

The Impact of Strategic Ambidexterity on Organizational Prosperity: A field Research in Private Hospitals in Anbar Province

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Abstract

This research aims to diagnose the role of strategic ambidexterity in achieving organizational prosperity through application in private hospitals in Anbar Province. The research used to measure the explanatory variable strategic ambidexterity in two dimensions (exploratory orientation, investment orientation), while the responsive variable measured organizational prosperity through four dimensions (intellectual capital, strategic agility, sustainable competitive advantage, innovation), and the analytical descriptive approach was adopted in achieving The research objectives, and the research problem was identified in the main question, which included the extent to which the research sample understood the role of strategic ambidexterity in achieving organizational prosperity. A number of questions emerged from it, around which the problem revolved. In order to achieve the aim of the above research and to answer the questions of the problem, this research was applied to a sample consisting of (82) directors from the upper and middle departments in the hospitals that the researcher chose to be the field of application of his research, and the questionnaire was relied upon as a main tool for collecting data from the members of the research sample. Which included (40) paragraphs that were processed and analyzed by relying on confirmatory factor analysis as a basic constructive test for the validity of the scale used, multiple correlation analysis to measure correlational relationships between variables, and structural equation modeling to measure influence relationships. These and other methods were used on ready-made statistical programs (SPSS V.24, Amos24 Excel). The research reached a set of results, the most important of which was the existence of a correlation and impact of strategic ambidexterity in achieving organizational flourishing in the researched sample, and it was positive and significant. In light of the conclusions reached by the research, a number of recommendations were presented, the most important of which is investing in the nature of the positive impact relationship of strategic ambidexterity in organizational prosperity and employing it in private hospitals by providing the appropriate environment for exploring and adopting new ideas, skills and technologies.

Keywords: strategic ambidexterity, organizational prosperity, private hospitals.

The Introduction

The service sector in general, and the health sector in particular, is one of the important Iraqi sectors affecting other sectors and organizations and the needs of the entire community. The need for organizations to confront these challenges appears by finding ways to adapt to them and work to rebalance their performance and stand with coherent strength towards them

to ensure that they are able to continue and achieve progress in performance, which requires the availability of departments with high capabilities capable of achieving success to explore Investing in environmental opportunities and correct strategic implementation, working with effective efforts to make its strategies clear, and adopting practices that support the prosperity of its outputs, which is the basic organizational foundation for the continued success and prosperity of the organization.

Today, organizational prosperity has become the purpose and aspirations of organizations, as it helps them to survive, grow and develop, and conform to environmental changes, which ensures the harmony and harmonization of all their systems and activities to work in an integrated manner with each other. Hence, its status and reputation. It is also considered a subjective criterion for the level of the organization's work and activities, and a guide that shows the direction of the organization's achievements in the areas it serves.

The researcher believes that due to the lack of studies in this field and the limited adoption of these topics together in the private health sector, it was the inspiration and motivation to delve into this topic, which is concerned with strategic ambidexterity and its role in solving problems by discovering new knowledge and investing the current and available knowledge and employing it in a way that contributes to achieving organizational prosperity, which It was applied in the private health sector, specifically in a sample of private hospitals in Anbar Province. According to these intellectual and scientific interactions, the research problem was formulated, which was represented by the urgent need for the direction of the management of the various organizations, including the researched organization (private hospitals), towards understanding and studying the issue of strategic ingenuity, its prevailing nature, and the degree of its contribution to organizational prosperity, as the knowledge gap was represented by the fact that previous studies did not collect these variables In one model globally, Arab and Iraqi, to the best of the researcher's knowledge and familiarity.

In light of this, the importance of the current research in deepening the understanding and knowledge of the researched sample of the concepts of strategic ingenuity and its role in achieving organizational prosperity clearly stands out for the possibility of benefiting from it in its subsequent plans and programs. And clarifying the hypotheses of the study that there is a significant correlation between strategic dexterity in its dimensions and organizational prosperity in its dimensions in the private health sector in private hospitals in Anbar Governorate, and the existence of a significant effect between strategic ambidexterity in its dimensions and organizational prosperity in its dimensions in the surveyed hospitals.

Based on the foregoing, the structure of the study consisted of six axes, the first dealt with the research methodology, while the second axes focused on some previous knowledge efforts, and the third and fourth axes focused on the theoretical framework of the research. The answers of the selected sample, while the sixth axis came with the conclusions and recommendations that the research led to.

The first topic: Research methodology

First: The research problem

The research problem is represented by the urgent need for the management of the various organizations, including the researched organization (private hospitals), to understand and study the issue of strategic ambidexterity, its prevailing nature, and the degree of its contribution to organizational prosperity, by adopting the exploratory orientation of new capabilities and the investment orientation of the available and current capabilities, and here

the research problem is embodied in the main question The following: (The extent to which the research community is aware of the role of strategic ambidexterity in achieving its organizational prosperity) and based on the answer to the following sub-questions:

- 1- What are the levels of practicing strategic ambidexterity and organizational prosperity in the surveyed hospitals, and which of its dimensions receive the highest attention?
- 2- What is the nature of the correlation and influence relationships between the strategic ambidexterity in its various dimensions and the organizational prosperity in its different dimensions in the surveyed hospitals?
- 3- Which of the dimensions of strategic ambidexterity can increase or weaken the opportunity to achieve organizational prosperity in the surveyed hospitals?

