



The impact of Orientation towards learning in strategic response processes): Analytical research at Al-Sadr Hospital

Hussain Dawood Muhammad Alkinany^{*a} & Assistant Professor Dr: Tariq Kadhim Shlaka^b

a Sumer University / College of Economics and Administration / Department of Business Administration.

b Sumer University / College of Economics and Administration / Department of Public Administration.

Abstract

The aim of this research is to test the effect of orientation towards learning as an independent variable in strategic response processes as a dependent variable in Al-Sadr Hospital. The researchers relied on the descriptive analytical approach in analyzing the data, and the researchers relied on a comprehensive survey method of members of the research community, which was represented by (the hospital director and his assistants, department directors, the number of those whose opinions were analyzed reached (115) individuals, and the researchers relied on the questionnaire as a tool to collect data from the research community. The researchers used the appropriate statistical programs for this purpose to obtain the appropriate results, which are (AMOS V 24) & (SPSS V 26) to analyze the data. Preliminary, statistical analysis showed a number of results. The results indicate that there is a significant effect of the orientation towards learning on the strategic response processes, and these results encourage the strengthening of the strategic response and health sustainability.

Information

Received: 27/10/2023

Revised: 7/11/2023

Accepted: 29/11/2023

Published: 31/3/2024

Keywords:

Orientation Towards
Learning
Strategic Response
Processes
Al-Sadr Hospital.

1. Introduction

Rapid technological changes have created a new, unstable and insecure business environment where innovation has become one of the most important competitive strategies. The increasing competition has led to a fundamental shift in the surrounding environment in organizations as no organization can hope to stay afloat if it fails to come up with appropriate strategic responses in the appropriate time, and the timing of the strategic response is very important, as the response is closely linked to the environmental changes that appear in the organization's strategic frameworks, and organizations must change old strategic frameworks that are unlikely to carry concepts that are compatible with a new environmental event. Organizations work in a dynamic, rapidly changing environment that requires them to keep pace with these changes and adapt to them, and this requires them to have human resources that are highly flexible. Therefore, organizations must pay attention to the human resource and strive to develop those different skills that enable them to

deal with various health crises and deal with them correctly and achieve success. The appropriate strategic response to it.

The importance of the strategic response of organizations lies in its clear contribution to sustainable competitive advantage, superior profitability, and confronting various challenges. The ability of organizations to respond to the market and confront uncertainty and intense competition, noting that the business climate that organizations face is characterized by increasing complexity (Heinrichs & Lim, 2008:91).

The strategic response process has become extremely important due to the dynamism and complexity to which organizations are exposed. Therefore, the strategic response process is a management approach through which the organization seeks to achieve its strategic goals by responding to the changes occurring in the internal environment and the external environment and confronting them through the skills, resources and capabilities that it possesses. those organizations.

*

Corresponding author : E-mail addresses : hussaindawood24@gmail.com.

2. Literature Review

2.1 Orientation towards learning

Learning orientation is viewed as the organization's tendency to create and use knowledge in order to achieve sustainable competitive advantage. Organizational learning orientation is conceptualized in the dimensions of shared vision, open mind, and organizational commitment. Knowledge sharing within the organization includes obtaining and sharing information about customer needs and developing technologies, products, or New processes to create services and products that outperform competitors in the same field of business (Hakala, 2011:202).

Learning is one of the resources for developing the ability to make decisions that are consistent with the effectiveness of the organization. Lack of standardization of learning means that errors are not discovered or corrected, which leads to the inefficiency of the organization due to the lack of information that is shared or developed by the same members of the organization. Therefore, problems increase due to ambiguity that persists due to... The structural sequence of learning practices (Martinez, 2020:397).

Learning orientation helps management develop its ability to question the validity and effectiveness of current values, beliefs, and practices that are supposed to ensure the organization's performance. It enhances the organization's learning standards and encourages employees to acquire new knowledge in order to increase organizational capabilities to achieve superior performance. Hence, learning orientation improves behavior. Educational organization for the organization and transforms the organizational culture into a more advanced market and entrepreneurship-oriented culture that ensures long-term growth and survival. Directing conceptual learning as a set of values that determine the extent of the organization's satisfaction with the theories that are adopted through proactive evaluation of its principles and practices that affect its performance (Sawaeen & Ali, 2020: 371).

The orientation toward learning is an activity at the organizational level that represents the orientation and internal desire of workers in organizations, and aims to develop the skills, experiences, and knowledge of individuals to acquire new knowledge using modern, unconventional methods and methods to increase the capacity of organizations, achieve better performance, and improve service delivery methods.

