



*The Role of strategic innovation in achieving  
Organizational differentiation*

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**Abstract**

The purpose of this study is to explore the relationship between the strategic innovation and the organizational differentiation. the main goal of this study is to find out if the strategic innovation has a direct effect on the Iraqi institutions ( Hospitals / in Babylon government ) based on the actual problems which directly effect on the organizations environment competent In the presentation services and identification.

the Problem study with questions the important(questions): what is the role of the strategic innovation for achieving the organizational differentiation for the employees in the hospitals under research? the results of this study has shown that the essential technology, alignment the strategic, development a new services, disciplined ( accurate ) implementation, have a direct effect on the differentiation organization through coordinated role for the organizational developments , consequently this study intends to reduce the levels by the point of view of the that work on the organizational structure .

**Keywords:** Strategic innovation, organizational differentiation, core technology, strategic alignment, development of new services, disciplined implementation.

**Introduction**

The environment of globalization era includes positive and negative affects on the developments and innovations of the public and private organizations, environments factors (elements) which include social, educational and economic changes. those changes affect the feature of the performance of the organizations, especially, the large organization that present informatics ideas and technologic developments in the exterior and interior environment and the management skills and connections between the employees with other organizations for the sake of achieving successful performance of the employees and to get rid of the negative sides that reduce successful and development the organizations.



The modern works environment confirms increasing the request on the markets and improving the products and the services and knowledge need with new skills as well the creations and innovations of the employees. all these elements contributed in increasing the importance of how the employees behave in the organization. the globalization and the customers requirement need new technology to be presented by the organizations in order to improving the economic growth of the organization which to create continual innovation by dependable methods for the production procedures and the services of the organization, consolidating the concentrated reactions, knowledge and information exchange, developing labor activities, build a cooperative nets with global groups, supporting employees training.

This study deals with determining the importance of the strategic innovation in the organization and reflect on the organization environment in the Iraqi society for the health field to develop and innovate new treatment methods for the sake of reducing time and efforts and this is so important for the medical field- active hospital- and it is the first active step to raise the medical level in Iraq.

#### LITERATURE REVIEW1 .

Questions innovation changeable everything is being more useful the future organizations It must on the administration thinking new to create values and change in with ideas

organizations to achieve sustainability,( ratiba,2015: 2). Through the advanced at above clarify the concept of strategic innovation and more accurately presented by the researcher aset of definitions in the table(1) definition of strategic innovation from the point of view writers and researchers.

researcher present a collection of definitions as shown in Table(2) below definition of the Strategic Innovation according to writers and researchers in table(1) below:

Author	Definition
(Ngweshi,2016:8 )	step or group of plans strategic expressed way of thinking planning Strategic investigation Strategic innovation of the organization through increased competitive pressures requires customer service new and select needs and find ways new game competitive for organizations to acquire and maintain a competitive advantage .
(Gholamreza,2014 :3)	process innovation as extreme, gradually, new completely , improving technology it can be innovation is a heterogeneous building on the standards (technology concentration and regulation relations of foreign, radical or gradual variation transfer resources technology developing business models new.



(Katrin,2011: 1)	aims to discovery and meet needs customers with solutions technology novel and have a decisive position to extort organizations the performance steady , Knowledge and interpretation heterogeneity in strategies through organizations and the extent of impact higher management .
(Lucio&Alfredo,2012: 3)	development process products and services new through business strategy carried out by the organization focus on organizational organizations formation and follow-up business vision to make the organization sustainable towards the future.

through the above in the above clarify the definition of strategic innovation represents all definitions, create stuff new and achieve a product with a new idea in the market among products and services , maintain on feature competitiveness the organization. it must be

define definition Strategic innovation on strategic creativity thinking, the new stuff will be creativity operation fantasy has not been all employees or creative organizations innovative from during complete achieve strategic innovation.

