

THE IMPACT OF THE ORGANIZATION'S STRATEGY ON ACHIEVING COMPETITIVE ADVANTAGE

(Red Crescent Organization Salah Al-Din Branch)

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Abstract

The current study attempts to elucidate the strategic dimensions of the organization as a measure of competitive advantage by referring to the employees of the Saladin Red Crescent Chapter, The current study aims to identify the dimensions of organized strategies for competitive advantage (growth trends, market efforts, innovation, and technology), It uses a random sampling method as a descriptive method in the analysis, The results were accepted by all research hypotheses as there is a positive relationship between the organization's strategy and its dimensions and competitive advantages when the morale level is below 0.05, At morale levels less than 0.05, the organization's strategy also significantly impacts competitive advantage along its dimensions. Based on the findings, the researchers also made suggestions and recommendations, including that organizations should research and develop new technologies, re-evaluate their strategies, and position themselves in the market. The organization can strengthen its market presence by forming strategic partnerships with other companies.

Keywords: organizational strategy, Competitive Advantage, red crescent society.

أثر استراتيجية المنظمة في تحقيق الميزة التنافسية (منظمة الهلال الأحمر فرع صلاح الدين)

الخلاصة

تحاول الدراسة الحالية توضيح الأبعاد الإستراتيجية للمنظمة كمقياس للميزة التنافسية من خلال الإشارة إلى العاملين في فرع الهلال الأحمر في صلاح الدين، تهدف الدراسة الحالية إلى التعرف على أبعاد الاستراتيجيات المنظمة للميزة التنافسية (اتجاهات النمو، جهود السوق، الابتكار، والتكنولوجيا)، ويستخدم أسلوب أخذ العينات العشوائية كأسلوب وصفي في التحليل. وكانت النتائج مقبولة من قبل جميع فرضيات البحث إذ توجد علاقة إيجابية بين استراتيجية المنظمة وأبعادها ومزاياها التنافسية عندما يكون مستوى الروح المعنوية أقل من 0.05، عند مستويات معنوية أقل من 0.05، تؤثر إستراتيجية المنظمة أيضًا بشكل كبير على الميزة التنافسية على طول أبعادها. وبناءً على النتائج، قدم الباحثون أيضًا اقتراحات وتوصيات، بما في ذلك ضرورة قيام المنظمات بالبحث وتطوير تقنيات جديدة، وإعادة تقييم استراتيجياتها، ووضع نفسها في السوق، يمكن للمنظمة تعزيز تواجدتها في السوق من خلال تكوين شراكات إستراتيجية مع شركات أخرى.

الكلمات المفتاحية: الإستراتيجية التنظيمية، ميزة تنافسية، جمعية الهلال الأحمر

Introduction

Organization is the primary function that an enterprise organization relies on to achieve its goals. It is the second function in the management process after the planning function, Since the success of an organization depends on the extent to which it achieves planned and desired goals, it must be characterized by an appropriate strategy that serves the approved organizational structure (Ahmed, 2013, 34). Adhering to these rules undoubtedly contributes to developing organizational structures that clarify and accelerate the implementation of lines of authority, task assignment, allocation of personnel, and decision-making processes. It is recognized that strategy aims to achieve the organization's future direction and is part of the strategic planning process, It also serves as a tool to measure organizational performance and progress toward achieving desired standards and results, Although its concept is diverse and has developed in several stages, its goals and objectives remain essentially the same (Ahmed, 2017, 44), Public administration plays a role in realizing strategy by applying organizational structures that influence many variables, supporting adaptation to the external environment and all its challenges, and attempting to structure most of the relationships and rules that make work efficient and effective, Aim effectively to achieve goals, In this context, business organizations strive to achieve compatibility of strategy and organizational structure by developing appropriate structures for the strategies adopted to keep up with changes and developments, Furthermore, the organizational structure chosen by an organization has a clear impact on the nature of its strategic operations and the success of its plans and choices since the management of an institution must consider structure and organization. Strategies enable communication between them, and operating processes effectively face and circumvent difficulties arising from the nature of structural, strategic, and environmental variables (Osama, 2014, 51).