2.2 Strategic response processes

Strategic responses require that organizations formulate a broader strategic framework within which they can apply responses to strengthen their business position. Applying strategic responses requires that an organization possess strategic capability and define its strategic resource base (Kahira, 2006:3-4). Strategic responses are primarily concerned with decisions and actions aimed at achieving business objectives and their intended purpose (Mutua, 2010:12). Therefore, many studies have shown that organizations generate different responses to deal with

crises. Some authors note that the most successful strategies to overcome a crisis are the use of proactive measures that take into account planning and automatic response to incidents (Semerciöz et al., 2015:151).

Strategic responses require organizations to define sustainability goals, policies, and plans, communicate them clearly internally and externally, and respond strategically and effectively. The process of enhancing strategic responses is very important because it helps maintain competitive advantage and market share, understand organizational processes, and reduce environmental risks (Wijethilake et al., 2017:1682).

Although strategic planning has been considered for decades to be the best way to ensure competitive advantage, leaders of organizations must use strategic improvisation, which is doing something spontaneously without planning as a quick response to a problem. Because organizations operate in a turbulent environment, they are more susceptible to improvisation. Improvisation can be internalized as a conscious mechanism that can help achieve goals (Peñarroya-Farell & Miralles, 2022:4). Through strategic responses, organizations are able to link themselves to the external environment to ensure their continued success, maintain competitive advantage and market share over time, and also protect themselves from surprises and events caused by changing external environmental influences (Wagitu, 2011:2).

Strategic management scholars emphasize the need for organizations to possess a strategic response capability as a prerequisite for achieving competitive advantage for organizations in a changing environment characterized by high dynamism because it is an appropriate means for organizations to survive and thrive by focusing on their strategic response (Onamusi, 2020:26). Strategic responses enable organizations to achieve a competitive advantage over others in the same industry, and business performance depends on the organization's ability to adapt to respond to environmental changes. Strategic responses have been used by organizations to confront sudden accidents and disasters because strategic responses are procedures designed to deal with challenges (Kathanya et al., 2021:44).

Appropriate strategic responses enable organizations to effectively adapt to the volatile environment and achieve better corporate performance. Digital transformation is considered one of the most useful business competitive strategies among many alternative strategies because it can help organizations maintain competitive advantage (Wu et al., 2023:2). Strategic responses are defined as procedures designed to enable organizations to deal with various environmental challenges and respond to them at high speed. Therefore, strategic responses are seen as major drivers in dealing with environmental challenges and responding to different customer needs. Therefore, strategic responses have been described as effective in enabling the organization to deal with Environmental changes, therefore, strategic responses were adopted and implemented by organizations as a means to confront challenges in the environment. Strategic responses constitute a formidable weapon that organizations use to

obtain and maintain competitive advantage over time (Muchiri et al., 2017: 661-662).

Responsiveness is defined as the organization's ability to reconfigure and reconfigure its resources and processes accurately and quickly to re-act or respond to the requirements of the business environment. (Yun et al., 2023:68) These are the ways in which organizations respond to external pressures in the business environment, such as in competition, where strategic response affects the formulation, implementation, and evaluation of the organization's plans and the achievement of organizational goals. (Nthigah,2016:18)

The concept of strategic response processes is the extent to which organizations are able to respond immediately as a reaction or proactive response to changes in the environment surrounding them, by resetting their strategic direction to formulate and implement a set of strategies.

3. The methodology of the research

3.1 Problem of the research

The health sector occupies great importance because it has a direct and influential connection with people's lives, and within this context is the provision of health care, which is one of the human rights guaranteed by the Constitution and international conventions.

This research came to shed light on an important aspect of research, which is the need for hospitals to strengthen strategic response processes and activate their role in order to increase their ability to keep pace with the changes and developments taking place in the health sector at the local and global levels.

3.2 Importance of the research

The importance of the current research emerges from the vital importance of the variables investigated, the extent of the novelty of those variables, and the method of linking the variables in the correct way, which made it gain special importance in which it distinguished itself from other similar studies. It also derives its importance from the following points:

1. The importance of the current research is highlighted by the importance of examining and diagnosing the level of orientation toward learning I have a research sample at Al-

Sadr Hospital and the importance of identifying ways to employ and use them to enhance and improve the strategic response.

2. The current research derives its importance from the rapid developments and changes taking place in the health environment at the local and global levels and the necessity of developing practices orientation toward learning Among the workers at Al-Sadr Hospital the research sample in a way that enables them to keep pace with these developments and achieve the appropriate strategic response to them.

