



## The impact of strategic knowledge on strategic improvisation: an exploratory study of some private hospitals in the city of Baghdad

### أثر المعرفة الاستراتيجية في الارتجال الاستراتيجي: دراسة استطلاعية لبعض المستشفيات الخاصة في مدينة بغداد

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#### Abstract

The current study aimed to know the role that strategic knowledge plays on strategic improvisation in private hospitals (the Royal Hospital, Al-Salama Hospital, Al-Karkh Al-Ahli Hospital, and Al-Shifa Hospital). To achieve the objectives of the study, the descriptive analytical approach was adopted, where the researchers developed a questionnaire consisting of (30) items. A random sample was drawn so that the study sample consisted of (103) workers in private hospitals, and the results were analyzed based on the (SPSS) program and descriptive statistics tools. It was concluded that private hospitals currently have a great interest in the strategy of strategic knowledge and strategic improvisation, and provide services It is of high quality and attracts highly experienced doctors. Strategic knowledge is closely linked to strategic improvisation. It has been concluded that private hospitals' use of strategic knowledge contributes to increasing strategic improvisation.

**key words** (strategic knowledge, strategic improvisation, private hospitals.)



## المستخلص

هدفت الدراسة الحالية إلى معرفة الدور التي تحدثه المعرفة الاستراتيجية على الإرتجال الإستراتيجي في المستشفيات الخاصة (المستشفى الملكي ، ومستشفى السلامة، ومستشفى الكرخ الاهلي، ومستشفى الشفاء) ، ولتحقيق أهداف الدراسة تم اعتماد المنهج الوصفي التحليلي حيث قام الباحثان بتطوير استبانة مكونة من (30) فقرة، وتم سحب عينة عشوائية بحيث تكونت عينة الدراسة من (103) العاملين في المستشفيات الخاصة وتم تحليل النتائج بالاعتماد على برنامج (SPSS) وادوات الاحصاء الوصفي ، وتم التوصل الى ان المستشفيات الخاصة في الوقت الحالي لديها اهتمام كبير باستراتيجية المعرفة الاستراتيجية والارتجال الاستراتيجي، وتقدم خدمات ذات جودة عالية وتستقطب اطباء ذوي خبرات عالية و ان المعرفة الاستراتيجية ترتبط بشكل كبير مع الارتجال الاستراتيجي وتم التوصل الى ان توظيف المستشفيات الخاصة للمعرفة الإستراتيجية يسهم في زيادة الإرتجال الاستراتيجي.

**الكلمات المفتاحية** (المعرفة الاستراتيجية، الإرتجال الإستراتيجي ، المستشفيات الخاصة)

## Introduction

Rapid changes and the accompanying technological developments and unprecedented leaps in the business environment. The hospital sector is one of the important sectors, especially private hospitals. Hospitals must enhance their knowledge and expand their knowledge base in all areas of their work in a strategic manner that achieves high responsiveness and thus a competitive advantage. This requires possessing special knowledge that distinguishes it from other private hospitals and gives it the advantage of being the first entrant into the market. It is strategic knowledge that is characterized by a set of advantages that enable it to meet the requirements of adaptation and harmonization with these rapid changes for the longest possible period. Private hospitals operating in a competitive environment must also renew their knowledge through strategic improvisation of both possible types, which helps them acquire



and assimilate new knowledge from the external environment, acquired and blend it. With their accumulated knowledge base for decision makers and its application within the established strategy. To ensure its success, without a rapid response process, today's strategic knowledge will not be tomorrow's strategy. The current study consisted of four axes, where the first axis included previous studies, the second focused on the theoretical framework, the third focused on the practical framework, and concluded with the fourth axis, which dealt with the conclusions and recommendations reached by the study.

## 1- Methodology

### 1.1. Study problem

The problem of the current study, which included the extent of the need of hospitals (the Royal Hospital, Al-Salama Hospital, Al-Karkh Al-Ahli Hospital, and Al-Shifa Hospital) to create an organizational environment directed towards achieving goals, setting a strategic priority, and developing their capabilities. On the other hand, there is a need for private hospitals to have strategic improvisation. Such as possessing vigilance, maintaining organizational memory, and building simple organizational structures capable of responding to environmental changes based on the outcomes of strategic knowledge management, which confirms a basic fact on which the problem of the study is centered, which is the necessity of private hospital management being aware of the influential relationships between variables in the field. The study problem can be embodied by answering the following questions

- a. What is the level of strategic knowledge in private hospitals?



B. What is the level of strategic improvisation regarding the services provided by private hospitals?

C. Is there a correlation between strategic knowledge and strategic improvisation?

D. Is there an effect of strategic knowledge on strategic improvisation?

### 1.2. Study importance

The importance of the study comes from the role that strategic knowledge plays in the health sector in increasing the ability for strategic improvisation. The importance of the study is evident in:

**a. Theoretical importance:** The theoretical importance is represented by reviewing peer-reviewed scientific journals, books, master's theses, and websites related to the role of strategic knowledge on strategic improvisation in private hospitals. The study may add, by following the scientific method, how this helps to gain the largest possible audience and deal with them, through their knowledge of the role of strategic knowledge in increasing the ability to strategic improvisation.