### **The Importance's of strategic Innovation:2 .**

The strategic innovation is one of most important objects for success and develop, the organizations in different levels. there is a an innovation in the past time with great importance for the investment, research and develop are to make futuristic growth base and ability for competition. (Paulo,2012:2) the products and services and supporting a wide community and political benefits, strategic innovation is considered one of the most important elements for the strategic field and, the infrastructure, develop the operating capital especially for the .(Kathryne,2017, 29).services organizations and increase its ability, with the same organizational levels and responding for competitive strength for the sake of getting intellectual abstract .the facility of developing the innovation contributes to create a work opportunity. (Mr Kathrt , 2017) argues that the determination of the work field ( zone ) is necessary to achieve successful innovational in the organization and interesting the long-term practical results. (Urbancova,2013:9). the individual has an important role in the organization as well as supporting the higher administration in the organization for finding a creative team that represents an important point about the main employees in the (Anthony,2013:4)organization and to concentrate on that team for developing their skills, innovation with wide effect in the whole organization concenter as a base of other innovations that support innovated education in the organization and implementing the innovation with the other employees . It is a feature that direct the organization towards success.



### 3. Dimensions of strategic innovation

Davila et al and ngweshi determine the dimensions of the strategic innovation. (Derrick, 2002, 18). they confirmed the structure of the organization, knowledge and the feature of the organization and determine the innovations. (Negweshi, 2016) refer to systemized structure design for the organizations that reflect education and ability of the organization, employees efficiency and consolidate skills and ability of the organization. that is what determines the effect of the innovation in the organization and reflect its effect to the external environment. (Davila et al 2002-2017).

**3.1 – Essential technology :** point out that the extension of organization work field through the skills and experiences that urge employees in, the organization by essential technicals technological by important methods especially for achieving by , methods , procedures, new knowledge by saving informations (data) the ability of (Juan & Gerardo ,2016:4) the organization being measurable and avoid waste the resources , power, efforts, money, time when implementing works or achieving result and the act of work properly and successfully. (Lloan, 2017:2). many of elements that affect the organizations works especially the innovated organization with important technology to the public or private organizations essential element by extension work field and the other organizations works. (Juan and Gerrard 2016:4)

**3.2 – Strategic alignment:** build and support the employees inside the (Amanda, 2014) organization and among other organizations the (Hassan, 2011:3) strategic alignment is to integration ( collect ) each organizational element from the organization goals, strategic view and operations plan, making a decisions day by day, systemization the (Sylvie, 2016:10) performance of the employees, facilities the work monitoring continuity, check and completion the strategic, making an organized environment with continues changes). (Henrik, 2017:4).

**3.3 – Develop new services :** each of the popular or private services organizations or production organizations are needed to reflected present new services by trusted methods and it must be reflect by its sides the implement, depth of effective, efficiency of the organization and confirmation on points such as satisfaction, loyalty, the relation with the costumers. (Davila, 2002:17). the organizations had planned improving its innovation by the employment and the benefit from, the costumer features and their requirements and solutions that lead to more active organizations. customers subscribe in different stages of the products. it is named as –thinking stage- the purpose of the organization to reach to its goals , (woojung, 2016:5).



**3.4 – Disciplined implementation :**( Lise,2014:5) had confirmed on highly accurate of implementing health decisions that will be reflected on the results of the organizations works by assessment the depth of implementing the decisions and using (Andrew,2014:4) the practical growth experiences, a matter that will refer to the accuracy of implementing the decisions and the procedures in the organization, also it will refer to the executive manager or a responsible side of implementing those decisions which came from high administration or taking part in making the decisions from other side in order to implement a suitable decision for (Derrick,2006:6) the organization. there is an innovated implementing programs, even the implement will be done by enthusiastic group. Plan development to implement the resolution required.

#### **The concept of organizational differentiation:4 .**

The researcher present a collection of definitions as shown in Table(2) below definition of the organizational differentiation according to writers and researchers.