First: the research problem

Organizations depend on organizational strategy, which is the primary engine for managing their activities by adopting appropriate plans to serve the organization based on its stated objectives, available resources, and the environment in which it operates, Organizational structure is a tool that helps an organization achieve its goals, Since strategy is derived from goals, consistency and compatibility between these variables must be consistent.

From this perspective, the questions of this research can be limited to the following key questions:

Does an organization's strategy have a significant impact on competitive advantage?

Second: Research Objectives

Achieving the research objectives will help understand the relationship between organizational strategies and gaining competitive advantage, It will provide valuable guidance for companies to make strategic decisions, improving their competitiveness and gaining a solid competitive advantage in the market. Goals include:

1. Identify and analyze the principles and practices followed by an organization to achieve competitive advantage.

2. Evaluate how an organization's strategy affects its ability to achieve competitive advantage in the industrial (or service) sector.
3. Identify the major factors influencing the relationship between organizational strategy and achieving competitive advantage.
4. Demonstrate how to enhance the organization's strategy to gain a competitive advantage in the marketplace.
5. Identify the company's challenges and barriers to achieving competitive advantage.

Third: the importance of research

The importance of research can be seen from the following points:

1. Research helps illustrate how a company's strategy affects its ability to gain a competitive advantage in a specific market, Companies can use this knowledge to develop strategies and improve competitive performance.
2. Research provides evidence and knowledge for organizations to make strategic decisions, Organizations can use research results to identify competitive advantage factors and adjust their strategies and planning accordingly.
3. Research helps improve innovation and competitiveness by analyzing factors that influence the achievement of competitive advantage, Organizations can rely on research results to develop innovative strategies and enhance market competitiveness.
4. Research helps identify an organization's challenges and opportunities in achieving competitive advantage, Companies can use this knowledge to overcome challenges, continuously improve, and exploit opportunities.
5. Helps improve organizational sustainability by achieving competitive advantage, By leveraging research insights and recommendations, companies can improve performance and achieve sustainable market growth.

Fourth: Research hypothesis

The hypothesis can be stated as follows:

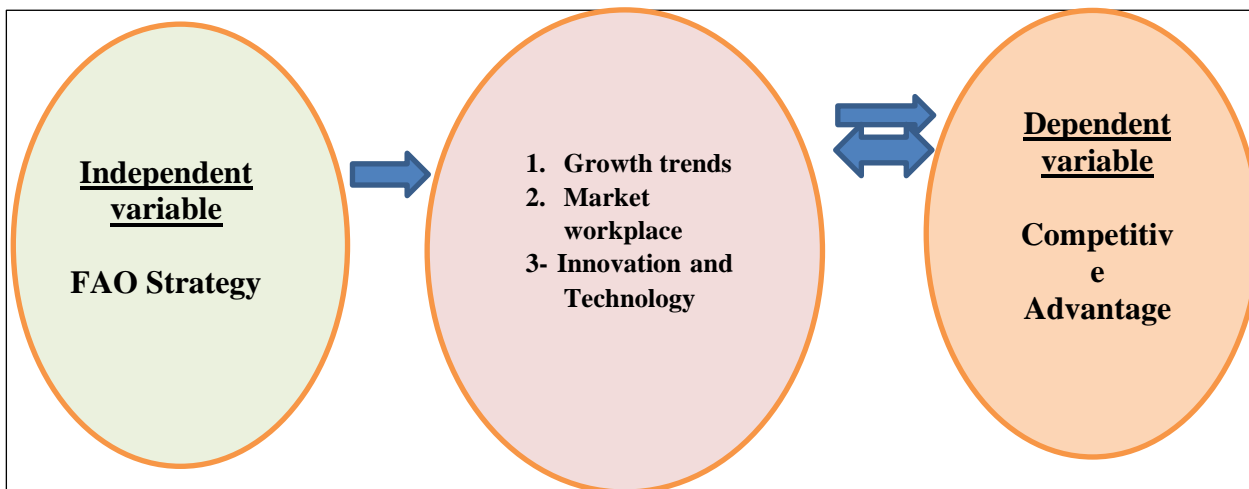
- 1- There is a positive correlation between the organization's strategy and its dimensions (growth trends, market workplace, innovation, and technology) and the acquisition of competitive advantage, with an ethical level less than 0.05.
- 2- There is a significant effect, less than 0.05, between the organization's strategy and dimensions (growth trends, market workplace, innovation, and technology) and achieving competitive advantage at the ethical level.