**b. Practical importance:** The practical importance is represented in designing a questionnaire that includes the study variables and their elements, as it will be distributed to specific units of workers in private sector hospitals to test hypotheses and reach results. This study will adopt the descriptive analytical approach, which includes using the field work method in private hospitals and collecting data via questionnaire. The study includes independent and dependent variables, and therefore the importance of the study lies in testing these hypotheses.



### 1.3. Study objectives: Objectives can be defined as follows:

- a. Testing the level of strategic knowledge in private hospitals.
- b. Testing the level of strategic improvisation in private hospitals.
- c. Testing the correlation between the two variables in private hospitals.
- d. Testing the relationship of influence between the two variables in private hospitals.
- e. Providing some suggestions that could help private hospital management follow modern strategies

### 1.4. Hypothesis & study Model

The study (Pappas, 2001) was based on the construction of the strategic knowledge variable scale, and the study of (Camara & Petrenko, 2015) in the construction of the strategic improvisation variable scale

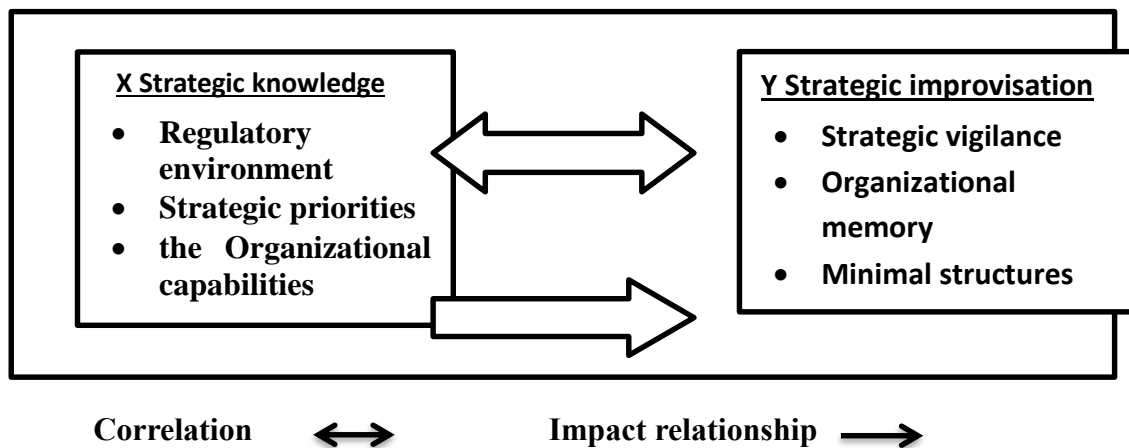


Figure (1) Hypothetical study Model

Source: Prepared by researchers

### 1.5. Study hypothesis

- a. The first main hypothesis (there is a statistically significant correlation between strategic knowledge and strategic improvisation) and the following sub-hypotheses branch out from it:



- 1- (There is a statistically significant correlation between the organizational environment and strategic improvisation).
- 2- (There is a statistically significant correlation between strategic priorities and strategic improvisation).
- 3- (There is a statistically significant correlation between organizational capabilities and strategic improvisation).

**b. The second main hypothesis (there is a statistically significant impact relationship for strategic knowledge on strategic improvisation)**

- 1- (There is a statistically significant relationship of influence to the organizational environment on strategic improvisation).
- 2- (There is a statistically significant relationship of influence to strategic priorities in strategic improvisation).
- 3- (There is a statistically significant relationship of influence to organizational capabilities in strategic improvisation).

**1.6. Study methodology and statistical tools**

The Descriptive analytical method was used, and the following statistical study tools were employed: mean, standard deviation, coefficient of variation, correlation coefficient, and simple linear regression.

**1.7. Study population and sample**

The method of determining the sample size using the equation based on the number of paragraphs of the study variables: if indicated (Al-Taie, 2017: 147), as follows:



Sample size = number of items for total variables x average number of items for dimensions x 75%

Sample size =  $30 \times 4.5 \times 75\% = 101.25$  individuals.

The reason for choosing the percentage (75%) is that the hospital community is one of the communities with a moderate to good response. 130 questionnaires were distributed, 110 questionnaires were returned, and the questionnaires suitable for statistical analysis amounted to 103 questionnaires.