Author	Definition
(Thurston,2016: 24)	It is a collection of variety activities in different types as (technical, modern and innovated methods, work quality, renewable resources, qualified employees with high skills , flexible organizational structures, skills and knowledge, continues training programs, logistic portions, strength competitions between competitors) all these issue makes the organization a special in its field.
(Adri,2010: 4)	the organization confirmations on its policies to put differentiation strategic and offer variety products and services and to less from the cost, therefore the costumer will feel they bought a special product and reach to their satisfactions.
(Leo,2008: 2)	General tactic to work on two groups of different changes, overlapping variable that named as commitment and a collection of final changes that named as results, which mean to guarantee the implementation of the strategic plan and its formation according to activity type of the organization and designed to increasing marketing value and achieving by reaction between two groups from changes and that add a value to the community .
(Justin,2017:6)	organizational differentiation considered as a modern paper chain and many philosophers who call it ( organizational account ) the organization act can be distinguished from its resources, employees and the organizational administration to achieve its goals .

can definition of organizational differentiation ,through organizational Excellence differentiation , han makes organizations that facing the competition Local and international global, and shifts customers' requests through flexibility Products services and promotion competitive situation for the survival of the organization on put future between organizations.



## 5.The Importance of differentiation organization:

concentrate on organizational differentiation and consider it a main source that determines organized form for the organization and make it special comparable with ,( Zehra,2016:1) the other organizations .the importance of organizational differentiation depends on the organization ability on continued develop for the plans and making changes strategic such a way will en(Urbancova,2013:9)able the organization from reaching to perfect production and control the problems before it happen .The organizational differentiation has great role to the organizations by interesting in the systemizing and the technical requirement inside the organization , and compare between organized systems and the sides of the infrastructure , and make procedures to less the risk that related operations productions and, (Paulo,2012:2) the services, apply the knowledge on the resources, less the requirements of the customer union, safe the important material such the drugs by delivering it on time and expectations and adjectives the investment and the role of, (Anthony,2013:4)the organizations, develop the human been resources, domination the global markets, interest requirement especially for the traditional organizations , control the competitions, haring a new employees with plan for improving skills, check the connections between the administration of the human been recourses with the personality ability , suitable person for suitable job. (Kathryen,2017, 29).The Dimensions of organizational differentiation Prepare threads select dimensions and variables organizational differentiation, From threads, which to her importance big most researchers focus on dimensions which help In determining organizations, and knowledge of business In the picture the real in the mode Organization of the Organization, it was agreed all from(Fred, 2012), (Diana, 2015),( Aage, 2014) on the organizational dimensions of differentiation as follows:

**5.1– Differentiation services of the organizations:** (Andrea,2014:5) refer to: every organization has an ambition for prosperity its services and products and be the best comparison to other organizations , organizational differentiation services from the rest of organization to make more attractive for. (Joy,2013:2)the costumers in the targeted external environment and that will concede as analysis differentiation of the competition between the products and services, the level of differentiation of the organization depend on its products and services by administrator positions for the organization. (Ichiro,2016: 1) the costumer distinguish the organization by presented productions and services, organization need an experiences in production procedures to be a strong organization and as famous trade mark have a big role in successful of(



Funmilola,2015:7) the organization and the director of the organization must be special in ( market portion, tactic leader, performance) .

**5.2 – The Dimension of organization skills:** (Sitthisomjint,2014:2)the organizational ability of the organization is concerned with the employees and organization that include ( communications skills, trebles solutions, cooperative work skills, in formations management, innovation development , leading skills, morality, professional) to consolidating ( vesna,2011:11) the coordinating inside the organization, match all the organization department to make coordinate the organization plans and what it present products and services, each organization needs to employees development and consolidate their skills properly according .(David& Robert,2011:9) the global community , developing the employees reaction skills require communications to apply their skills consequently reflect the general success of the organization, professional skills to collect and save information and develop services to reach its customer satisfaction. (Harold ,2016:9).