Fifth: Study Methodology

The study relies on the use of descriptive analysis methods as it uses the design of a working data instrument (in the form of a questionnaire), which includes the variables of the study, which are the dimensions of an organized strategy for collecting, organizing, classifying and obtaining information through analysis Statistical software (SPSS) and then determine the results and present them in tables and models.

Sixth: Default Plan

Hypothesis diagrams are designed to illustrate the logical relationships among relevant primary or secondary research variables, The pattern represents a set of relationships linking the study variables, as shown in Figure (1):



1- Strategy concept:

Strategy is a term that expresses the pattern of business processes and methods management uses to achieve customer satisfaction, increase and improve its market share and position, and achieve corporate goals. (B. Hilal, 2018, 30)

A strategy is a management tool designed to adapt to the environment to ensure the organization's long-term survival, growth, and stability. Strategy formulation is an essential step in the management process. (Repaired, 2005, 61)

1.1 The concept of the structured strategy

The focus is on describing the organization's overall direction regarding growth trends, managing multiple business units and product lines, and achieving a balanced investment or product portfolio. An organization's strategy reflects a pattern of decisions about the activities in which the organization should engage, the flow of financial and non-financial resources into and out of departments, the relationships between the organization and its stakeholders, and the methods by which it can achieve its goals. An organization's strategy can take one of three forms to improve return on investment (Zakia et al., 2015, 61).

1 – Stability strategy or what is sometimes called the strategy of limited growth

This is the best strategic choice for successful organizations operating in relatively stable industries and an external disruption-free environment. Under this strategy, the organization aims to continue its current approach and improve its competitive environment. (Ahmed, 2013, 32)

B- Growth Strategy

It is a strategy that achieves growth by increasing sales, profits, or market share, with growth being the expected result of increasing the company's value. (Ahmed, 2017, 31)

C – Contraction or contraction strategy

It is a strategy adopted by an organization when a business unit performs poorly and requires a remedial strategy consistent with the actual situation of the organization's poor performance. (Bohelal, 2018, 23)

1.2 Dimensions of the Structured Strategy

An organization's strategy consists of several fundamental dimensions that determine how to gain a competitive advantage and achieve the organization's goals. (Osama, 2014, 44) The following are some critical aspects of FAO's strategy:

1. Growth trends

This dimension includes decisions and strategies to expand business scope and increase sales and sales. (Zakia et al., 2015, 19) Growth strategies can consist of inward expansion, outward expansion, acquisition of other companies, and strategic alliances.

2. Positioning in the market

These aspects include positioning strategies, market differentiation, and gaining competitive advantage by offering unique or competitively priced products and services. (Charleshall, 2001, 51) Positioning strategies may focus on quality, low cost, innovation, or customer service.

3. Innovation & Technology

This dimension includes strategies to achieve excellence in innovation and leverage technology to gain a competitive advantage. Innovation strategies involve developing new products, improving processes, or implementing new technologies. (Rafiq, 2013, 31)

1.3 Objectives of the Organized Strategy

Strategic objectives are the performance, output, and results levels an organization wishes to achieve. They serve as a tool for measuring organizational performance and progress towards desired standards and results. Strategic objectives are outcomes that help strengthen and improve an organization's competitive position and level of competitiveness. (Ahmed, 2013, 40) Strategic goals are nothing more than a set of long-term goals that represent the level of performance to be achieved. It embodies the wishes and expectations of the organization's stakeholder power groups and a living response to them. Strategic objectives are closely related to the organization's mission and its elements. To understand an organization's strategic goals, you need to answer the following questions: What is the organization trying to achieve in the long, medium, and short term? Setting strategic goals is the basis for decision-makers to develop and develop. Organized activities. A strategic objective is the main goal that an organization wishes to achieve at the end of a path set by management, and entities attempt to achieve it by considering the available alternatives, identifying and evaluating the desired vision and mission, and translating it into concrete goals to achieve their goals. Target. When formulating strategic goals, it should be remembered that they are long-term and are set once for each period (i.e., strategic period), so they must be formulated and implemented within the validity period. Planned. Operational goals determine time and cost because they are repetitive and continuous, but they are implemented within the

framework of strategic goals, so operating goals must accurately reflect them. (Bouhlal, 2018, 18)