## 2-Theoretical framework

### 2-1: strategic knowledge

#### 2-1-1: The concept of strategic knowledge

The importance of knowledge for organizations is now widely recognized, as it is “one of the resources whose management affects the success of organizations, and information and knowledge are a social and strategic tool for the survival and success of the organization” (Maravilhas & Martins, 2018:1). The organization's strategic knowledge is "the comprehensive approach that the organization intends to follow to align its cognitive resources and capabilities with the intellectual requirements of its strategy", Thus reducing the knowledge gap that exists between what the organization must know to implement its strategy and what it already knows (Nicolas & Cerdan, 2011:503). Since strategic knowledge is not static or fixed, knowledge that is innovative may become basic knowledge, and ensuring the current pioneering competitive position includes continuous learning and acquisition of knowledge, the ability of the





organization to learn, and the accumulation of knowledge from experiences, and the reuse of that knowledge is in itself a skill that leads to advantages Strategy (Abdul Latif, 2022: 288). Therefore, strategic knowledge is the knowledge that is created as a result of the collaborative learning process (Widodo, 2015: 37). It is also defined as the knowledge generated from the interaction between the organization's knowledge store and the intellectual capabilities of managers, and based on the vision of the future and its various possibilities, as well as its adoption by senior management in effectively completing strategic planning tasks (Al-Kawaz, Abdel Salam, and Ibrahim, 2012: 174). Also, strategic knowledge is "anything tacit or apparent that management adopts to enable it to effectively accomplish strategic planning tasks". Its benefits do not stop at identifying or diagnosing the aspects of opportunities and threats that the organization faces on the one hand, and its strengths and weaknesses on the other hand, but rather extend to include everything that would achieve the mission, purpose and goals of the organization in the long term effectively and efficiently (Aishoush, 2016: 42).

### 2-1-2: The importance of strategic knowledge

The subject of strategic knowledge occupies a clear position today because of its importance in making decisions, increasing the ability to innovate and advance, and achieving a competitive advantage.

The conviction of individuals and organizations in the need for knowledge has increased due to its vital importance. The Internet and communications revolution and the wide openness between countries





have increased the need for knowledge in all fields, especially in the field of decision-making, as decisions have become more complex (Al-Hadrawi, Abbas, and Kazem, 2022: 1366). Knowledge is considered the true basis for the development of the organization, and it has the ability to bring about radical change in the organization, making it more knowledgeable and to keep pace with the accelerating change in the business environment. Knowledge allows the organization to focus on the most creative departments and motivate its members to innovate and innovate (Al-Hassoun and Al-Rabighi, 2021: 578). The importance of knowledge has been mentioned by multiple scholars and experts in the fields of management and economics, and among these indications is that knowledge is the most important strategic source in building competitive advantage that enhances organization in competition (Walid, 2020: 16). The strategy also creates knowledge by focusing on adopting the correct and appropriate options, as it guides the organization on how to manage and manage its intellectual efforts. The strategy also contributes to the development of business networks to connect people with knowledge. One of the most important roles of the strategy is identifying areas of importance to the organization, where the focus is on collecting knowledge around them, which sometimes prompts the organization to generate knowledge (Abdel Majeed, Issa, Naima, and Hamza, 2021: 14). Strategic knowledge is closely linked to the renewal activities of middle management in a different way, and in order for managers to be able to bring about major organizational change, the required level of knowledge is important. Without a knowledge base for a specific field, it is difficult to absorb new ideas that lead to the development of



new capabilities (Al-Yasiri, Ghali, and Al-Shammari ,2020:8). Strategic knowledge also leads to the creation of new knowledge through a series of interactions and changes at different organizational levels, driven by co-generation and the complementary nature of that knowledge that encourages individuals or groups to expand their roles in new areas (Al-Shammari, 2019: 13).

### 2-1-3: Dimensions of strategic knowledge

The dimensions of the strategic knowledge variable were adopted based on the study (Pappas, 2001) as follows:

**a- Organizational environment:** The common theme in the strategic management literature was to consider matching environmental conditions with organizational capabilities and resources to achieve long-term performance. In empirical reality, it turns out that matching environmental volatility with management's perception of the environment has led to a significant improvement in the organization's performance by reducing the costs of flawed information. Therefore, reducing uncertainty regarding the external environment is a major step towards improving organizational performance. Because managers are an integral part of the strategic renewal process, their abilities to monitor, interpret, understand, and act based on environmental uncertainty are a vital element in organizational change (Al-Shammari, Al-Zayadi, Al-Hakim, and Al-Shablawi, 2023: 226). The organizational environment is defined as the amount of difference between the image that the individual has of the organization he wishes to join in terms of the conditions of the organization, the working conditions in it, the supervision systems followed by the



supervisors, and the systems of reward and punishment in place, and what he perceives in reality about the conditions of that organization after joining it (Al-Dulaimi and Kazem, 2007: 20).

**b- Strategic priorities:** Strategic priorities are the applied mechanism that the organization follows in its steps, in planning and how to distribute its resources. Managers determine a list to arrange strategic priorities, and determine the actions that should be focused on first, taking into account three interconnected variables, which are considered essential for doing so. Any task, including goals, resources, and time factor, Managers are the ones who control and assume responsibility for managing the organization, determining its goals and objectives while directing the organization's work towards those goals through effective strategies (Abdullah and Mahawish, 2023: 140). Focusing efforts on strategic priorities plays a valuable role in focusing the strategic priorities of the organization. This concentration of effort and resources also provides the organization with greater focus and stronger competitive capabilities in other regions. Focusing on strategic priorities can also help achieve short-term goals and action plans, improve efficiency and effectiveness, and reduce inappropriate behavior (Al-Shammari, 2019: 33).

