Strategic Alignment and its Impact on Achieving Organizational Prestige / Study Exploratory for the Opinions of A Sample of Leaders Senior in the Ministry of Health / Iraq

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Abstract: The study aims to find the relationship and influence between the strategic alignment with its apparent dimensions in achieving the organizational prestige, the study problem was identified by many questions centered on the nature of the correlation and influence relationships between the study variables, for this purpose, a hypothetical model was developed that expresses two main hypotheses, from which several sub-hypotheses are branched ,the importance of the study lies in drawing the attention of decision makers in the Ministry of Health to the importance of the study's variables (strategic alignment, organizational prestige) which are expected to benefit from improving its performance through the different points of view of these two variables, a number of objectives were formulated in the light of the study's questions, including testing the correlation relationship between strategic alignment and organizational prestige, to diagnose the reality of applying strategic alignment as a modern approach that enables the Ministry of Health, the study sample, to rely on it to achieve organizational prestige. The study relied on five dimensions of the independent variable, strategic alignment, which are (communication, governance, partnership, infrastructure, and Skills), as for the dependent variable, the organizational prestige, its dimensions are (organizational identity, organizational reputation, and outward outlook for the organization), the method used in the study is the descriptive analytical method, and a questionnaire was designed to collect the necessary data, an elite group of medical staff was selected, represented by the following (General Manager, Assistant General Manager, Department Manager, Division Manager), as an intentional non-random sample, in their capacity as the departments responsible for managing the strategies, and their number is (139) people from the study community, the study used two ready-made statistical programs (SPSS.v.25) and (AMOS.v.25) to extract the results, the study relied on a set of descriptive statistics methods (Normal distribution, percentages, mean, standard deviation, coefficient of variation, and relative importance). And perform confirmatory factor analysis to identify the nature of the data to test the appropriate statistical analysis. As well as, inferential statistics (Pearson correlation coefficient, Cronbach's alpha coefficient, simple linear regression, multiple regression), and the use of a set of tests (F, T). Among the most prominent conclusions reached by the study is that strategic alignment has an impact on achieving organizational prestige, which was represented by the validity of the study's hypotheses and the validity of the hypothetical model of the study in the presence of a correlation and impact relationship between the strategic alignment and the organizational prestige. Among the

recommendations and proposals that were made is to guidance the Ministry of Health administration to know and work with the dimensions of strategic alignment and try to adopt those dimensions in line with the capabilities of the ministry.

Keywords: Strategic Alignment, Organizational prestige.

Introduction
The world is currently facing many rapid technological changes and transformations, which have led to an increase in competition between organizations, and accordingly, organizations have rushed towards formulating modern strategies that help achieve excellence and sustainability. The organization helps to stand in the face of challenges and seize the appropriate opportunities, in order to achieve common goals. Therefore, strategic alignment is considered an important resource for the organization, for its effective role to assist the organization in finding appropriate solutions to confront the threats that achieve alignment and integration at all levels of the organization, and in the event that strategic alignment is not applied the effect will be contrary to what is known. Hence the idea of studying the issue of strategic alignment and its impact on achieving organizational prestige.

The first topic/ Study methodology and some previous studies
First: The study Problem
 Organizations nowadays face many competitive challenges, including adapting to the highly changing external environment, and accordingly, organizations have begun to seek to achieve strategic features by reaching strategic alignment for its primary role in improving its performance and providing appropriate ways to seize opportunities. To achieving its objectives and resisting various environmental changes, and from this point of view, the researcher sought through field visits to the Ministry of Health and conducting interviews with a sample of managers and directors departments and people to identify the extent of work in strategic alignment, and from here arises the problem of the study in the presence of strategic failures between the senior leadership and managers The departments and people in the ministry, and these failures may be an obstacle in the way of achieving strategic alignment with the Ministry of Health, which was chosen to be the study community, and that the main reason for not achieving strategic alignment is the lack of awareness of the departments of its importance and what can be gained through its application and what are the reasons that affect it from Where the positive or negative aspects, as well as it suffers from lack of experience with different methods of competition and lack of resources And the capabilities that contribute to supporting the renewal and modernization processes that help achieve strategic alignment within the organization, and when there is acceptance by the administrative leaders in achieving strategic alignment in this case, the ministry will face major challenges that hinder it from formulating a strategy that takes a long time in order to achieve the required goals. To the knowledge of the researcher, it was found that the issue of strategic alignment is still not satisfied from a scientific point of view.