3.3 Aim of the research

The research seeks to achieve a set of objectives in light of the homogeneous combination of basic variables and their interaction in the field. The research objectives were summarized in the following points:

1. Examining and investigating the reality of the dimensions of variables in Al-Sadr Hospital and examining the precedence of adopting them exclusively at the level of the study sample.

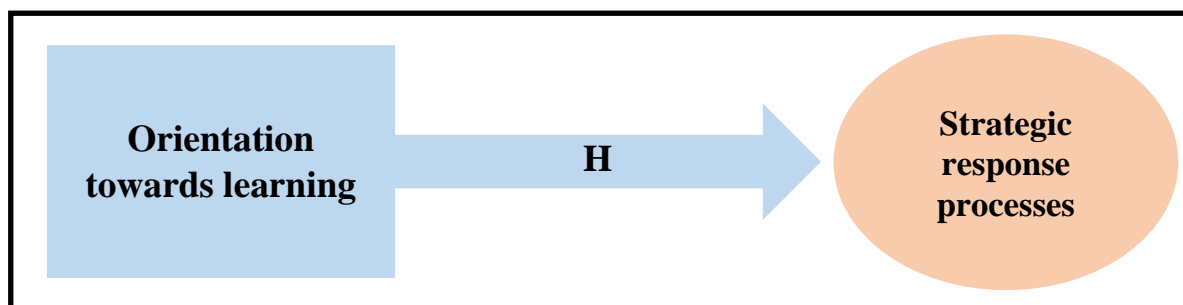
2. Measuring the level of importance of the study variables statistically at the level of Al-Sadr Hospital.

3. Testing the level of correlation and influence between Orientation towards learning and strategic response processes statistically in the researched place.

3.4 Hypothetical scheme and research hypotheses

The purpose of the hypothetical scheme of the research is to form a coherent and diverse entity for research in a diagram that clarifies the logical relationships of the set of variables, and the hypothetical model of the research is also considered an expressive image of the research idea, and clarifies the nature of the relationships between the research variables, the hypothetical scheme of the research was developed to reflect the nature of the influential relationships between the research variables and achieve the objectives of the research problem and illustrate its hypotheses, the researchers aims by submitting the hypothetical scheme to include all the variables of the research in its overall form and for the purpose of understanding the scheme in more detail It is seen as consisting of the interacting parts among them and is as follows:

Figure (1) Model Hypothetical scheme of the research.



Source: Prepared by researchers.

Research hypotheses

Hypothesis: There is a significant effect of Orientation towards learning in strategic response processes.

3.5 Community and sample of the research

The research community and sample represented the upper, middle, and lower departments at Al-Sadr Hospital according to the organizational structure of the hospital director and his assistants, department directors, and division and unit directors. The researchers used a comprehensive survey method for all, as the researchers distributed questionnaires to all members of the community, numbering (149) people, who were retrieved (130) questionnaires out of the total number of questionnaires distributed. The number of unrecovered questionnaires was (19), the number of questionnaires suitable for statistical analysis was (115), and the number of questionnaires that were damaged and not suitable for statistical analysis was (15).

4. Reviewing and analyzing the results

4.1 Testing the research measurement tool

The stability of the scale was tested by determining the extent of the internal consistency of its items using the Cronbach Alpha coefficient, which is the most common estimate of the internal consistency of the elements that make up the research scale.

The variables	Cronbach Alpha
Orientation towards learning	0.859
Strategic response processes	0.837

Source: Prepared by the researchers based on outputs from SPSS v.26.

It is clear from the results shown in Table (1) that the Cronbach alpha coefficient for all items of the scale is greater than (0.70), and this indicates the availability of internal consistency for its items as well as its suitability for conducting other statistical analyses.

4.2 Correlation The variables

To ensure that there is no multicollinearity between the research variables, a correlation test is performed, which indicates the strength of the relationship between the variables, and most of the correlations must not exceed (0.90) so that there is no multicollinearity between the variables, as follows:

Dependent variable		Strategic response processes
Orientation towards learning	Correlation	0.458**
	Significance	0.000

Source: Prepared by the researchers based on outputs from SPSS v.26.

It is clear from table (2) that the strength of the relationship between Orientation towards learning and strategic response processes is (0.458**), which is a positive relationship with a significance of (0.000).

4.3 Descriptive analysis of research variables

The variable Orientation towards learning achieved an overall arithmetic mean of (3.10), a standard deviation of (0.75), a coefficient of variation of (0.24), and a relative importance of (76%), Which confirms that this variable has reached an average level based on the responses of the sample members. which indicates that the management of Al-Sadr Hospital provides the ideal work environment through which it encourages learning and the use of knowledge at work and allocates part of its budget for the purpose of employees acquiring new skills, experiences, and knowledge using unconventional methods and methods to achieve better performance. Providing better health services by encouraging learning and development to achieve success and growth at work by developing capabilities and capabilities by improving the knowledge and capabilities of its human resources.