**c- Organizational capabilities:** The third component of strategic knowledge relates to how organizations achieve strategic priorities by taking advantage of organizational capabilities and resources. Theoretically this "capability-based" theory of the organization was used to complement the "positioning" view of the industrial economy. Instead of focusing on external competitive forces, the resource-based



view suggests that the long-term growth of an organization depends on internal resources (Al-Yasiri, Ghali, and Al-Shammari, 2020: 10). Organizational capabilities are defined as the organization's ability to perform a coordinated set of tasks, using organizational resources, for the purpose of achieving a specific final result. Organizational capabilities are considered essential to the ability of companies to solve their organizational problems effectively (Al-Qusairi and Al-Khashab, 2021: 94).

## **2-2: Strategic improvisation**

### **2-2-1: The concept of strategic improvisation**

The concept of strategic improvisation arose in management science to provide solutions on how organizations adapt in dynamic environments (Ibrahim, N, et al, 2018:4). (Perry) was the first to address the concept of strategic improvisation, as he referred to it as “the process of formulating and implementing a strategy together at the right time” (Perry, 1991). While both (Pham & Jordan) explained that it is “the clear action by an organization or its members relying on the available material, cognitive, emotional, and social resources” (Pham & Jordan, 2006, 143). It is “the ability of leaders to respond to unexpected circumstances intelligently and effectively in order to solve a problem or exploit a specific opportunity” (Al-Abadi et al., 2020: 420). It is “a means of making strategic decisions under time pressure” and “a basic management practice witnessed in the global business arena today” (Hughes, et al, 2020:487). The ability to provide internal and external resources and capabilities spontaneously and creatively to deal with unexpected and rapidly changing strategic



opportunities and threats (Muhammad & Rashid, 2022:133). (Madloul agrees with Mahmoud) and adds that strategic improvisation is “the approved method for leaders to seize new and unexpected opportunities” (Madloul, 2019: 651). It is also “a problem-solving process that begins without general thinking about the options and their consequences while ensuring temporary results to achieve additional problem-solving process through simultaneous reactions” (Ibrahim, et al., 2016:38), It is “the ability to deal with unexpected events facing organizations through simultaneous thinking, planning and action, relying on available resources and generating the possibility of gradual innovation” (Awaad & Shaker, 2020, 77). In addition to what (Sultan & Al-Bashqali) referred to as “a flexible methodology for planning and problem-solving that leaders can use to move quickly when uncertainty, time pressures, and the planning process are not possible or impossible” (Sultan & Al-Bashqali, 2021: 100 And he “A vital mechanism and an effective means that enables management to intervene in order to survive and adapt”.

### 2-2-2: The importance of strategic improvisation

The topic of strategic improvisation has occupied great importance in confronting the dynamic environment whose effects the world is suffering today, as it is an effective means of managing crises, as it works to enhance the ability to survive and sustain organizations while reducing the time it takes to make decisions in these dynamic, rapidly changing environments, as the researchers indicated below:

Because it is an effective tool for using old resources and combining them with new things to create modern ways to address the public in a



specific environment and adding innovation and adaptation to other situations, this is not random, but rather there is an idea, a plan, and a certain rhythm for improvisation (Falkheimer & Sandberg, 2018:257). It contributes to improving performance and its effective role in organizational sustainability (Ali & Lafta, 2022:4147). It gives leaders the ability to formulate and implement plans while providing innovative solutions in the shortest possible time: 106 (Arshad et al., 2015). It is the best strategy for dealing with rapid changes in the external environment, as it achieves entrepreneurship and seizing opportunities, while continuing to generate new visions and translating them to develop a road map with the ability for organizational transformation as a means for leaders to re-motivate themselves with continuous improvisation (Antunes, 2018: 6, 7, 16). Strategic improvisation leads the scene to move from the crisis to finding a way to survive or adapt and confront the challenges witnessed by crises, as it is considered the best path in decision-making for situations that fall outside standard decision models (Hughes et al., 2020: 12, 14). It is the best strategy to deal flexibly and provide organizations with high capabilities to adapt to the rapidly changing environment and effortlessly (Abu Bakar et al , 2017: 300).