1.4 The concept of competitive advantage

Competitive advantage occurs when competitors discover more effective and efficient ways that enable an organization to differentiate itself from its organizational environment, thereby meeting the needs of its customers and ensuring their loyalty and satisfaction (Al-Harthy, 2019, 51). It can be said that two main factors enable enterprises to establish competitive advantages: differentiation through cost reduction and product differentiation. The concept of competitive advantage can be summarized as follows (Al-Hadrawi, 2018, 20).

- 1- Elements of an organization's strength stem from pursuing innovative strategies designed to meet customer needs better than competitors' approaches
- 2- Gain a market advantage and achieve optimal results by pursuing specific strategies that give you a competitive advantage
- 3- Factors that differentiate the organization or its products from competitors from the perspective of the customer or end user.
- 4- Tools and methods aimed at finding new, innovative, and innovative ways to produce and deliver goods and services more efficiently to achieve an advantage over competitors.
- 5- The company's ability to follow policies and strategies of providing high-quality goods and services and utilizing all available resources and resources to outperform its competitors.
- 6- A strategy based on the development and growth of the production of goods or the provision of services, leading to advantages and differentiation relative to competitors, increased market share, and increased profits.

Researchers point out that competitive advantages are those characteristics and qualities that increase resource, price, and service advantages, as well as having high-quality human resources and skills that help achieve excellence and uniqueness over competitors. (Hunaiti, 2019, 22).

1.5 The importance of competitive advantage

- 1- Create value for customers, meet their needs, ensure their loyalty, and strengthen and enhance the reputation and image of the organization.
- 2- Achieve strategic differentiation from competitors in terms of goods and services offered to customers and achieve superior resources and capabilities in a highly competitive environment.
- 3- Increase market share and profitability, creating new marketing opportunities and innovation.
- 4- Entering new areas of competition, such as B. Entering new markets, dealing with new customers or products or services.
- 5- Develop a new vision for the future of achievable goals and possibilities.
- 6- Increased ability to respond effectively and efficiently to change by possessing the characteristics and skills appropriate for excellence and achievement of goals.
- 7- Transition from covering the local market to covering the global market.
- 8- Promote research and development from finding solutions to problems to excellence and knowledge.

1.6 Indicators for Measuring Competitive Advantage

1. Profitability

Profitability is a sufficient indicator of current competitiveness. When a company maximizes profits, market share is also an indicator of competitiveness. Only profitability can survive in the market for a long time. (Khalil, 2017, 130)

2. Cost

According to the fair competition theory model, if an organization's average manufacturing costs exceed the market price of its products, whether due to low productivity, production factors, or low manufacturing costs, the organization is not competitive. (Siham, 2013, 55)

3. Productivity

Overall, employee productivity measures how efficiently an organization converts a range of factors into products. However, this concept does not explain the advantages and disadvantages of factor costs. (Abed Dergham, 2016, 77)

4. Market Share

It is a crucial indicator of market performance, with increased market share leading to greater profitability. Market share is one of the critical indicators for lowering prices, providing quality products, and developing and improving production activities. (Awada, 2019, 61).

The second topic: the practical side

Boot:

The researcher used personal interviews to answer some of the respondents' questions when distributing the questionnaire. Data from the questionnaires were unpacked, categorized, and labeled to facilitate analysis. The data obtained were analyzed using the statistical program SPSS to test the validity of the hypotheses.

2.1 Research Community

The study population was represented by (directors, marketing officers, and organizational staff) of the Saladin branch of the Red Crescent Organization.

