing the level Practicing strategic leadership knowledge The level of application of strategic leadership. Arithmetic averages and standard deviations were extracted.

Overall, it was at a high level, as it obtained an arithmetic mean of (5.79) with a standard deviation of (1.05) and a percentage of (82.71%). The researchers attribute this result to the interest in strategic direction through setting future plans for organizations (the field of study, which contain clear goals, mission, values, and vision). It works to maintain highly efficient human resources and an infrastructure with advanced and modern equipment, and is concerned with training programs for all employees and works to prepare future leaders by rewarding employees and encouraging them to work in a team spirit and motivating organizational and financial decision-making and monitoring actual performance with sophisticated ethical behavior to provide High quality service, which increases the competitive performance of each company.

Evaluation. As for the dimensions of strategic leadership, the highest dimension was "strategic direction" in the first rank with an arithmetic mean of (6.20), a standard deviation of (0.88) and a percentage of (88.57). This result indicates that they look at the importance of strategic direction as developing its future direction through formulating Its goals, mission and future vision clearly contribute to achieving competitive advantage. It came after "organizational culture" in the last rank with an arithmetic mean of (5.55), a standard deviation of (1.23), and a rate of (79.29%), in terms of response. The lack of interest in organizational culture is attributed to the fact that There is dissatisfaction with what you are doing.

**Table (3) shows the arithmetic means and standard deviations, the average of the responses of the study sample members on the dimensions of the independent variable, strategic leadership, and the overall average of the independent variable.**

ranki ng Dime nsion s	The dimension	Average calculation	standard deviation	degreeof practice
1	<b>Determine strategic direction</b>	<b>88.6 7%</b>	<b>0.7 8</b>	<b>5.20</b>
2	<b>Maintaining core capabilities</b>	<b>83.29%</b>	<b>1.14</b>	<b>5.8 0</b>
3	<b>Human capital development</b>	<b>79.57%</b>	<b>1.36</b>	<b>5.57</b>
4	<b>Organizational culture</b>	<b>79.29%</b>	<b>1.23</b>	<b>5.55</b>
5	<b>Balanced regulatory oversight</b>	<b>82.71%</b>	<b>1.08</b>	<b>5.8 9</b>

It is clear from the previous table that there is a significant role The degree of influence of the study was (0.649 - Beta), which means that organizational culture contributes by (64.9%) to achieving competitive advantage, meaning that whenever the value of organizational culture increases by one degree, the value of achieving competitive advantage increases by (0.649), and confirms the significance of this result. The calculated (F) value reached (389.101), as well as the calculated (T) value, which amounted to (389.101).

Statistics for organizational culture in achieving competitive advantage reached the correlation coefficient ( $R = 0.793$ ), while the coefficient of determination (0.629), which means that organizational culture explains 62.9% of the change in competitive advantage in the civil society organization (field of study, which is... A high percentage, and (37.1%) Of the change is due to other variables not included in the model.

## Conclusions

Conclusions related to the study variables

1. The presence of effective human capital development in private health institutions (field of study to a high degree).
2. There is a deficiency in private health institutions.
3. The existence of an effective organizational culture in private institutions (field of study to a high degree).
4. There is a major deficiency in private health institutions (field of study) in encouraging workers to have a culture of decision-making and decision-making.
5. There is an effective and continuous interest in balanced regulatory oversight in private health institutions to a high degree.
6. There is an emphasis on ethical practices that have a good impression in private health institutions (the field of study to a high degree)

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