**5.3 – flexibility Mobility employees:** ( Miles.2011:5) methods and the ways for the organization and completely depend on it to direct its mission in logic operation, employees transmits between the managements and organizational levels. (Basheer,2011:2) and including different sides ( getting knowledge, experiences, increasing skills, promotions, less routine harness) that's what make coordination between the administrating methods . (Carol,2016: 1)

**5.4 – Relationship with Stakeholders :**the relation with the Beneficiary : mentioned that there must be an external and internal relations for the organizations , one of the challenges for the organization internal relation includes strategic plan to manage and direct the external relations for serving customers, general relations was build on the organization thought to distinguish the trade mark of the organization that represent the image of the organization. external relation for the organization with other organization that creates a future challenges to the organization then communication, and connection with the environment changes and concentrate on costumers services to have a reaction levels between the members of the organization with exporters and costumers. (Mary,2013:2)

## 6.Methodology

### 6.1- the problem:

According to the environment of the work organizations requires a global technology by strategic by the organization itself and it will be a strict condition for growth and interest for the organizations, what



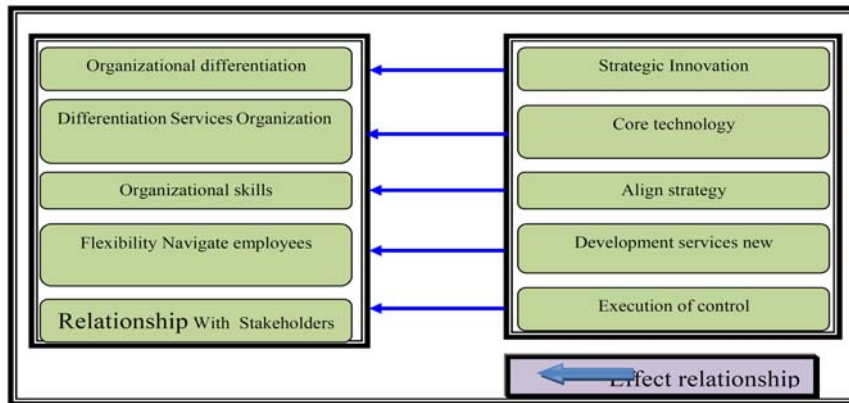
concern about. (Zulhamri,2011:2) the general and private organizations are working increasingly for competitive the markets, innovation is an important element to a achieve the continues successful and it is essential part of the organizations ,this study proved the ability of the strategic innovation. (Ronald,2015:2) as well as the achievement of the organization concenter as necessary assessment to its innovation and its ability to create the innovation inside the organization among the employees and outside the organization being as indicators for the activity and will be reflected by production and the deal to know the act of the plan that will achieve the knowledge of using the organizations operation and its strategic. There is many questions for study regarding what was explained in the problem of the study: (David:2009)

- 1- what is the nature of the relation between the strategic innovation and the organizational differentiation?
- 2- Do you that understanding the sample searched importance of strategic innovation to reach to me best service introduction babil province community?

### 6.2-Importance:

The importance is represented in applying the study on the employees (administrator crew and their mission in the hospitals in Iraq especially babylon hospitals (hilla general education hospital and imam hospital sadiq) study the effect of study changes in the environment of the Iraqi organizations from strategic innovation and the organizational differentiation, the benefit of the this study is determine the feature and the strength of the correlation of the studys changes which was applied in the environment of the Iraqi organizations, as a benefit from this studies is to develop organizations especially the Iraqi services organizations in the future researches and studies specialist in this field.

Objective of the study stimulate organizations on the application of strategic innovation (James & Mutua,2013:20). the researcher has designed a plan for study ; this plan shows the type of relation between the basic changes, the strategic innovation as a independent change and represented in four dimensions ( substantial technology, strategic alignment, develop organizations services, accurate impalement ), the variable approved organizational differentiation represented by dimensions the four(organizational differentiation by services, organizational skills, mobility of staff, relationship between stakeholders).



Figure(1) hypothetical model of study.

### 6.3- Hypothesis

According to the hypothesis shape no 1, the hypotheses will be formed to achieve the study goals and to clear the hypothesis that determine the relations feature between the changes of the study. It is as setas follows:

**H:** There is a relationship engagement between with significant significance strategic innovate in the organizational differentiation . there are four branches of this hypothesis , they are as follows :

**H1:** There is a significant correlation between for core technologies and organizational differentiation at the macro level .