### 2-2-3: Dimensions of strategic improvisation

According to (Camara & Petrenko, 2015) in defining the dimensions of strategic improvisation, and in agreement with a number of researchers, and according to the requirements of current study, the dimensions of strategic improvisation were represented as follows:



### **a-Strategic vigilance:**

The need for strategic vigilance has increased due to the unstable business environment, as its implementation is considered necessary because it helps predict the challenges and obstacles facing the organization, directs attention to potential competitors, increases the innovative capacity of the organization, reduces risks and uncertainty, and increases environmental safety, in addition to increasing the organization's ability to act quickly. At the right time, with maximum efficiency and lowest cost (Mahdi,2022:307). It is the activity carried out by the organization to disseminate knowledge, collect and analyze data about its external environment in order to provide the necessary information to enable the organization to take advantage of opportunities and avoid threats to maintain its survival and growth (Alsaqal, et al, 2021: 4, 5). Both (Othman and Karso) emphasized that it is “a group of processes that aim to search for information, process it, and then disseminate and protect it so that it is at the disposal of the right person at the right time so that he can make the right decisions at the right time” (Othman & Karso, 2021: 178). It is “an organized method of management in general and the strategic management of the organization in particular, with a focus on the competitive aspect and information processing to find out useful information to control the organization's surroundings”( Jalod et al., 2021:94).

### **b-Minimal structures**

Organizational structure is defined as the means to achieve organizational goals, and it is a system of authority, responsibility, and relationships between organizational units, which determines the form





and nature of the work necessary for the organization, As for simple structures, they are organic structures that rely on decentralization in decision-making, encourage the use of informality in solving work problems rather than relying on written rules and procedures, and work to build a culture in which educational values flow and are exchanged between individuals and departments within the organization (Mahmoud, N & Mustafa, G, 2018: 11 ,12). These structures were built with a clear strategy, simple rules, and a large extent of individual freedom (Hussain, A et al., 2022: 80). Today's environments need flexible structures to face environmental changes, which help in building the process of improvisation. Organizations that aspire to adapt to complex environments aspire to prepare flexible structures and stay away from complex ones because they restrict work (Kamoche & Cunha, 2021: 745, 734). Both (Cunha and Cunha) explained that one of the distinctive features of successful organizations in dynamic environments is providing work quickly, using simple, uncomplicated structures and simple rules with individual freedom in decisions. It provides leaders with a new way to determine the strategic direction and move away from complex structures, as simple rules provide space. To discover and motivate methods for dealing with unpredictability in complex environments (Cunha, 2006: 843, 844).

### **c-Organizational memory:**

Organizational memory is viewed as the special processes for collecting historical information that can guide companies in making decisions at all administrative levels, Anderson classifies it as



procedural and declarative memory, as procedural revolves around how to carry out tasks skillfully and organized, while declarative refers to applying knowledge to understand the environment and predict results. Organizational memory relies primarily on information technology to support knowledge management, so organizations that do not possess organizational memory do not possess management. Effective for knowledge (Yu et al, 2021:7). In addition to what was presented by both (Bhandary & Maslach) that organizational memory is “the knowledge that has accumulated from previous experiences inherent in the organization and that is used in making decisions,” as it is built through processes that facilitate obtaining, retaining, and retrieving information, as this temporary storage Retained knowledge has value to organizational decision makers when relying on previous experience (Bhandary & Maslach, 2016:1,4). Zadayannaya emphasized that it is “information about previously made decisions that contributed to solving problems,” which is often in the form of databases or technology and organizational culture, as organizations seek to store the knowledge that was created in the organization somewhere in order to complete the process. Organizational learning, using the means by which organizations store knowledge for future use, maintenance, and retrieval at the appropriate time (Zadayannaya, 2013:3).

#### **2-2-4: The relationship between strategic knowledge and strategic improvisation**

It is clear from the above that the business environment is characterized by its speed and complexity. It needs to possess strategic



knowledge capable of understanding its organizational environment, arranging its appropriate strategic precedences, and developing its organizational capabilities to help the organization increase strategic improvisation, which is achieved by increasing its strategic alertness, possessing organizational memory, and mastering its organizational structures to be able to respond to environmental changes.

## 2. Results and discussion

### 2.1. Presentation and analysis of the results of the questionnaire

#### 3.1.1 Presentation of the results of the sample members' responses to the strategic knowledge variable

The paragraph reviewed the levels of strategic knowledge. Table (1) shows a general mean (3.635), which is a good value for the strategic knowledge variable, with little dispersion in the answers, as the standard deviation and coefficient of variation reached .289 and (7.95%), respectively. This result indicates the agreement of most members of the sample on the presence of strategic knowledge was measured by three main dimensions, and the results will be presented as follows:

**a. Regulatory Environment Results** Table (1) displays an mean for the organizational environment dimension (3.746), which is a good value. It is higher than the standard mean, and with little dispersion, as the standard deviation and coefficient of variation reached (0.378) and (10.09%), respectively. At the level of items, paragraph No. (2) achieved the highest mean, reaching (4.002) (Suppliers compete to provide their services to enhance the hospital management's ideas for designing new medical services) In harmony with the average of the answers, the standard deviation and coefficient of variation were



(0.879) and (21.96%) respectively, Paragraph (3) (The services provided by the hospital are subject to government supervision continuously.) achieved the lowest mean, reaching (3.568) with an average consistency of answers, as the standard deviation and coefficient of variation were (.921) and (25.81%) respectively.