Second: Research objectives

- 1- Building a theoretical framework supported by intellectual and scientific premises related to the variables of the current research (strategic ambidexterity, organizational prosperity).
- 2- Indicating the level of practice achieved for the variables of the current research (strategic ambidexterity, organizational prosperity) in private hospitals in Anbar Province.
- 3- Determining and measuring the correlation, influence and contrast between strategic ingenuity in its dimensions (exploratory orientation, investment orientation) in achieving organizational prosperity in its dimensions (intellectual capital, strategic agility, sustainable competitive advantage, innovation) in private hospitals in Anbar Governorate.
- 4- Determine the strengths and weaknesses to remove the strategic ingenuity that enhances the chances of achieving organizational prosperity in In private hospitals

Third: The importance of research

The importance of the current research, which has gained the privacy of its advantage over its predecessor, can be stated from the corresponding studies within the specialization, through the following:

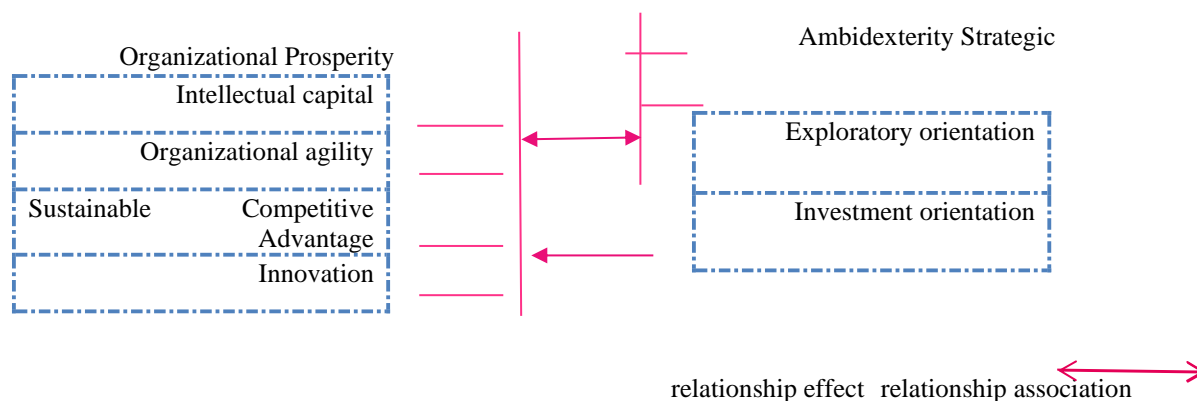
- A - The importance of the current research stems from the importance of the variables that it adopted, as it is characterized by its novelty and the lack and limitedness of the studies that dealt with it. Its dimensions are (intellectual capital, strategic agility, sustainable competitive advantage, innovation).
- B- The current research is unique in its application of the hypothetical scheme in private hospitals in Anbar Governorate, which is considered one of the important Iraqi organizations and one of the formations of the service sectors in the country, because of its prominent and influential role in various other sectors in society, as well as social responsibility Which falls on him, and the need to keep pace with the continuous developments taking place in the environment surrounding him, and this in turn reflects his importance at the local and regional levels.
- C - Deepening the awareness and knowledge of the researched sample of the concepts of strategic ambidexterity and its role in achieving organizational prosperity in a clear way, due to the possibility of benefiting from it in its subsequent plans and programs.

Fourth: the hypothetical research scheme

The researcher prepared a synthesis scheme developed based on the intellectual framework of the exploratory study (strategic ambidexterity and organizational prosperity) and

to achieve the objectives of the research and embody the relationship of correlation and influence between the two research variables, an integrated scheme was designed that aims to include all the main research variables and their sub-dimensions as follows:

- 1) The explanatory variable: strategic ambidexterity and its dimensions (exploratory orientation, investment orientation), which are approved by the study ((Lubatkin et al., 2016).
- 2) The responsive variable: organizational prosperity and its dimensions (Intellectual capital, Organizational agility, Sustainable Competitive Advantage, Innovation), which is approved by the study (Sharif & Aref 2021).



Figur 1: Scheme of the hypothetical research

Fifth: Research hypotheses

The study seeks to test two main hypotheses

1. The first main hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity with its dimensions (intellectual capital, strategic agility, sustainable competitive advantage, innovation), in the private health sector in private hospitals. In Al-Anbar Governorate, from which sub-hypotheses emerge.
2. The second main hypothesis: There is a statistically significant effect of strategic ambidexterity in its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity in its dimensions (intellectual capital, strategic agility, sustainable competitive advantage, innovation) in the private health sector in private hospitals in the governorate Anbar, from which sub-hypotheses emerge.

Sixth: Research limits:

- 1- Objective limits: The research dealt with the theoretical framework of strategic ambidexterity and its dimensions (exploratory orientation, investment orientation) and organizational prosperity in its dimensions (intellectual capital, organizational agility, sustainable competitive advantage, innovation) as well as identifying the relationship between them.
- 2- Spatial boundaries: The current research was applied in the private health sector, specifically in the private hospitals operating in Anbar Governorate, namely (Dr. Talib Al-Janabi Hospital, Al-Rasheed Hospital, Al-Razi Hospital, Al-Safwa Hospital, Al-Andalus Hospital).

- 3- Human limits: It is represented by the human resource who has the experience to give his opinion regarding the research paragraphs, and the human limits are represented by the managers of the upper and middle departments in the private sector hospitals in Anbar Governorate, who number (82) directors.
- 4- Temporal limits: The temporal limits of the research are represented by the period during which the researcher wrote the research and collected information on the research community and sample, which extended from (1/3/2023-1/7/2022).

Seventh: Data collection methods

The research relied on the following methods:

- 1- Means of collecting data and information related to the theoretical framework and some previous knowledge efforts: The researcher adopted the descriptive approach using official documents represented by scientific books, theses, university theses, articles, research, periodicals, reports, conferences, as well as the facilities provided by the global Internet, related to the topic of the current research .
- 2- Means of collecting data and information related to the field framework of the current research:

A- Field visits: where the researcher conducted a series of visits to the branch to diagnose and determine the dimensions of the research problem, and then select those departments, divisions, and a number of experts as a referral for the current research in order to follow up on the application of the research scale and answer questions regarding it or clarify its paragraphs, as well as collect complementary data for the research, from During the visits that the researcher makes to the researched branch.

b- The questionnaire: as a main tool for measuring the variables of the current research, and the main reason for choosing the questionnaire is the ease of obtaining data related to the variables of the hypothetical research scheme.

Eighth: The research community and its sample

The researcher chose the private health sector, specifically all private hospitals operating in Anbar Governorate, to be a field for his research, including (Dr. Talib Al-Janabi Hospital, Al-Rasheed Hospital, Al-Safwa Hospital, Al-Razi Hospital, Al-Andalus Hospital) as it has an important role in providing health and medical care services For the people of the community, as well as the material and social profit that may accrue to them at the same time. And that the justifications for choosing the researched field are due to the fact that these hospitals are important service organizations and parallel to public hospitals in providing distinguished health and medical care to citizens, as well as that they are compatible with the objectives of the research and are more appropriate to measure its variables in a way that facilitates identification of the level of presence of the main and sub-research variables in the surveyed hospitals. The researcher also chose the research community from the upper and middle departments in the surveyed hospitals, amounting to (92) managers, which include (hospital director, assistant administrative director, assistant technical director, department director, division director), and they were chosen intentionally, due to their scientific and practical experience. It enables them to deal with the research scale objectively, in addition to their positions that enable them and authorize them to participate in the decision-making related to the performance of their work and the mechanism of carrying out their activities. (92) the questionnaire was distributed to the community, (86) of whom responded, and (4) questionnaires were not valid for analysis, so the research sample reached (82) individuals, and the table (Krejcie & Morgans, 1970: 607) was relied upon to determine this sample.