- **Research Sample**

The study was limited to a sample of employees within the organization, with a random sample of 120 employees. Table (1) shows the characteristics of the study sample

Table (1) Characteristics of the research sample

figure	Variable	Category	Number of sample members	Percentage %
2	Sex	male	75	63%
		Female	45	37%
Total			120	100%
3	Age Group	Less than 30 years	45	38%
		31 – 40 years	20	17%
		41 -50 years	25	25%
		Over 50 years old	30	21%
Total			120	100%
4	Qualification	Bachelor	60	50%
		Higher Diploma	32	27%

	Master	15	13%
	Doctor	13	10%
Total		120	100%

- **Stability of the study instrument**

The stability of the research instrument was confirmed by calculating the Cronbach alpha coefficient. Table (2) shows the value of the stability coefficient for each axis and the number of paragraphs belonging to each axis. Considering the Cronbach alpha coefficient, it was found that all values are more significant than (0.7), indicating that the research tool is stable and the research instrument was created, prepared, and evaluated acceptably and achieved the research objectives.

Table (2): Honesty coefficient for measuring the study tool

Axis	Dimension	Number of ferries	Believe the axis
Strategy Organization	Growth trends	5	0.766
	Positioning in the market	5	0.734
	Innovation & Technology	5	0.864
Overall coefficient		25	0.956
Competitive Advantage		10	0.976

Source: Researcher preparation based on the SPSS program

2.2 Study Results and Discussion

- **Analysis of the paragraphs of the axis (organizational strategy)**

Table (4): Arithmetic Averages, Standard Deviation, and Relative Weight Organization Strategy

N0.	Dimension	Arithmetic mean	Standard deviation	Rank
Growth trends				
1	The organization aims to increase business volume, sales, and revenue	3.825	0.656	3
2	The organization seeks a competitive advantage by offering unique products or services.	3.642	0.826	5
3	The organization achieves environmental and social sustainability	3.961	0.443	1
4	The organization aims to achieve innovation and development in its products or services.	3.839	0.549	2
5	The organization aims to expand its customer base and increase market share.	3.711	0.991	4
Arithmetic average average		3.795	0.693	
Positioning in the market				
6	The organization aims to achieve profitability and increase shareholder value.	3.782	0.531	3
7	The organization aims to achieve employee satisfaction and develop their capabilities.	3.724	0.742	4

8	The organization aims to build strategic partnerships and alliances to strengthen its presence in the market.	3.957	0.573	1
9	<i>For an organization that aims to build a strong reputation and distinctive brand.</i>	3.784	0.797	2
10	<i>The organization achieves operational efficiency and improves the smoothness of workflow.</i>	3.711	0.913	5
Arithmetic average average		3.791	0.711	
Innovation & Technology				
11	Develop and improve the technology used in its operations.	3.981	0.773	1
12	Use technology to improve customer experience and meet their needs.	3.953	0.681	2
13	Develop new products or services using technology	3.882	0.894	3
14	Promote a culture of innovation and creativity among employees	3.806	0.892	4
15	Apply new technologies such as artificial intelligence and machine learning in their operations.	3.791	0.924	5
Arithmetic average average		3.883	0.833	

Source: Researcher preparation based on the SPSS program

Table (3) shows that the dimension (Innovation and Technology) reaches the highest mean in the arithmetic mean with a value of (3.883) and a standard deviation of (0.833). It was found that sales (development and improvement of technologies used in operations) reached the highest arithmetic mean, reaching approximately (3.981) with a standard deviation of (0.773). In contrast, sales (application of artificial intelligence and new technologies) reached the highest arithmetic mean, In the process of machine learning, The arithmetic mean is approximately (3.791), and the standard deviation is (0.924). While the dimension (located in Market) has the lowest arithmetic mean, reaching approximately (3.795) with a standard deviation of (0.711), Sales (the organization aims to establish strategic partnerships and alliances to strengthen its presence), Marketing) has the highest arithmetic mean, reaching (3.957), with a standard deviation of (0.537), At the same time, sales (the organization achieves operational efficiency and improves smooth work processes) have the lowest arithmetic mean, reaching (3.711), with a standard deviation of 1 (0.913), For the dimension (growth trend), the arithmetic mean is (3.795), and the standard deviation is (0.693), For sales (the organization achieves environmental and social sustainability), the arithmetic mean is (3.957), The standard deviation is (0.693), The standard deviation is (0.573). In contrast, sales (an organization's efforts to achieve competitive advantage by offering unique products or services) achieves the highest arithmetic mean of this dimension, reaching (3.642), with a standard deviation of (0.826), On this basis, organizations can tailor their efforts to focus improvements on areas that need development and areas of solid performance. Organizations need to leverage and enhance their innovation and IT capabilities to remain competitive in the market. They can also focus on improving new technologies, such as artificial intelligence