**H2:** There is a significant correlation relationship between alignment of strategy and organizational differentiation at the macro level.

**H3:** There is a significant correlation relationship between the development of new services and organizational differentiation at the macro level.

**H4:** There is a significant correlation between implementation of discipline and organizational differentiation at the macro level.

### 6.4 Characteristics sample studying:

includes a sample studying determination sample size of society the sample was selected simple randomization of people the society collected data through the use of questionnaire the sample of the community was taken hilla general education hospital (290), and the second community sample imam sadiq hospital (200) number of resolution valid for statistical analysis (295).

### 6.5 Measurements of Study

adopted researcher on the scale of the five-liqueur (Five-Point Likert) the gradient totally agree, agreed, neutral, do not agree, do not agree at all) it was choose the metric (Ahlam & Sherwan ,2016) ,to



measure the variables of the current study, the dimensions of strategic innovation were measured in four dimensions, ( core technology, alignment of strategy, development of new services, disciplined implementation) number of paragraphs 20 paragraph, (organizational differentiation, organizational skills, mobility of staff, relationship with stakeholders). the number of paragraphs (20) paragraph.

### 6.7. Methods and steps of statistical analysis

use statistical methods for the program (spss), through descriptive statistics methods and meta-analysis (arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, Pearson correlation coefficient, simple regression coefficient).

### 7. Results influence relationships between study variables

cone ,daring the relations of correlation between the study changes were detected, and discovered four (4) relations with positive and acceptable statistical implications, but the research did not detect the effect of those four relations, in this study the results and analysis of the relations effect between the study changes according to the main effect hypothesis (there is an effect with positive statistical implication for the strategic innovation in the organizational differentiation on the general level ) the branch hypothesis will be tested depending on the study's charts .

#### .1- Results relationship influence test main hypothesis. 7

Table (3) shows the results of testing the effective relations between the strategic innovation and the organization differentiation according to results of determination the simple regression, supposing a functional relation between the real value of the strategic innovation (X) and the organizational differentiation (Y) , we can represent it by the next equation as the following.

$$Y = a + B X$$

y= Organizational differentiation

X=Strategic Innovation

B) = Equation (amount change in y that occurs as a result change x unit

a = Statistic constant

This equation shows that the organizational differentiation is a function of the real value of the strategic innovation, the estimates of this equation and its statistical implication calculated on( 295) samples, the equation of simple curve was for the relation between the variability of



strategic innovation and the organizational differentiation as the following:

- **organizational Differentiation = (1.562) + (0.65) Strategic Innovation variance 7.2**

**analysis (ANOVH) variables analyzed results in Table (3).**

Table (3) analysis( ANOVA) relationship between strategic innovation &organizational differentiation.

Moral level	value F Calculated	F Table	$R^2$	Average squares	Total squares	Degree freedom	Source contrast
0.000	213.243	6.63	0.42	34.690	34.690	1	Regression
		3.32		.163	47.664	293	Error
					82.354	294	Total

Table (4) results relationship test affect strategic innovation in organizational differentiation.

Level Statistical	T	transactions Standard	Transactions Non-standard		Sample
		Beta	Error Standard	coefficient Beta	
.000	9.356	.65	.167	1.562	Hard
.000	14.603		.043	.629	Strategic Innovation

from variance analysis chart and the chart of factors for the relation between strategic innovation (X) and the organization variance depends on the sample of the study (295 individuals ) the value of (t) is big when compare it tabular value (1.658) for statistical level (0.05)with, Degree. freedom (1,293) and that prove that regression curve is enough to describe the relation between (X & Y) at confident level (0.95) and that what was confirmed by the statistical value of (X) according to (t) tests which it is ( t = 14.603).