The second topic: some previous cognitive efforts

First, some prior epistemological efforts on strategic ambidexterity

Table (1) presents some of the previous Arab knowledge efforts related to strategic ambidexterity

A- Study (Al-Awadi , 2019)	
Research Title	Strategic ingenuity and its role in achieving organizational tolerance ,an exploratory study of the opinions of a sample of doctors in private hospitals in Dhi Qar Governorate.
Search target	diagnosis relationship Strategic ingenuity And tolerance organizational and analyzed.
Research community and sample	A community is formed the study a group of Doctors in the private hospitals of Dhi Qar Governorate, consist The research sample consisted of (249) doctors.
Research Methodology search tool	descriptive Analytical. The questionnaire.
means statistic used	the middle Arithmetic and deviation normative and coefficient engagement Simple and regression linear Simple and multiplayer.
The most important results	proven results analysis statistic on health hypothesis the study The first By the presence of relationship Engagement morale positive between Strategic ingenuity And tolerance organizational, showed results a test the premise to study that there impact positive for strategic ingenuity on tolerance organizational.
The most important recommendations	Necessarily interest with strategic ingenuity Due when she has from Effect positive in knowledge creativity and find initiatives in work .
B- Study (ALuo et al., 2017)	
Research Title	Ambidextrous Strategy and Firm Performance: The Modifying Effects of Organizational Slack and Organizational Life Cycle Strategic ingenuity and perform a company : effects Temperate organizational slack and cycle life Regulatory.
Search target	aiming to identify the effects Temperate for recession organizational and life cycle regulatory on Relationship between The dimension balanced for ingenuity And the distance subscriber for ingenuity and perform The company .
Research community and sample	The research community is the base data comp Region North Eastern that College run administration Business at university the sciences technology in China, With what in that comp from Shanghai and Beijing and boycott Zhejiang and boycott Jiangsu Province Anhui , the sample number (226) company.
Research Methodology search tool	The survey method. The questionnaire.
The statistical methods used	Correlation coefficient , downhill ,Factor alpha Cronbach .

The most important results	Main findings for this the study she Archaeology Temperate for recession organizational and cycle life organizational, maybe that Appear ingenuity the influence on the performance only when Complete Enter slack organizational or turn life regulatory in form, contribute Results in all from search around ingenuity and search about slack organizational and cycle life Regulatory .
The most important recommendations	no Appear This is amazing the study any to support for relationships Direct Between my dimension ingenuity and perform company, did not We can from Vision effects ingenuity on the performance unless when we put slack organizational and cycle life regulatory as mediators in form, this indicative on direction my research My future promising, He should to set More from factors potential that may be He is she has intermediate effect or Moderate on cleverness exploitation / exploration and performance and tested experimentally .

Second: some previous epistemological efforts related to organizational prosperity

Table (2) *presents some of the previous Arab knowledge efforts related to organizational prosperity*

A- Study (Al-Shaibani, 2016).	
Research Title	The impact of knowledge management in achieving organizational prosperity, an applied study of a sample of mobile communications companies in the Middle Euphrates.
Search target	I aimed the study in analysis and diagnose Hurdles to implement administration Knowledge to achieve boom organisation's organizational So van Goals search lie in two operations Two tasks They to set the problem from side and specify relationship from side last.
Research community and sample	The research community consisted of employees in mobile communications companies in the Middle Euphrates, the sample consisted of) 87 (employees.
Research Methodology search tool	applied. The questionnaire.
The statistical methods used	Arithmetic mean ,standard deviation , percentage.
The most important results	There is an impact relationship between the implementation of knowledge management on organizational prosperity at the macro level, and there is an opportunity to achieve organizational prosperity depending on the implementation of knowledge management if effective implementation mechanisms and tools are taken.
The most important recommendations	continuation the support for employees to fill gaps Cognitive from departments Supreme for companies in Decision making in a form contribute in investigation opportunities success for companies As well as on Pursuit to integrate operations administration Knowledge And its factors critical in a form Larger from Applied in a form Single .
B- Study (Nousala , John, 2004)	

Research Title	Tacit Knowledge Management Networks and its Implication in Organizational Prosperity.
Search target	management networks Knowledge tacit and its effect in organizational prosperity. The study aimed to conduct knowledge management, tacit knowledge management and the tacit networks that connect these companies, in addition to determining the impact that tacit knowledge management has on the quality and sustainability of operations and the quality of the entire project.
Research community and sample	The international study population was represented by a comparison conducted by the Organization for Co-operation and Development on knowledge management in the geographically distributed Australian private sector companies for the completion of various projects, and the sample consisted of) 100 (companies.
Research Methodology	investigative method.
search tool	A statistical survey based on interviews among members of working groups for geographically distributed projects.
The statistical methods used	not done giving data Quantity in This is amazing paper, And therefore, no Complete Use procedures statistic to evaluate data instead_ from that, Is served glimpse General on replies in a way descriptive and compare.
The most important results	Understanding tacit knowledge and converting it into explicit knowledge and defining the work procedures and timelines required for each project, and this will greatly affect the use of knowledge, its flow and the quality of projects.
The most important recommendations	Highlighting the importance of quality systems thinking, which will support the sustainability of the implicit networks and the achievement of new quality ,which works to achieve success and prosperity for these companies.

The first topic: The Theoretical framework of the study

First: The concept of strategic ambidexterity

The third axis: the theoretical framework of the study

First: the concept of strategic ambidexterity

Porters' (1980) strategy model dominated the landscape of strategic thought and discussion. One of the most prominent strategies of this model that was relevant to innovation management was the strategy of differentiation, which is based on the firm's risk-taking capabilities. Some researchers have argued that cost-cutting strategies can also be innovative. It should be considered an important strategic and innovative ability. They have argued that organizational learning is a typical example of practical innovation that leads to significant cost efficiencies that can also give a sustainable competitive advantage (Arshi, Chugh, 2013: 140).