and machine learning, in operations to increase efficiency and innovation. Additionally, by establishing strong strategic partnerships and alliances, companies can improve their market positioning strategies and expand their reach. The importance of achieving operational efficiencies and enhancing seamless workflows to overall success cannot be overlooked; organizations must focus on strengthening key talents and improving areas that need development to achieve better competitive performance in the market.

- **Competitive Advantage Hub**

Table 5: Arithmetic Averages and Standard Deviations Competitive Advantage

No.	Dimension	Arithmetic mean	Standard deviation	Rank
1	Develop unique products or services that give them a competitive edge.	4.28	0.87	1
2	Deliver unique value to customers through their products or services.	3.88	0.67	3
3	Building a solid reputation and a distinctive brand that gives it superiority over competitors	3.05	0.78	10
4	Providing distinguished customer service that gives it superiority over competitors in the quality of service and customer satisfaction.	3.58	0.59	5
5	Use technology and innovation to maintain a competitive advantage in the market.	3.40	0.79	7
6	Provide competitive prices for its products or services to attract more customers and maintain its competitiveness in the market.	3.59	0.72	4
7	Expanding the customer base and increasing market share to maintain a competitive advantage	3.89	0.89	2
8	Analyze competition in the market and identify opportunities that can be exploited to enhance its competitive advantage	3.31	0.51	8
9	<i>Leveraging its unique resources and capabilities to achieve competitive advantage in the market</i>	3.23	1.12	9
10	<i>Innovate and develop new products or services to maintain their competitive advantage in the market.</i>	3.47	0.28	6
Arithmetic average average		3.567	0.722	

Source: Researcher preparation based on the SPSS program

Table (5) shows that the average arithmetic mean of the competitive advantage axis reaches (3.567) and the standard deviation is (0.722). Sales (developing a unique product or service that gives it a competitive advantage in the market) received the highest arithmetic mean of (4.28) with a standard deviation of (0.87), while sales (building a good reputation and a unique brand, giving it a competitive advantage in the market) achieved the highest arithmetic mean, (It outperforms its competitors)) obtains the lowest arithmetic mean (3.05) and a standard deviation (0.78). Different reviews indicate that the organization may need to pay additional attention and put effort into specific areas to improve its competitive advantage in the market.

2-4: Hypothesis testing

The first hypothesis states a positive relationship between an organization's strategic dimensions (growth trends, market positioning, innovation, and technology) and competitive advantage at a significance level of less than 0.05.

Table 6 shows the correlation coefficient between the organization's strategy and competitive advantage.

Independent variable / Dependent variable	Growth trends	Market workplace	Innovation & Technology
Competitive Advantage	0.534	0.572	0.589
Morale level	0.000	0.000	0.000

Source: Researcher preparation based on the statistical program SPSS

Table (6) shows that the correlation coefficient between dimension (growth trend) and competitive advantage is (0.534). The positive correlation reaches the significant level of (0.000), While the dimensions (jobs on the market) and the competitive advantage between them are positive (0.572) at the significance level (0.000), Dimensions (Innovation and Technology) are also positively related to competitive advantage as the value of the correlation coefficient (0.589) is at the significance level (0.000) and based on these results the researcher infers to accept the following hypothesis: There is a link between the two, The organization's strategy (growth trends, market employment, innovation, and technology) and competitive advantage at a significance level below (0.05).