**b. Results of strategic priorities:** Table (1) displays an mean for the strategic priorities dimension (3.681), which is a good value. It is higher than the standard mean, and with little dispersion, as the standard deviation and coefficient of variation reached (.368) and (9.99%), respectively. At the level of items, paragraph (7) achieved the highest mean, reaching (3.941) (The hospital administration constantly monitors the quality of its provided products.) With moderate consistency in the answers, the standard deviation and coefficient of variation reached (0.836) and (21.18%), respectively. Paragraph (8) (The hospital administration is interested in ensuring that its employees have experience supported by high professional training) achieved the lowest mean, reaching (3.479), with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (.902) and (25.92%), respectively.

**c. Results of organizational capabilities:** Table (1) displays the mean for the organizational capabilities dimension (3.480), which is a good value. It is higher than the standard mean, and with little dispersion, as the standard deviation and coefficient of variation reached (0.478) and (13.73%), respectively. At the level of items, paragraph No. (14) achieved the highest mean, reaching (3.848) (The hospital administration seeks to keep pace with and adapt to the changes taking place in the health sector.) With moderate consistency in the



answers, as the standard deviation and coefficient of variation reached (0.905) and (23.51%). respectively, Paragraph (15) (Forming high-performance work teams is one of the main reasons for achieving hospital success.) achieved the lowest mean, reaching (3.268), with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (.789) and (24.14%), respectively.

**Table (1) Descriptive statistics for strategic knowledge**

N	Paragraphs	mean	standard deviation	Coefficient of variation
<b>Regulatory environment</b>		<b>3.746</b>	<b>.378</b>	<b>10.09</b>
1	The hospital enjoys wide demand from patients for its medical services.	3.658	.836	22.85
2	Suppliers compete to provide their services to enhance hospital management's ideas for designing new medical services.	4.002	.879	21.96
3	The services provided by the hospital are subject to ongoing government oversight.	3.568	.921	25.81
4	The hospital receives government support to contribute to strengthening its responsibility towards the society.	3.753	.858	22.86
5	The hospital administration seeks to constantly keep pace with modern technological technologies and apply them.	3.753	.904	24.08
<b>Strategic priorities</b>		<b>3.681</b>	<b>.368</b>	<b>09.99</b>
6	Introducing and developing new products is a priority for hospital management.	3.694	.894	24.20
7	The hospital administration constantly monitors the quality of its provided products.	3.947	.836	21.18
8	The hospital administration is interested in ensuring that its employees have experience supported by high professional training	3.479	.902	25.92
9	The hospital management relies on innovation and innovation in the process of marketing medical services through social media sites	3.680	.785	21.33
10	The hospital has a good reputation in the health sector.	3.603	.884	24.53
<b>Organizational capabilities</b>		<b>3.480</b>	<b>.478</b>	<b>13.73</b>
11	The hospital administration concludes exclusive contracts with many parties regarding its medical services.	3.449	.857	24.84
12	The hospital management has general	3.570	.889	24.90



	knowledge about other hospitals in the business environment.			
13	The hospital administration is unique in providing distinctive designs and promotional campaigns for its advanced and new medical services.	3.268	.918	28.09
14	The hospital administration seeks to keep pace with and adapt to the changes taking place in the health sector.	3.848	.905	23.51
15	Forming high-performance work teams is one of the main reasons for achieving the hospital's success.	3.267	.789	24.14
Total variable strategic knowledge		3.635	.289	7.95

### 3.1.2 Presenting the results of the sample members' responses to the strategic improvisation variable

Table (2) shows a general mean (3.755), which is a high value for the strategic improvisation variable. It is higher than the standard mean, and with little dispersion in the answers, as the standard deviation and coefficient of variation reached 0.268 and (7.13%), respectively. This result indicates agreement. The sample members were included in the presence of strategic improvisation, and it was measured according to three main dimensions, and the results will be presented as follows:

- a. **Results of Strategic Vigilance** Table (2) displays an mean for the dimension of the Strategic Vigilance Index (3.835), which is a good value. It is higher than the standard mean, and with little dispersion, as the deviation and coefficient of variation reached (0.467) and (12.17%), respectively. At the level of items, paragraph No. (18) achieved the highest mean, reaching (4.01) (The hospital administration collects detailed information for patients to save their medical history.) And with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (0.847) and (21.12%), respectively. Paragraph (17) (The



hospital administration keeps pace with technology to provide medical services to patients.) achieved the lowest mean, reaching (3.680), with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (.894) and (24.20%), respectively.