Regarding regression equation, the constant refers to (a= 1.562) and that means the value of the organizational differentiation equal to (1.562) when the value of the strategic innovation equal to zero. The value of the margin inclination is (B=0.65) accompanying to (X) and this means that every change is equal to (1) in the strategic innovation (X) will lead a change equal to (0.65) in the organizational differentiation. as well the coefficient determination (R2) refers to a factor equal to (0.42) which mean the strategic innovation(X) equal to (0.42) from the organizational differentiation variance, (0.58) from unexplained variance back to uncounted changes in the regression form and it is acceptable detector in comparing the calculated (f) value ( 213.245) and will figure out it is bigger than its value in the chart which equal to (3.91) in limit



confident of ( 0.05), regarding those results this hypothesis will be accepted.

2. After testing the main effective hypothesis, the researcher should test the depth of strategic innovation in the organizational differentiation. According to this hypothesis the multi regression equation of the strategic innovation variables (X1, X2, X3, X4...) in the organizational differentiation (Y) by the following multi regression equation :

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Equivalent multiple regression the relationship between strategic innovation (X) and organizational differentiation are:

organizational differentiation = (1.1561) + (0.25) Core technology + (0.19) alignment strategy + (0.22) development new services + (0.16) disciplined implementation .

in the light of this analysis ,it is seen that these valet are clearly shown in table (5).

Table (5) Analysis relationship between strategic innovation and organizational differentiation.

level Statistics	value F Calculated	$R^2$	Average squares	Total squares	Degree freedom	Source Contrast
0.000	53.104	0.42	8.705	34.818	4	Regression
			.164	47.536	290	Error
				82.354	294	Total

Table (6) results exam relationship between dimensions strategic innovation and organizational differentiation.

Sample	Transactions Non-standard		transactions Standard	T	level Statistical
	coefficient Beta	Error Standard	Beta		
Fixed	1.561	.169		9.210	.000
Core technology	.186	.049	.25	3.794	.000
Alignment Strategic	.143	.053	.19	2.694	.007
Development services new	.174	.043	.22	4.026	.000
implementation Disciplined	.125	.043	.16	2.905	.004

table (6) analysis from chart No 6 analysis of the variables and the factors table of the relation between variables of the strategic innovations (X1, X2, X3, X4...) and organization differentiation depending on number of the sample of the study ( 295 individuals ), the (f) value is big compared it with its value in the table (chart) (1,00) in a level of statistical (0.05) two freedom degrees (4.290) and this prove that the regression curve is enough to describe the relation between (X,Y) in confident level (0.95) and that was confirmed by the statistical value of (X) according to (t) tests which calculated to the range (tx1=3.749, tx2=2.694, tx3=4.026,



$t_{4}=2,905$ ) and when compare with table values (1.645) and this means that the calculated values of (t) are bigger than its values in the table for the essential technologies and efficiencies, strategic alignments and developing new services and accurate implement.

Depending on the regression equation, the detector refers to ( $a=1.561$ ) and this mean there is a value for the organizational differentiation which equal to (1.561) when the value of the strategic innovation is zero.

The value of marginal inclination of the essential technologies and efficiencies it is ( $B1= 0.25$ ) accompanying to ( $X1$ ), which means every variability equal to (1) in the essential technologies and efficiencies ( $X1$ ) will lead to a positive change equal to ( $0.25$ ) in the organization differentiation.

The value of the marginal inclination of the strategic alignment reached to ( $B2= 0.19$ ) accompanying to ( $X2$ ) that's mean every variability equal to (1) in the strategic alignment ( $X2$ ) will lead to a positive change equal to ( $0.19$ ) in the organizational differentiation.

The value of the margin inclination for developing new services reached to ( $B3=0.22$ ) accompanying to ( $X3$ ) it refer to positive change equal to (0.22) in the organizational differentiation. The value of marginal inclination of the accurate implement reached to ( $B4= 0.16$ ) accompanying to ( $X4$ ) refer to every variability that equal to (1) in the accurate implement will lead to a positive change equal to (0.16) in the organizational differentiation. The value of determination factor ( $R^2$ ) referred to a factor with value equal to (0.42) that means that the strategic innovation by its effect explain (0.42) from variance in the organizational differentiation, and (0.58) of unexplained variance back to variables unaccounted in the regression form and it is an acceptable detector according to (f) moral values that equal to (0.00), less than the moral value that was detected by the researcher which equal to (0.05).