Secondly: the importance of studying
The importance of the current study is clear as it is one of the topics that have sparked wide controversy in the literature of modern management and strategic thought. Where it dealt with many contemporary research contributions in the field of strategic alignment and organizational prestige, as well as its importance in identifying the level of the Ministry of Health and the extent to which it has adopted strategies that work to provide high-quality services in light of the challenges witnessed by the Iraqi environment, in addition to the intellectual debate that still provides more theorizing about The variables of the study, the importance of the study lies in the following:-

a- An attempt to draw attention to the importance of the study variables (strategic alignment, organizational prestige), which is expected to benefit from the different points of view of these two variables and to form a complementary scientific direction in which various scientific ideas and opinions gather, and to refer to the Ministry of Health sector of these vital variables to benefit from them in improving its performance.

b- The current study is an important source of knowledge because it combined the strategic alignment and organizational prestige, which provides an opportunity for future studies to research these topics due to their recentness at the theoretical and field levels and the lack of Iraqi organizations (to the knowledge of the researcher) for these studies.

c- The study dealt with an important and vital topic in the growth and superiority of organizations, including (Ministry of Health) through what represents the importance of strategic alignment in achieving organizational prestige through it, which constitutes a modest scientific addition that can help researchers in achieving the organizational prestige of their organizations.

Third - Objectives of the study

The study seeks to achieve a number of goals, which are as follows:

1. Diagnosing the reality of applying strategic alignment as a recent entry that enables the Ministry of Health, the study sample, to rely on it to achieve organizational prestige.
2. Identifying the reality in the Ministry of Health, the study sample, in order to enhance its ability to face areas of competition with all its challenges.
3. Identifying the level of interest in strategic alignment and the organizational prestige of the Ministry of Health, the study sample.
4. Determining and diagnosing the nature of the relationship (correlation and influence) between the strategic alignment and the organizational prestige and working to embody it in the Ministry of Health, the study sample.
5. Test the hypothesis study plan and build a modern study model.
6. Presenting a set of conclusions and recommendations to the management of the organization in question.

Fourth: Study Methodology

The study relied on the (descriptive-analytical) approach, which is characterized by the association of the description of the phenomenon with its analysis to draw its own conclusions.