Based on what was presented by (Duncan, 1976), (Tushman and Reilly'O, 1996) established their first hypothesis of the main strategic ability or strategic ambidexterity, showing that better presentation is a natural occurrence of gifted associations, and the main strategic ingenuity is characterized as the ability to Overseeing biological abnormalities and achieving goals that, by all accounts, appear to be different or conflicting (Al Dulaimi et al, 2020: 96).

Through the above, the researcher can provide definitions for some writers and researchers that differed according to their different points of view in defining the concept of strategic ingenuity, as follows:

(Han & Celly, 2007: 2) Strategic ambidexterity is the ability of an organization to simultaneously pursue contradictory strategies for profit and pro-growth. And defined (Judge & Blocker, (2008: 916) as the ability to explore new opportunities in the market and pursue them effectively while investing in existing markets efficiently. From the point of view of Kollmann, et al., 2009: 301)). It is the management of two seemingly contradictory tasks at the same time, This forces managers to tackle the challenge of managing paradox.

In the light of the previous definitions, the researcher can present a definition of strategic ambidexterity as the ability of organizations to explore new capabilities and invest in their current capabilities at the same time, in order to carry out their work in the short term and achieve their goals in the long term.

Second: the importance of strategic ambidexterity

Laplume (2010:34) explained that the organization needs to exercise strategic ambidexterity to know its minimum and maximum limits, when to move between them, and in which direction up or down. Both (Al-Awadi, 2019: (31) and (Musigire et al., 2017: 75-77) agreed that the importance of strategic ambidexterity lies in the following points:

- 1- Strategic ambidexterity, including exploratory and investment strategies, helps increase the sales performance of the organization in both new, old, and prospective current markets.
- 2- Organizations that adopt an exploratory strategy can overcome stalemate because they have an exceptional forward-looking view.
- 3- Help organizations develop new products and find new markets through exploration.
- 4- Good organizations can understand the needs of current and future customers and respond accordingly.

Third: the dimensions of strategic ambidexterity

The concept of ambidexterity has been applied to a variety of inequalities. What unites these inequalities is that the dimensions of ingenuity are always diametrically opposed to each other. For example, some scholars argue that ingenious organizations are able to implement gradual and radical change at the same time (Kollmann et al. , 2009:301). The previous literature applies several methods to measure ingenuity, investment and exploration, in line with (Gudergan & Nielsen, 2012), they define exploration as participation in research and development alliances and define investment as participation in sales and distribution alliances, and measure exploration and investment through research and development ability and marketing ability on respectively (Tsai & Ren, 2019: 991).

He also identified (Lubatkin, et al., 2006: 656) two dimensions of strategic ambidexterity, namely (exploratory orientation and investment orientation), which the researcher will adopt for the purposes of the current research, due to the importance of these dimensions and their suitability with the nature of the environment of private hospitals researched in them, and the novelty of this measure as follows:

1- Exploratory orientation:

Talking about the management and development of exploration in organizations has become commonplace among researchers and managers, and many have come to view

exploration as a very important competition factor, and not just a good thing, and as far as organizations pay attention and care to manage exploration and its development, this will have a decisive impact on their survival and growth (Al-Awadi, 2019). : 33).

Exploration activities refer to the exploration of new possibilities, ideas or processes, and to the development of new products and services for organizations to be able to adapt to environmental changes. Exploratory creativity is often associated with more radical changes to provide new products or services, to discover new customer needs and to find emerging markets. By searching for new opportunities through invention and experimentation (Pertusa-Ortega et al., 2021:3).

2- Investment Orientation:

The investment orientation is mainly the activities carried out by the organization to unify the existing product market for this purpose it is necessary to promote the current product and service to enhance the relations with customers, so we apply intensive marketing to measure the investment orientation, and it is calculated through the cost of marketing expenses to total sales (Tsai, Ren, 2019: 991).

Refers to investment activities as related to efficiency, refinement, focus, and improvement of existing efficiencies, to make better use of existing products, services, and technologies, and to adapt to current environmental requirements. Investment innovation refers to expansions and/or improvements of existing products and services. Existing organizational knowledge is used to improve products, services, and processes. In order to satisfy existing customers in well-known markets (Pertusa-Ortega et al., 2021:3).

The fourth axis: organizational prosperity

First: the concept of organizational prosperity

The concept of prosperity (Prosperity) in the English language is not a recent discovery, as studies indicate that this concept was used by the Greeks, who correspond to the word (Aristae), which means its translation in English

(Best, Braver, Mightier) meaning (the best, bravest and most terrifying) the origin of the word (Aristae) in the Greeks consists of two syllables, the first (Ar) meaning the flow of light or goodness, and the second (Aston) which means stability and compatibility to achieve long-term success as much as possible possible (Anninos, 2007:308).

Based on the foregoing, a group of definitions can be put forward for some writers and researchers, which differed according to their different points of view in defining the concept of organizational prosperity, as follows:

Arafah (Chew, 2005, 87) It is achieved through the commitment of employees to the quality of performance and their possession of high loyalty to the organization, and it is the basis for the creative ideas of organizations and their basic ambition. And Arafah (Legzian, et al., 2015: 1294) is the basis for positive ideas within organizations and explained Factors that Create Prosperity Walt (2017: 4) defines prosperity as the feeling of progress, or movement forward, in the individual's self-development.

In the light of the previous concepts, the researcher can provide a definition of organizational prosperity, which is a combination of capabilities, experiences, skills, and knowledge, which is the desired and currently required state of the organization and

maintaining it in its unique distinction in the dynamic work environment, through its possession of strategic capabilities in the areas of its dimensions represented by (intellectual capital, agility strategy, sustainable competitive advantage, innovation).

Second: the importance of organizational prosperity

Today, prosperity is of paramount importance not only for developed countries but also for developing and less developed countries (Büyüksarıkulak, Kahramanoğlu, 2019: 2). The importance of organizational prosperity in organizations lies in the ability to face all environmental challenges, achieve economic and social stability for the organization, and increase the level of creativity and sustainable innovation by providing services and products that achieve customer satisfaction, as well as increasing the organization's ability to survive, grow, and excel by increasing its sustainable competitiveness (Youssef, 2021). : 881). Organizational prosperity contributes to increasing the creation of sustainable value through the provision of unprecedented products, and achieves sustainability in the profitability of the organization, growth and excellence (Omair, 2019: 140).