The variables	Mean	Standard deviation	Coefficient of variation	Relative importance %
Orientation towards learning	3.10	0.75	0.24	76%
Strategic response processes	3.25	0.56	0.17	%83

Source: Prepared by the researchers based on outputs from SPSS v.26.

The variable strategic response achieved an overall arithmetic mean of (3.25), a standard deviation of (0.56), a coefficient of variation of (0.17), and the relative importance of the variable (83%), Which confirms that this variable has reached an average level based on the responses of the sample members. Therefore, the management of Al-Sadr Hospital must enhance its ability to respond to health changes to various environmental changes at the local and global levels in a way that serves the public interest and provides the desired benefit to patients in light of health deterioration. and enhancing the speed of response and response to emergency accidents and disasters. This would enhance health sustainability and thus preserve the lives of citizens by supplying the hospital with the necessary medical equipment and enhancing the cognitive competencies of hospital workers by putting them in training programs and developing practical and cognitive expertise and skills that qualify them to They are creative in their work.

4.4 Testing the research hypotheses

Testing the hypothesis: There is a significant effect of Orientation towards learning in strategic response processes.

The researchers tested the influence relationship using the structural modeling equation (SEM), using the Amos v24 program, where the relationship of the influence of Orientation towards learning in strategic response processes was tested, and the table (4) displays the results obtained, which represent the strength of the influence.

Table (4) shows that there is a significant effect of the Orientation towards learning variable in the strategic response, as it is clear that the value of the standard influence factor (SAW) reached (0.46). This means that the variable Orientation towards learning variable affects in the strategic response variable by (46%) at the level of Al-Sadr Hospital, the research sample, and this means that the strategic response variable will increase by (46%) if attention to the Orientation towards learning variable increases by one unit. We also note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) shown in Table (3) of (5.504) is a significant value at the level of significance (P-Value) shown in the same table.

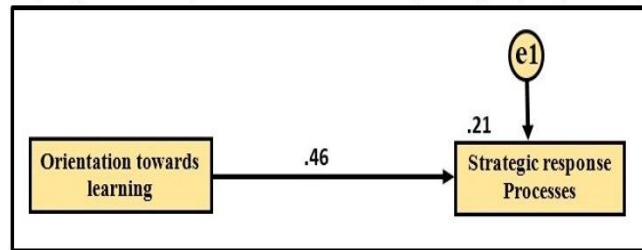
Independent variables	Direction	Dependent variable	SAW	Estimate	S.E.	C.R.	P
Orientation towards learning	----->	strategic response processes	0.458	0.346	0.063	5.504	***

Source: Program outputs AMOS V24.

As it is clear from Figure (2) below, the value of the interpretation factor (R^2) reached (0.21). This means that the changes that occur in the strategic response variable (21%) are due to the variable Orientation towards learning, and the remaining percentage (79%) is due to Other

variables not included in the research model. This result indicates that there is a significant effect of the variable Orientation towards learning in the strategic response

Figure (2) Model of the impact of orientation toward learning in strategic response processes.



Source: Program outputs AMOS V24.

processes at the level of Al-Sadr Hospital, the research sample.

Based on the above, the hypothesis was accepted.

5. Conclusions and Recommendations

5.1 Conclusions

1.The results of the statistical analysis showed that the research sample at Al-Sadr Hospital gives great importance to developing Orientation towards learning among its the worker cadres at various administrative levels, as this would contribute to enhancing high flexibility and enabling them to have a comprehensive view of the various matters that occur inside and outside the hospital. this would contribute to strengthening strategic response processes, enhancing health sustainability, improving the quality of health services provided, and enhancing health care.

2.The hospital administration is keen to provide the ideal work environment through which it encourages learning and the use of knowledge at work and allocates part of its budget for the purpose Employees acquire new skills, experiences, and knowledge through unconventional methods and approaches to achieve better performance, provide better health services, and encourage learning and development to achieve success and growth at work through capacity development, upgrading the knowledge and capabilities of its human resources, and encouraging them to enroll in postgraduate programs.

3.The results showed that there are positive correlations between the independent research variable of Orientation towards learning with the dependent variable, strategic

response processes. This confirms the validity of the propositions addressed by the researchers, as this correlation would contribute to strengthening strategic response processes in the hospital, and this would contribute to Promoting health sustainability by confronting various emergencies, epidemics and disasters.

4. The results of the effect test showed that there is a significant effect of the variable Orientation towards learning in the strategic response processes.