- b. **Microstructural results:** Table (2) displays an mean for the microstructural dimension (3.843), which is a good value. It is higher than the standard mean, and with little dispersion, as the standard deviation and coefficient of variation reached (.436) and (11.34%), respectively. At the level of paragraphs, paragraph (22) achieved the highest mean, reaching (4.00) (the hospital administration gives freedom to department heads to carry out the work assigned to them). With moderate consistency in the answers, the standard deviation and coefficient of variation reached (0.894) and (22.35%), respectively. Paragraph (25) (The hospital administration sets clear organizational rules for all tasks.) achieved the lowest mean, reaching (3.732), with moderate consistency with the answers, as the standard deviation and coefficient of variation reached (.883) and (23.66%), respectively.
- c. **Organizational memory results:** Table (2) displays an mean for the organizational memory dimension (3.589), which is a good value. It is higher than the standard mean, and with little dispersion, as the standard deviation and coefficient of variation reached (0.427) and (11.89%), respectively. At the level of items, paragraph No. (30) achieved the highest mean, reaching (3.790) (The hospital administration is keen to attract highly qualified and experienced workers.) With moderate consistency in the answers,





as the standard deviation and coefficient of variation reached (0.803) and (21.18%) respectively, Paragraph (27) (Information and knowledge move across organizational levels quickly.) achieved the lowest mean, reaching (3.367), with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (.863) and (25.63%), respectively.

**Table (2) Descriptive statistics for the strategic improvisation variable**

N	Paragraphs	mean	standard deviation	Coefficient of variation
<b>Strategic vigilance</b>		3.835	.467	12.17
1	The hospital administration focuses specifically on patients to provide them with medical service	3.694	.894	24.20
2	The hospital management keeps pace with technology to provide medical services to patients	3.680	.943	25.62
3	The hospital administration collects detailed information about patients to save their medical history.	4.01	.847	21.12
4	The hospital administration is keen to develop the skills of its staff to increase the security and safety of patients	3.896	.794	20.37
5	The hospital administration takes into account the inconveniences and risks that are likely to affect patients	3.895	.894	22.95
<b>Microstructural</b>		3.843	.436	11.34
6	The hospital administration carries out tasks in line with the context of the strategic vision	3.895	.789	20.25
7	The hospital administration gives freedom to department heads to carry out the work assigned to them	4.00	.894	22.35
8	Hospital procedures help quickly respond to	3.794	.942	24.82



	patients' needs			
9	The hospital administration adopts trust-building and social cohesion in promoting collaborative creativity	3.794	.904	23.82
10	The hospital administration sets clear organizational rules for all tasks.	3.732	.883	23.66
<b>Organizational memory</b>		3.589	.427	11.89
11	The hospital administration takes the suggestions and opinions of employees into consideration if they are in the interest of the hospital	3.784	.895	23.65
12	Information and knowledge move across organizational levels quickly	3.367	.863	25.63
13	The hospital administration is keen to simplify procedures in work tasks	3.536	.933	26.38
14	The hospital administration encourages flexibility in completing work	3.468	.941	27.13
15	The hospital administration is keen to attract highly qualified and experienced staff.	3.790	.803	21.18
<b>Total strategic knowledge variable</b>		3.755	.268	07.13

## 2.2. Testing study hypotheses

### 2.2.1. Testing the first main hypothesis

The first main hypothesis: “There is a significant correlation between strategic knowledge and strategic improvisation.” The results showed that the value of the correlation between total strategic knowledge and strategic improvisation was (646.\*\*). This is evidence of the existence of a significant relationship at the total and sub-level of a significant relationship between strategic knowledge and strategic improvisation. This means accepting the first main hypothesis, which states: “There is a positive and significant correlation between strategic knowledge and strategic improvisation.” As shown in Table (3) below:



**Table (3) values of correlation coefficients between strategic knowledge and strategic improvisation**

Strategic improvisation		Total strategic improvisation	Moral relations	
			number	Relative importance
Strategic knowledge				
Regulatory environment		<b>** .527</b>	1	%100
Strategic priorities		<b>** .578</b>	1	%100
Organizational capabilities		<b>** .569</b>	1	%100
Total strategic knowledge		<b>** .646</b>	1	%100
Moral relations	number	4	4	5
	Relative importance%	%100	4	%100

\*Significance level (0.05), \*\*Significance level (0.01)

Table (3) also shows a test of the correlation between the organizational environment and the total number of strategic improvisations (527.\*\*). This means accepting the first sub-hypothesis, which states: “There is a positive, significant correlation between the organizational environment and strategic improvisation.” And testing the correlation between strategic priorities and total strategic improvisation (578.\*\*). This means accepting the second sub-hypothesis, which states: “There is a direct correlation with significant significance between strategic priorities and strategic improvisation” And testing the correlation between organizational capabilities and total strategic improvisation (\*\*.569), This means accepting the third sub-hypothesis, which states: “There is a direct



correlation with significant significance between organizational capabilities and strategic improvisation”