**On the basis the results are accepted everybody hypotheses subsidiary.**

### **8.Conclusion:**

conclusions which I arrived Study in view of results Which is as follows:

1. existence moral relationship between strategic innovation and organizational differentiation, the results are positive improve level Strategic Innovation reflected on a plus organizational differentiation and that the positive effect Strategic innovation encourages the management of organizations on innovation roads and styles modern.



2. appeared results existence relationship engagement between Strategic innovation and organizational differentiation and positive correlation encouraging organizations on application Innovative Plans Investigation Services distinguished between organizations and get on feature competitiveness sustainable development
3. interest hospitals searched competencies interior and have a role important for services introduction inside the hospital .
4. overcome hospitals on baffles organizational structure which talk at organizational structures before occur and makes hospitals investigation Competitive advantage and stay organizations ali constraint Life.
5. Labeled results interest hospitals application plan compatibility and cooperation between hospitals other.

### 9.Recommendations:

making recommendations distance access on results and conclusions must from installation recommendations based on to conclusions as follows:

- 1.from necessary all organizations need to me capabilities innovation whether she was organizations Productivity mother use techniques modern innovative through roads used and modern appliances to make organizations energy drive toward challenges environment rival from during what an offering of products and services Prepare the weapon to her before other organizations.
2. a plus confidence about method staff participation in making decisions and their readiness bearing the responsibility which increases in the implementation of decisions disciplined.
3. from the necessary all organizations embracing strategic innovations and attention with human capital from staff which is available they have capabilities and capabilities and mental thoughts incorporate strategic performance Promote customer confidence organizations distinguish products and services from other organizations.
- 4.interest country service side especially health organizations develop monitoring system follow up of all organizations the above services Promote side (health services) exclusively in our country (Iraq).



5. encouraging employees to achieve the purposes of differentiation through services Provided by methods modern in organizations where they work.

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## Supplement((1) The names of the arbitrators .

T	The name	Degree scientific and competence	Location the work
1	Dr. Youssef Hell Al Taie	professor/ Operations and production management	University of Kufa /Faculty of Administration and Economics.
2	Dr. Leitch Ali Hakim	Professor/ Organizational theory and organizational behavior	University of Kufa /Faculty of Administration and Economics
3	Dr. Ali Razak al Abedi	Assistant Professor / human resources	University of Kufa /Faculty of Administration and Economics
4	Dr. Ammar Abdul Amir Zewen	Assistant Professor/ Quality Management	University of Kufa /Faculty of Administration and Economics
5	Dr. Abdelkrim hadi Saleh Shaaban	Professor / Operations Research	University of Kufa /Faculty of Administration and Economics
6	Dr. Denominator mohammed oppressed Anzi	Assistant Professor / Quality Management	University of Kufa /Faculty of Administration and Economics
7	Dr. Hamed generous shaalan Al Hadrawi	Assistant Professor / Information Systems	University of Kufa /Faculty of Administration and Economics
8	Dr. Full thanks Al Watifi	Professor / Human Resources	University of Babylon /Faculty of Administration and Economics
9	Dr. Zaynab Abdul Razzaq	Professor / Organization Management	University of Babylon /Faculty of Administration and Economics
10	Dr. Bashar abbas Al-Humeiri	Professor / Organization Management	University of Babylon /Faculty of Administration and Economics
11	Dr. Nayef ali Assi	Professor / Human Resource.	University of Babylon /Faculty of Administration and Economics

## Supplement (2) final questionnaire:

Put(Right) on the score which express the extent of your agreement with indicators the following:

variable	Dimension	Phrase	agree too	agree	neutral	not agree	er agree
Strategic Innovation	Core technology	1.Hospital capacity To improve internal efficiency through increased services for patients. 2. Put the hospital efficient performance standards change services according to patient needs. 3. Put the hospital Plans with modern technology in more ways the effectiveness to be Suitable for indoor and outdoor environment. 4. Seeking hospital to the existence of channels of interaction among staff to provide services And medical preparations based on modern methods and methods 5. the hospital care access to information through new ideas by using high techniques which contribute in increasing information raise staff efficiency.					