5.2 Recommendations

1. Working to enhance and maintain levels of Orientation towards learning among staff at the various administrative levels in the hospital, and consolidating this concept among the staff would contribute to achieving the health goals of the organizations and enable them to have sophistication, openness, and a comprehensive view of health matters through holding workshops and educational dialogue seminars on the concept and importance of Orientation towards learning, and this would contribute to raising the ability of workers to face all the challenges they face while performing work through training workshops and seminars and encouraging medical personnel to enroll in postgraduate studies to improve performance, development and acquisition exploiting knowledge to enhance health response.

2. The hospital administration must benefit from the correlations and influence between the research variables revealed by the results of the statistical analysis by working to formulate new strategies that will contribute to raising the efficiency of medical and nursing staff to enhance health response and sustainability.

3. The researchers recommend that the management of Al-Sadr Hospital strengthen its ability to respond to health-related changes to various environmental changes in a way that serves the public interest and provides the desired benefit, and enhances the speed of response and response to emergency accidents and disasters. This would enhance health sustainability by using medical competencies to train and develop doctors and medical staff. And enhance their success rate in major critical.

4. The researchers recommend that the hospital administration allow the exchange of ideas and proposals put forward by hospital workers, listen to the problems facing employees, and reduce their negative effects. This in turn contributes to enhancing the response, as all problems that occur are dealt with high accuracy and objectivity to reduce negative effects, through Discussing the causes of error and identifying important aspects of work that achieve success and excellence through holding workshops and dialogue seminars that include practical application.

Reference

Hakala, H. (2011). Strategic orientations in management literature: Three approaches to understanding the interaction between market, technology, entrepreneurial and learning orientations. *International Journal of Management Reviews*, 13(2), 199-217.

Heinrichs, J. H., & Lim, J. S. (2008). Impact of marketing model application and competitive intelligence utilization on strategic response

capability. *Journal of Strategic Marketing*, 16(2), 91-110.

Kahira, G. N. (2006). Strategic responses of petroleum importing and marketing companies in Kenya to changes in government legislation.

Kathanya, C. M., Ndegwa, P. W., & Oringo, J. O. (2021). Strategic Responses and Organizational Performance of Public Universities in Nairobi County, Kenya.

Martinez, J. E. V., Serna, M. D. C. M., & Montoya, N. P. (2020). Dimensions of learning orientation and its impact on organizational performance and competitiveness in SMEs. *Journal of Business Economics and Management*, 21(2), 395-420.

Muchiri, L., Ombui, K., & Iravo, M. (2017). Impact of strategic responses on the performance of oil marketing companies in Kenya. *International Journal of Scientific and Research Publications*, 7(10), 660-675.

Mutua, K. C. (2010). Strategic Responses by Deposit Protection Fund Board to Changes in the External Environment (Doctoral dissertation, University of Nairobi, Kenya).

ONAMUSI, A. B. (2020). Strategic response capability and firm competitiveness: how omoluabi leadership makes a difference. *Business Excellence and Management*, 10(4), 23-37.

Peñarroya-Farell, M., & Miralles, F. (2022). Business model adaptation to the COVID-19 crisis: Strategic response of the Spanish cultural and creative firms. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(1), 39.

Sawaeen, F., & Ali, K. (2020). The impact of entrepreneurial leadership and learning orientation on organizational performance of SMEs: The mediating role of innovation capacity. *Management Science Letters*, 10(2), 369-380.

Semerçiöz, F., Pehlivan, Ç., Sözüer, A., & Mert, A. (2015). Crisis management practices and strategic responses through customer loyalty and price strategy in hard times: Evidence from fine-dining restaurants. *Procedia-Social and Behavioral Sciences*, 207, 149-156.

Wagitu, B. N. (2011). Strategic responses adopted by Airtel Kenya to competition (Doctoral dissertation).

Wijethilake, C., Munir, R., & Appuhami, R. (2017). Strategic responses to institutional pressures for sustainability: The role of management control systems. *Accounting, Auditing & Accountability Journal*, 30(8), 1677-1710.

- Wu, W., Wang, H., Lu, L., Ma, G., & Gao, X. (2023). How firms cope with social crisis: The mediating role of digital transformation as a strategic response to the COVID-19 pandemic. *Plos one*, 18(4), e0282854.
- Yun, C., Shun, M., Jackson, K., Newiduum, L., & Browndi, I. (2023). The Significance of Information Systems in Enhancing Strategic Agility within Supply Chain Context: A Case Study of Telecommunications Industry. *International Journal of Engineering and Applied Sciences*, 11(2023), 67-74.