Third: dimensions of organizational prosperity

Due to the scarcity of studies that dealt with the subject of organizational prosperity, however, those who wrote about comprehensive organizational excellence have come very close to organizational prosperity, and as mentioned in the aforementioned paragraphs, there are no researches and studies that look directly at the subject, and define dimensions and measures for organizational prosperity in a broad and clear manner, and that As a result of its scarcity in the relevant literature, if we do not say its absence, according to what was seen by the researcher, and the reason for this may inevitably be due to the novelty of the topic for those interested and researchers and the existence of historical foundations for it indirectly and given the importance of organizational prosperity for organizations in hot dynamic conditions, especially the rapid economic sectors Change and through it you can reach the pinnacle of organizational success for longer periods of time (Al-Shaibani, 2014: 70).

Researchers and theorists differ among themselves through their contributions on the dimensions of organizational prosperity and that these viewpoints raise differences in certain times and agree in other places. human capital, investment and innovation).

Zailani & Tan (2009:242) explained that the main dimension of organizational prosperity is sustainable competitive advantage, while (Ebrahimpour et al, 2012: 186) identified it as organizational agility, and (Abe Harraf, 2012:306) added innovation.

Whereas (Sharif & Aref, 2021: 1522) went further and identified four dimensions of organizational prosperity, which are (intellectual capital, strategic agility, sustainable competitive advantage, innovation), which the researcher will adopt for the purposes of the current research for the following reasons: The novelty of this measure and its compatibility with The reality of business organizations, and its compatibility with the scientific importance emphasized by most writers and researchers, as well as the possibility of applying its dimensions in the researched society and its own environment. And as follows:

1- Intellectual capital

This concept has been studied in the past years by some researchers and interested people, dating back to its beginnings with (Skandia) and in the year ((1994) through its report on the management of capital (Mezeal & Ahmad, 2011: 104). Intellectual capital is defined as the possession of knowledge and experience Applied organizational technology, customer relations, and professional skills that provide a company with a competitive advantage in the

marketplace (Ekwe, 2013: 140).Khalique et al., 2011: 254 defined a set of intangible resources such as capabilities, skills, and competencies that drive organizational performance and create value.

2- Strategic agility

Today a new paradigm appears called strategic agility. Strategic agility requires that you be agile and strategic at the same time. Being strategic means anticipating changes and benefiting from the advantages of

In order to cope with change, agility means being responsive and agile. As a result, strategically agile means being proactive in anticipating change and, strategically, responding to change (Khoshnood & Nematizadeh, 2017: 221).

The term (Agility) is translated as (agility of movement, response speed, response readiness, and strategic agility), and strategic agility will be adopted as a synonym for this term because it includes other terms (Omair, 2019: 140). Strategic agility is defined as the organizational ability and flexibility that can be considered as reactions to fluctuations and environmental changes (Ebrahimpour et al, 2012: 187). It was defined as the ability to work in a competitive environment resulting from continuous changes, rapid response to market changes, and the creation of value for products and services based on customer satisfaction (Ghafuri, 2014: 12).

3- Sustainable competitive advantage

The term competitive advantage has traditionally been described in terms of the attributes and resources of an organization that allow it to outperform others in the same industry or product market. Usually defined in the future in order for the organization to maintain its competitiveness (Chaharbaghi, & Lynch, 1999:45).

(Zailani & Tan, 2009:242) defined sustainable competitive advantage as the key to ensuring sustainable and superior performance in the long term. (Hayat, Nagwa, 2020: 16) defines it as being established as soon as the organization discovers new methods that are more effective than those used by competitors, as it is able to embody this discovery in the field, in other words, by simply creating a process of creativity in its broadest sense. And he defined it (Jad Al-Rabb, et al., 2021: 260) as distinguishing the organization, and achieving competitive priorities, which reflect the overall performance of operations.

4- innovation

Innovation can be described as the means through which new wealth-producing resources are created or existing resources are endowed with enhanced potential for wealth creation.

And (Muhammad, 2006: 109) defined it as the adoption of the new change in the organization and the related environment, or the addition of new products, processes and services through the capabilities and capabilities to adopt and bring about change in the organization. The definition of innovation includes the concepts of innovation, commercialization, and/or implementation. In other words, if an idea is not developed and transformed into a product, process, or service, or is not marketed, it will not be classified as innovation (Choo & Poparik, 2006: 303). He defined it (Steiber, 2012: 5) as an organizational method in the organization's business practices, workplace organization, or new external relations of the company and aims to improve the organization's performance.

Fifth axis: field aspect of research

First: presenting and analyzing the results of the variables at the sample level as a whole schedule (3) answers a sample search on Strategic acumen and organizational flourishing N=82

variants	Dimensions	Arithmetic mean	Standard deviation
Strategic ambidexterity	orientation Exploration	3,472	0.572
	orientation investment	3,635	0.949
	strategic ingenuity Total	3,553	0.760
	capital intellectual	3,524	0.656
Organizational prosperityP	agility Strategic	3,456	0.643
	competitive sustainable advantage	3,532	0.543
	innovation	3,300	0.713
	organizational prosperity Total	3,453	0.537