- **Second hypothesis: There is a significant impact between the organization's strategy in its dimensions (growth trends, workplace in the market, innovation, and technology) and competitive advantage at a substantial level of less than 0.05**

Table 7 shows the impact of the organization's strategy on its dimensions and competitive advantage.

Independent variable	Competitive Advantage						
	α	β	R ²	A R ²	T	P	F
FAO Strategy							
Growth trends	0.269	0.049	0.525	0.505	0.657	0.003	74.462
Market workplace		0.245			3.538	0.000	
Technology Innovation		0.254			1.623	0.004	

Source: Researcher preparation based on the statistical program SPSS

1. From the results in Table (7), the researcher realizes that the (F) test value (74.462) calculated by the model is at the significance level (0.000)
2. The researcher recorded the value of the model explanatory coefficient (0.525) and the modified explanatory coefficient (0.505) as a combination of the dimensions of the organizational strategy (growth trends, market employment, innovation, and technology),

(50.5%) of the variation in competitive advantage. In comparison, the remaining percentage (49.5%) holds for other variables not included in the tested model, which, from the researcher's perspective, is robust and reliable in explaining competitive advantage.

3. The organizational strategy dimension has a positive impact as it is at the significance level (0.000), the calculated value of (T) (0.657) is (0.049), the workplace dimension has a significance level (0.015) for (0.245) and The calculated value of (T) (3.538) and (0.254) The computed value of the innovation and technology dimension at the significance level (0.004) and (T) (1.623).

Conclusions:

The researchers arrived at the most important results, which the following points can explain:

- 1- The Red Crescent attaches great importance to the innovation and development of technologies used in its processes, which is the most essential element of its strategy.
- 2- Need to develop organizational strategies related to its market position.
- 3- There are many ways to improve the use of new technologies, such as artificial intelligence and machine learning, in organizational operations.
- 4- Business development is critical to an organization's strategy to strengthen its market presence.
- 5- Many ways exist to improve operational efficiency and streamline an organization's workflow.
- 6- There is a direct relationship between the strategy and competitive advantage of the Saladin Chapter of the Red Crescent Society
- 7- Saladin Red Crescent Club's strategy and competitive advantage have a positive impact.

Recommendations:

- 1- The Red Crescent Society should continue to focus on innovation and development of technologies used in its processes.
- 2- FAO should research and develop new technologies
- 3- Organizations must rethink their strategies and position themselves in the market.
- 4- The organization can strengthen its presence in the market by entering into strategic partnerships with other companies.
- 5- Organizations must improve operational efficiency and organize work processes for success.

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المستخلص

يسعى البحث الحالي الى توضيح ابعاد استراتيجية المنظمة كمقياس لها على الميزة التنافسية بالتطبيق على العاملين في منظمة الهلال الأحمر فرع صلاح الدين. واستهدف البحث الحالي التعرف على ابعاد الاستراتيجية المنظمة المتمثلة في (اتجاهات النمو، مكان العمل في السوق، الابتكار والتكنولوجيا) على الميزة التنافسية وتم استخدام أسلوب العينة العشوائية كما تم استخدام المنهج الوصفي في التحليل وتوصلت النتائج الى قبول جميع فرضيات البحث، اذ توجد علاقة ارتباط إيجابية طردية بين استراتيجية المنظمة بأبعادها والميزة التنافسية عند مستوى معنوية أقل من 0.05. كما يوجد أثر معنوي لاستراتيجية المنظمة بأبعادها على الميزة التنافسية عند مستوى معنوية أقل من 0.05. كما قدم الباحث في ضوء النتائج المتوصل اليها مجموعة من التوصيات والمقترحات المتعلقة بالموضوع ومنها: على المنظمة استكشاف واستخدام التقنيات الجديدة ويجب على المنظمة إعادة تقييم استراتيجيتها وتحديد الموقع في السوق. كما يمكن للمنظمة تعزيز تواجدها في السوق من خلال بناء شراكات استراتيجية مع شركات أخرى.

الكلمات المفتاحية: الاستراتيجية التنظيمية، الميزة التنافسية، جمعية الهلال الاحمر