### 2.2.2. Testing the second main hypothesis

The second main hypothesis indicates, “There is a significant effect of strategic knowledge on strategic improvisation” To verify the validity of the hypothesis or not, a simple linear regression model was employed, as shown in Table (4) and its sub-dimensions. The model of the effect of total strategic knowledge on strategic improvisation was significant in terms of the calculated (F) value (32.568), which is higher than the tabulated (F) value of (7.56) below the significance level (0.01), and the value of the coefficient of determination (R<sup>2</sup>) was (.37), This means that the total strategic knowledge explains 37% of the strategic improvisation, and the value of the influence factor (B) was (0.583), meaning that a change of one unit of the total strategic knowledge causes a change in (58.3%) of the strategic improvisation. This result provides sufficient support to accept the second main hypothesis: “There is an effect of strategic knowledge on strategic improvisation.” Thus, the regression model is as follows:

$$\text{Strategic improvisation} = 1.475 + 0.649 (\text{total strategic knowledge})$$

Table 4: Results of the effect of strategic knowledge on strategic improvisation

Variables and dimensions		Strategic improvisation					
		$\alpha$	B	F calculated	R <sup>2</sup> Adjusted	effect	Accept or reject the hypothesis
Strategic knowledge	Regulatory environment	1.636	.427	26.684	%32	moral	Acceptance
	Strategic priorities	1.573	.357	25.784	%31	moral	Acceptance
	Organizational capabilities	1.377	.383	29.579	%35	moral	Acceptance
Total strategic knowledge		1.247	.583	32.568	%37	moral	Acceptance



\*The tabular F value is at a significance level (0.05) = 17.4, \*\*The tabular F value is at a significance level (0.01) = 7.56

The model of the effect of the organizational environment on strategic improvisation was significant in terms of the calculated (F) value (26.684), which is higher than the tabulated (F) value of (7.56) below the significance level (0.01), and the value of the coefficient of determination (R<sup>2</sup>) was (.32), This means that the organizational environment explains 32% of strategic improvisation, and the value of the influence factor (B) reached (0.427), meaning that a change in one unit of the organizational environment causes a change in (42.7%) of strategic improvisation. This result provides sufficient support for accepting the sub-hypothesis. The first is: “There is an impact of technical requirements on strategic improvisation.” Thus, the regression model is as follows:

**Strategic Improvisation = 1.636+0.427 (Organizational Environment)**

The model of the effect of strategic priorities in strategic improvisation was significant in terms of the calculated value of (F) (25.784), which is higher than the tabular value of (F) of (7.56) below the level of significance (0.01), and the value of the coefficient of determination (R<sup>2</sup>)(.31), This means that strategic priorities explain 31% of strategic improvisation, and the value of the influence factor (B) reached (0.357), meaning that a change in one unit of strategic priorities causes a change in (35.7%) of strategic improvisation. This result allows sufficient support to accept the sub-hypothesis. Second: “There is an influence of human requirements on strategic improvisation.” Thus, the regression model is as follows:



$$\text{Strategic improvisation} = 1.573 + 0.357 (\text{strategic priorities})$$

The model of the effect of organizational capabilities on strategic improvisation was significant in terms of the calculated (F) value (29.579), which is higher than the tabulated (F) value of (7.56) below the significance level (0.01), and the value of the coefficient of determination (R<sup>2</sup>) was (.35), This means that organizational capabilities explain 35% of strategic improvisation, and the value of the influence factor (B) reached (0.383), meaning that a change in one unit of organizational capabilities causes a change in (38.3%) of strategic improvisation. This result provides sufficient support to accept the sub-hypothesis. Third: "There is an impact of administrative requirements on strategic improvisation." Thus, the regression model is as follows:

$$\text{Strategic improvisation} = 1.377 + 0.383$$

(organizational capabilities)

#### 4-Conclusions and recommendations

It has been shown that private hospitals are currently interested in applying strategic knowledge, and the organizational environment dimension ranked first, followed by the strategic priorities dimension, second place, and organizational capabilities ranked third, and that the hospital cooperates with suppliers to provide good medical services to patients, and private hospitals need support from government hospitals, and the hospital administration is interested. By providing high-quality services and keeping up with developments in the health sector, the microstructural dimension ranked first, followed by the strategic vigilance dimension in second place, and after organizational memory in third place. The hospital administration is interested in collecting information



about patients to preserve their medical history. The hospital administration also encourages department heads to grant powers to increase Flexibility to complete work within the required deadlines. There is great keenness on the part of the hospital administration to appoint specialized doctors who have a high reputation and experience. It has been proven that strategic knowledge is closely related to strategic improvisation, and the dimension of strategic precedence was more closely related to strategic improvisation. It has been concluded that private hospitals' employment of strategic knowledge contributes to increasing strategic improvisation.

The study recommended that hospital management adopt the application of strategic knowledge and increase cooperation with other suppliers to help increase the quality of service provided to activate strategic improvisation. It is necessary to cooperate and exchange experiences with government hospitals, pay more attention to the quality of service provided, integrate modern technology in the field of medical services, and adopt an advanced electronic information system to preserve patient information for easy reference when needed, and maintain competent doctors by providing material and moral incentives, and providing a climate Positive work, putting them to work with work teams to exchange their knowledge with less experienced doctors, paying attention to strategic knowledge, developing organizational capabilities, determining strategic precedences, and improving the organization's environment because of its impact on increasing strategic improvisation.





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