1. The arithmetic mean of the strategic ambidexterity variable in the total sum is (3.553), which is the arithmetic mean within the high category compared to the standard arithmetic mean, and the standard deviation of the strategic ambidexterity was (0.760), and this indicates a good consistency in the responses of the sample members on the dimensions of this variable.
2. After the exploratory orientation, he obtained a high arithmetic mean of (3.472), and this indicates the importance of the exploratory orientation of the managers in the surveyed hospitals, with a standard deviation of (0.572), which indicates good consistency in the answers to the paragraphs of this dimension.
3. After the investment orientation, the arithmetic mean (3.635) was obtained, which is high compared to the hypothetical mean. This indicates the importance of the investment orientation of the managers in the surveyed hospitals, with a standard deviation of (0.949), which indicates good consistency in the answers to the items of this dimension.
4. The arithmetic mean of the organizational prosperity variable in the total total amounted to (3.453), which is a high arithmetic mean compared to the standard arithmetic mean, and the standard deviation of prosperity was (0.537), and this indicates a good consistency in the responses of the sample members on the dimensions of this variable.
5. The intellectual capital dimension got a high arithmetic mean of (3.524), and this indicates the importance of intellectual capital by managers in the surveyed hospitals, with a standard deviation of (0.656), which indicates good consistency in the answers to the paragraphs of this dimension.
6. The strategic agility dimension obtained a high arithmetic mean of (3.456) when compared to the standard arithmetic mean categories, with a standard deviation of (0.643), which is evidence of good harmony.
7. After the sustainable competitive advantage, he obtained an arithmetic mean of (3.532), which is a high arithmetic mean when compared to the standard arithmetic mean, with a standard deviation of (0.543), which indicates a good consistency of the answers.
8. The last rank was for the innovation dimension, as it obtained an arithmetic mean of (3.300), which is an average arithmetic mean compared to the standard arithmetic mean, with a standard deviation of (0.713), which means that the answers are well matched.

Second: Testing and analyzing the hypotheses of the correlation between the research variables

This paragraph deals with testing and analyzing the correlation between strategic ambidexterity and organizational prosperity, which was stipulated in the first main hypothesis and the sub-hypotheses resulting from it, through the use of the Multiple Correlation Coefficient, and then the significance of the correlation coefficients is confirmed by using the (t) test, so if The calculated (t) value was greater than the tabular (t) value indicating the existence of a significant relationship, and the inverse case indicates the absence of a significant relationship.

In order to test the first main hypothesis that says (there is a significant correlation of strategic ambidexterity with its dimensions (exploratory orientation and investment orientation), in achieving organizational prosperity with its dimensions (intellectual capital, strategic agility, competitive advantage, innovation), and to indicate the extent of its validity, the sub-hypotheses must be tested emanating from it, as in the following table:

Table (4) *Correlation coefficient and test (sig) for the correlation coefficient between strategic ingenuity and organizational prosperity with its dimensions (n = 82)*

variable illustrative responder variable	Exploration orientation		investment orientation		Strategic ambidexterity	
	R	Sig	R	Sig	R	Sig
intellectual capital	531**	000	684**	000	691**	000
Strategic agility	626**	000	674**	000	743**	000
sustainable competitive advantage	710**	000	693**	000	804**	000
innovation	553**	000	440**	000	572**	000
organizational prosperity	712**	000	731**	000	826**	000

** Significant correlation at the level (0.01)

Source: *Prepared by the researcher based on the results of the SPSS program .*

Testing the first main correlation hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity in the private health sector in private hospitals in Anbar Governorate.

The results in Table (4) indicate that strategic ambidexterity as an explanatory variable has been associated with its dimensions with the variable (organizational prosperity) as a responsive variable with a significant correlation, so it was found that the correlation value (R) amounted to (0.826**, 0.731**, 0.712**), respectively. It indicates that there is a strong statistical correlation with significant significance at the level of (0.01), and the significant correlation confirmed the value of (Sig), which amounted to (0.000), respectively, which is a value less than (0.05).

A - The first sub-hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions in achieving intellectual capital in the surveyed hospitals.

It is clear from Table (4) that the variable of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation) as an explanatory variable has been associated with the dimension (intellectual capital) as one of the dimensions of organizational prosperity as a responsive variable with a significant correlation, so it was found that the value of the

correlation (R) amounted to (0.691 **, 0.684**, 0.531**) respectively, and this indicates that there is a medium statistical correlation with significant significance at the level of (0.01), and the significant correlation confirmed the value of (Sig), which amounted to (0.000), respectively, which is a value less than (0.05).

B- The second sub-hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions in achieving strategic agility in the surveyed hospitals.

The variable of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation) as an explanatory variable achieved a correlation with the dimension (strategic agility) as one of the dimensions of organizational prosperity as a significantly responsive variable, through Table (4) showing that the correlation value (R) amounted to (0.743 **, 0.674**, 0.626**) respectively, and this indicates that there is a strong statistical correlation with significant significance at the level of (0.01).

c - The third sub-hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions in achieving sustainable competitive advantage in the surveyed hospitals.

Table (4) shows that the variable of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation) as an explanatory variable achieved a number of correlations with the dimension (sustainable competitive advantage) as one of the dimensions of organizational prosperity as a responsive variable with a significant correlation, so it was found that the value of correlation (R) reached (0.804**, 0.693**, 0.710**), respectively, and this indicates that there is a strong statistical correlation with significant significance at the level of (0.01). (0.05).

D - The fourth sub-hypothesis: There is a significant correlation of strategic ambidexterity with its dimensions in achieving innovation in the surveyed hospitals.

The variable of strategic ambidexterity with its dimensions (exploratory orientation, investment orientation) as an explanatory variable achieved a correlation with the dimension (innovation) as one of the dimensions of organizational prosperity as a responsive variable with a significant correlation, so it was shown from Table (4) that the value of the correlation (R) amounted to (0.572**, 0.440**, 0.553**) respectively, and this indicates that there is a medium statistical correlation with significant significance at the level of (0.01).

This indicates that the administration is interested in organizational prosperity in its dimensions in the private hospitals surveyed through their interest in strategic ambidexterity and its dimensions, and this indicates the active role that strategic ambidexterity plays in organizational prosperity for them, and this confirms the acceptance of the main and subsidiary hypothesis that there is a significant correlation of strategic ambidexterity in its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity in its dimensions.

Second: Testing and analyzing the hypotheses of the influence relationship between the research variables.

This paragraph describes the testing of influence hypotheses between the research variables using the multiple linear regression model, and the analysis was used at the total level to find out the level of significant effect of the explanatory variable with its dimensions on the respondent variable with its dimensions and to know the significant effect of the dimensions of the explanatory variable in each dimension of the respondent variable separately through The (Sig) value for each sub-dimension, which must be less than (0.05).