Strategic alignment	<ol style="list-style-type: none"> <li>1. implement a hospital plan based on consensus and cooperation between other hospitals</li> <li>2. cooperation among staff achieving advanced work based on high confidence within the hospital.</li> <li>3.the strategic plan is consistent the hospital with advanced plan informative of during the realization of future purposes.</li> <li>4. give the hospital priority Staff cooperation to stimulate them to service performance to provide the best amenities for patients such as (tests, speed of presentation of patient file in case of entry)</li> <li>5. encourages hospital management on the culture of innovation and creativity staff new ideas inside the hospital.</li> </ol>					
Development of new services	<ol style="list-style-type: none"> <li>1. Seeking hospital fast delivery of the best services for emergency situations.</li> <li>2.the hospital uses new ways to provide therapeutic services and have a reflection and impact on the reputation of the hospital.</li> <li>3.the hospital creates or plans a research center R &amp; D does not usually consider its unwanted services.</li> <li>4. the hospital sets up a financial system to improve internal efficiency of cadres doctors, staff and workers.</li> <li>5. hospital management is interested in providing modern equipment Speed in completing medical examinations for patients such as ringing, excretion, echocardiography, radiation, device).</li> </ol>					
Disciplined implementation	<ol style="list-style-type: none"> <li>1. continuing the hospital application of modern systems in its works through setting up a communication system in the computer among employees to create a successful executive context.</li> <li>2.used hospital Plans are flexible and the various rules of continuity in the implementation of disciplined decisions.</li> <li>3. the strength of the hospital and its energy overcomes at regulatory barriers making the hospital stay alive.</li> <li>4. staff at the hospital are skilled "actual" realism and idealism and be proficient in the performance of their functions.</li> <li>5. the hospital draws new touches through innovative ideas among staff and their contributions to the successful implementation of decisions.</li> </ol>					
Organizational Services differentiation	<ol style="list-style-type: none"> <li>1.the hospital's ability to deliver services is distinct from its competitors</li> <li>2.h hospital services are unique and reflect their impact on patient satisfaction.</li> <li>3.the staff are extremely knowledgeable and meticulous in following patient services.</li> <li>4.the hospital has the competitive advantage of providing the best treatment services to patients.</li> <li>5.the hospital relies on its strategic ideas to create the highest value for patients</li> </ol>					



Organizational skills	<p>1.to give the hospital difficulty in planning to do service work is not specified.</p> <p>2.the hospital is characterized by efficient organizational capabilities through innovative hospital staff and management.</p> <p>3.the hospital has effective strategies for controlling regulatory levels within the hospital.</p> <p>4.the hospital's interest in evaluating performance, changing organizational methods and methods increases hospital success.</p> <p>5. characterized by organizational structure the hospital has leadership and managerial skills to achieve the best and fastest services provided to patients.</p>					
Flexibility employees mobility	<p>1. transmission Staff members to train them on various work within the hospital.</p> <p>2. the hospital has specific regulations transmission employees between different departments to acquire knowledge or upgrade their business.</p> <p>3. h hospital staff are motivated on transmission among the sections to get rid of the routine work.</p> <p>4. transmission employees demonstrate their intellectual and creative motivation towards their service.</p> <p>5.g ranted transmission Inter-hospital staff to increase experience and co-operation to distribute therapeutic services as required.</p>					
Relationship With stakeholders	<p>1. hospital relationship with other hospitals contribute to the rapid delivery of treatment services to patients.</p> <p>2. existence of external relations (public) for the purpose of improving communication and communication with other hospital hospitals (Knowledge of the work system, equipment, medicines, patient cases).</p> <p>3.the hospital is not limited to limited hospitals but the existence of communication with different parties.</p> <p>4.the purpose of the public relations of the hospital is to gain new ideas and mission information especially if they are information about competitors.</p> <p>5.the hospital's interest in external relations is dominated by the external level and distinguished from its competitors in other hospitals.</p>					