In order to test the first main hypothesis that says (there is a significant effect relationship of strategic ambidexterity with its dimensions (exploratory orientation and

investment orientation), in achieving organizational prosperity with its dimensions (intellectual capital, strategic agility, competitive advantage, innovation), and to indicate the extent of its validity, the sub-hypotheses must be tested emanating from it, as in the table(5):

Table (5) shows the effect relationship between strategic prowess in its dimensions and organizational prosperity in its dimensions

variable	illustrative responder variable	Exploration orientation	investment orientation	the decision
intellectual capital	R2 -		0.509	
	β	0.238	0.559	accept the hypothesis
	t	2,568	6,043	
Strategic agility	F		40,898	
	R2 -		0.557	
	β	0.377	0.476	accept the hypothesis
sustainable competitive advantage	t	4,291	5,418	
	F		49,676	
	R2 -		0.647	
innovation	β	0.478	0.443	accept the hypothesis
	t	6,090	5,641	
	F		72,256	
organizational prosperity	R2 -		0.336	
	β	0.444	0.207	accept the hypothesis
	t	4,130	1,923	
	F		20,028	
	R2 -		0.684	
	β	0.454	0.494	accept the hypothesis
	t	6,109	6,650	
	F		85,482	
	F value = 3.92		Significance level = 0.000	T value = 2.617

The second main hypothesis: There is a statistically significant effect of strategic ambidexterity in its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity in the private health sector in private hospitals in Anbar Governorate. It appears from Table (5) that:

- A- The calculated value of (F) amounted to (85.482), which is greater than its tabular value of (3.92), and this indicates a strong influence relationship of strategic ambidexterity in organizational prosperity.
- b- The value of (R2) amounted to (0.684), and this indicates that strategic ambidexterity explains (68.4%) of the changes in organizational prosperity and the rest from other variables. Regarding the significance of the multiple regression model, the value of (Sig) amounted to (0.000). It is less than (0.05).
- C - As for the (β) values of the strategic ambidexterity dimensions, they amounted to (0.454, 0.494), respectively, and this confirms that the change in the (exploratory orientation) dimension, one unit, leads to a change in the organizational prosperity by (45.4%), and that the change in the (exploratory orientation) (dimension investment) for one unit leads to a change in organizational prosperity by (49.4%). As for the significant (sig) values of the dimensions of strategic ambidexterity, they amounted to (0.000, 0.000), respectively. It was found that the two dimensions have a significant

effect on organizational prosperity because its value Less than (0.05), which respectively reached (0.000, 0.000).

- D - The significant effect of these two dimensions confirms the values of (t) of (6.650, 6.109) respectively, which are greater than their tabular value of (2.617), and this indicates that the dimensions of strategic ambidexterity receive the attention of the management of the surveyed hospitals because of their significant impact on organizational prosperity.

The first sub-hypothesis: The first sub-hypothesis states that (there is a statistically significant effect of the dimensions of strategic ambidexterity in intellectual capital in the surveyed hospitals).

It appears from Table (5) that:

- A- The calculated (F) value amounted to (40.898), which is greater than its tabular value of (3.07). This indicates that there is a good effect relationship for the dimensions of strategic ambidexterity in intellectual capital.
- B- As for the value of (R²), it amounted to (0.509), and this indicates that the dimensions of strategic ambidexterity explain (50.9%) of the changes that occurred in intellectual capital, and with regard to the significance of the multiple regression model, the value of (Sig) amounted to (0.000), which is less than (0.05).
- C- As for the value (β) of the dimensions of strategic ambidexterity, it amounted to (0.238, 0.559), respectively, and this confirms that the change in the dimension (exploratory orientation) one unit leads to a change in the intellectual capital by (23.8%) and that the change in the dimension (The investment orientation) of one unit leads to a change in intellectual capital by (55.9%), and the significant (Sig) values for the dimensions of strategic vigilance were (0.012, 0.000), respectively. investment) because its values are less than (0.05), reaching (0.000).
- D - The significant effect of this dimension confirms the values of (t) amounting to (6.043), which is greater than their tabular value of (2.617), and this indicates that the dimension receives the attention of the management of the surveyed hospitals due to its significant impact on intellectual capital. As for the dimension (exploratory orientation), it did not It achieves a significant effect on intellectual capital, since the value of (Sig) is greater than (0.05), reaching (0.012), and confirms the lack of a significant effect of this dimension, with (t) values of (2.568), which are smaller than their tabular value of (2.617).

The second sub-hypothesis: (There is a statistically significant effect of the dimensions of strategic ambidexterity in strategic agility in the surveyed hospitals).

The results of Table (5) indicated the following:

- A- It was found that the calculated (F) value amounted to (49.676), which is greater than its tabular value of (3.07). This indicates a strong influence relationship for the dimensions of strategic ambidexterity in strategic agility.
- B- As for the value of (R²), it amounted to (0.557), and this indicates that the dimensions of strategic ambidexterity explain (55.7%) of the changes that occurred in strategic agility, and with regard to the significance of the multiple regression model, the value of (Sig) amounted to (0.000), which is the lowest. than (0.05).
- C - With regard to the value (β) of the dimensions of strategic ambidexterity, it amounted to (0.377, 0.476), respectively, and this confirms that the change in the (exploratory orientation) dimension, one unit, leads to a change in strategic ambidexterity by (37.7%), and that the change in the (orientation) dimension investment) for one unit

leads to a change in strategic agility by (47.6%), and the significant (Sig) values for the dimensions of strategic agility were (0.000, 0.000), respectively, so it was found that the two dimensions of strategic ambidexterity have a significant impact on strategic agility, because their value is less than (0.05).

- D- The significant effect of these two dimensions confirms the (t) value of (4.291, 5.418), respectively, which is greater than their tabular value of (2.617).

The third sub-hypothesis: (There is a statistically significant effect of the dimensions of strategic ambidexterity in achieving sustainable competitive advantage in the surveyed hospitals).

According to the results of Table (5), it was found that:

- A- The calculated value of (F) amounted to (72.256), which is greater than its tabular value of (3.07). This indicates that there is a strong influence relationship for the dimensions of strategic ambidexterity in the sustainable competitive advantage.
- B- As for the value of (R²), it amounted to (0.647), and this indicates that the dimensions of strategic ambidexterity explain (64.7%) of the changes that occurred in the sustainable competitive advantage of prosperity, and regarding the significance of the multiple regression model, the value of (Sig) amounted to (0.000). It is less than (0.05).
- C - With regard to the value (β) of the dimensions of strategic ambidexterity, it amounted to (0.478, 0.443), respectively, and this confirms that the change in the dimension (exploratory orientation) of one unit leads to a change in the sustainable competitive advantage by (47.8%), and that the change in the dimension of (exploratory orientation) is one unit. (Investment orientation) for one unit leads to a change in the sustainable competitive advantage by (0.44.3%), and with regard to the significant (Sig) values for the dimensions of strategic ambidexterity, they amounted to (0.000, 0.000), respectively. It was found that the two dimensions have a significant impact on the competitive advantage. sustainable, because their value is less than (0.05), reaching (0.000), respectively.
- D - The significant effect of these two dimensions confirms the (t) value of (6.090, 5.641), which is greater than their tabular value of (2.617).

The fourth sub-hypothesis: There is a statistically significant effect of the dimensions of strategic ambidexterity in achieving innovation in the surveyed hospitals.

The results of Table (5) indicated the following:

- A- The calculated value of (F) was (20.028), which is greater than its tabular value of (3.07). This indicates a strong influence relationship for the dimensions of strategic ambidexterity in innovation.
- B- With regard to the value of (R²), it amounted to (0.336), and this indicates that the dimensions of strategic ambidexterity explain (33.6%) of the changes that occurred in innovation, and with regard to the significance of the multiple regression model, the value of (Sig) amounted to (0.000), which is less than (0.05).
- C- As for the (β) values of the strategic ambidexterity dimensions, they amounted to (0.444, 0.207), respectively, and this confirms that the change in the (investment orientation) dimension, one unit, leads to a change in innovation by (44.4%), and that the change in the (investment orientation dimension) for one unit leads to a change in innovation by (20.7%), and the significant (Sig) values for the dimensions of strategic ambidexterity were (0.000, 0.58), respectively, so it was found that the dimension that has a significant effect on innovation is (exploratory orientation) because its value is less than (0.05), when it reached (0.000).

- D- The significant effect of this dimension confirms the values of (t) amounting to (4.130), which is greater than its tabular value of (2.617), and this indicates that the (exploratory orientation) receives the attention of the management of the surveyed hospitals due to its significant impact on innovation. It did not achieve a significant effect on innovation because the value of (Sig) is greater than (0.05), reaching (0.058), and the non-significant effect of this dimension confirms the values of (t) amounting to (1.923), which is smaller than its tabular value of (2.617).

This indicates the existence of a strong influence relationship of strategic ambidexterity with its dimensions in organizational prosperity in its dimensions, and this justifies the acceptance of the second main hypothesis, which states (there is a statistically significant effect of strategic ambidexterity in its dimensions (exploratory orientation, investment orientation), in achieving organizational prosperity in its dimensions (intellectual capital, agility strategy, sustainable competitive advantage, innovation) in private hospitals in Anbar province).

The sixth axis, conclusions and recommendations

First: conclusions

1. It was found from the previous studies the scarcity of studies that were interested in studying and interpreting the relationship between the variables of the current research combined from the theoretical and applied sides in one hypothetical scheme, so this research came in this work as an effort to shed light on the role of strategic ingenuity in achieving organizational prosperity.

2. The dimensions of strategic ingenuity, the exploratory orientation and the investment orientation, received high attention from the members of the research sample, and this indicates that the surveyed private hospital administrations are interested in careful research to reach the response advantage through the investment orientation and the exploratory orientation towards the positive aspects of opportunities and overcoming threats in the field. The respondent, in response to the renewed demands in the levels of health services in a real-time manner, which begins with adapting to the changes that occur in the surrounding environment, as well as using new ideas to develop current services with the integration of implementing plans for their sustainability in the future.

3. The results showed that there are good levels of organizational prosperity in the surveyed hospitals, through the interest shown by its dimensions (intellectual capital, strategic agility, sustainable competitive advantage, innovation), and this is an important indicator that private hospitals realize the importance of achieving organizational prosperity. And its endeavor to follow this approach by investing in the factors that enable it to reach those advanced positions, and enable it to achieve its goals and the ability to grow, succeed and develop.

4. The results of the analysis indicated that there is a significant correlation between strategic ingenuity and the dimensions of organizational prosperity, respectively (sustainable competitive advantage, strategic agility, intellectual capital, innovation), which indicates that reaching outstanding levels of organizational prosperity can only be achieved through. Through the presence of skilled individuals and leaders with high levels of awareness and awareness of exploration and investment at the level of the private hospitals surveyed, this also explains that any rise or fall in the level of strategic ingenuity will lead to a rise or decrease in the dimensions of organizational prosperity in the same proportion.

5. It was found through the direct influence relationship between strategic ingenuity and organizational prosperity that its value was high, which explains the strength of the relationship between the two variables of research and the pursuit of their presence in private hospitals for their excellence and success in achieving their goals in the long term.

Secondly, the recommendations

1- It requires the administrations of the surveyed private hospitals to increase interest in strategic ingenuity in its dimensions in general as a catalyst that enables them to deal with contradictory environments because of the different opinions, ideas and culture they hold that contribute to achieving the objectives of the organization, through the development of current services and the provision of new services, and support and encouragement of creative ideas. Provided by individuals and talents available.

2- Employing the growing interest of the departments of the private hospitals examined in organizational prosperity, as it represents the organization's main goal today in growth, development and achieving its strategic objectives, and this is achieved through holding developmental courses and seminars for senior executives, and highlighting what organizational prosperity is and what tools are used. In addition to the growing interest in the basic dimensions to achieve prosperity and how to adopt and develop them.

3- Draw the attention of the surveyed private hospital management to investing in the nature of the positive correlation between strategic ingenuity and organizational prosperity, by exploring new skills, experiences and technologies and investing current skills and experiences in providing high quality health and medical services for the continued success and prosperity of the organization.

4- Investing in the nature of the positive impact relationship of strategic ingenuity in organizational prosperity and employing it in private hospitals by providing an appropriate and encouraging environment for exploring and adopting new ideas, skills and technologies and supporting them with actions and practical practices.

5- The surveyed private hospitals should strengthen their administrative efforts to support the process of providing health services and develop them in a manner that is striking as it should be, by setting proactive work procedures and flexible policies that adapt to various environmental conditions and adopt appropriate methods of change by taking decisions and actions commensurate with the implementation of the required change programs. In addition to working on providing medical guidelines after patients leave the hospital that are clear and simulate the different segments of society.

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