Fifth: The hypothetical model of the study

The systematic treatment of the study problem and its objectives requires the construction of a hypothetical scheme that indicates the relationship between the study variables and the correlation and influence between the variables and their dimensions represented by strategic alignment as an independent variable with its five dimensions (Communication, Governance, Partnership, Infrastructure, Skill) and the changing organizational prestige approved by its three dimensions (Organizational identity, organizational reputation, the outward outlook for the organization).
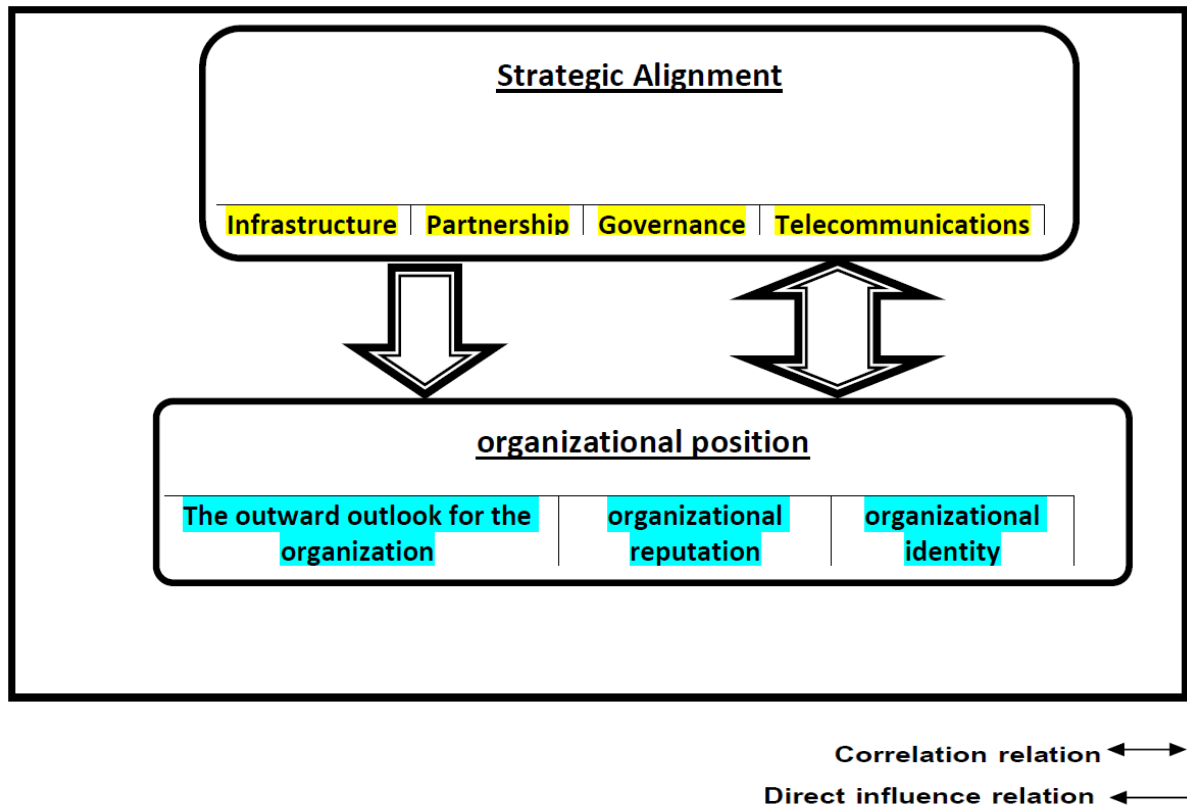
Correlation relation

Direct influence relation

Figure (1) The hypothetical model of the study
Source: Prepared by researchers 2021

Sixthly: The hypotheses of the study
The first main hypothesis: "there is a statistically significant correlation between strategic alignment and organizational prestige " The following sub-hypotheses are derived from this main hypothesis:
1. There is a significant statistically significant correlation between the communication dimension and the organizational position.
   1. There is a statistically significant correlation between the communication dimension and the organizational prestige.
   2. There is a statistically significant correlation between the dimension of governance and organizational prestige.
   3. There is a statistically significant correlation between the partnership dimension and the organizational prestige.
   4. There is a statistically significant correlation between the infrastructure dimension and organizational prestige.
   5. There is a statistically significant correlation between the skills dimension and organizational prestige.

The second main hypothesis: There is a significant, statistically significant effect between the strategic alignment, its sub-dimensions, and the organizational position, and the following sub-hypotheses are derived from it:

1. There is a statistically significant effect between the communication dimension and the organizational prestige.

2. There is a statistically significant effect between the dimension of governance and organizational prestige.
3. There is a statistically significant effect between the partnership dimension and the organizational prestige.
4. There is a statistically significant effect between the dimension of infrastructure and organizational prestige.
5. There is a statistically significant effect between the skills dimension and organizational prestige.

Seventh: Community and sample study

The study adopted the intentional non-random sampling method, which included the senior leaders in the Ministry of Health as a community for the study, who are in the position of (General Director, Associate Director General, Department Director, Division Director), This is because the senior leaders are responsible for setting plans, policies and regulations that pertain to the ministry and its future, as well as being more cultured, experienced and knowledgeable than others. In addition to being more cultured, experienced and knowledgeable than others, and to ensure that the research requirements are met, the researcher distributed (148) questionnaires to the selected sample of medical staff in the Ministry of Health. (139) valid for statistical analysis were retrieved.

eighth: Sources for collecting study data

In order to achieve the current research objectives and to cover its theoretical and applied topics, the researcher relied on a different set of tools, represented by the following: -

1. **Theoretical side tools:** In building the scientific base for the study, the researcher relied on scientific sources from foreign books, Arab and foreign theses and letters, and magazines and periodicals published in Arab and international journals.
2. **Practical side tools:** Information about the practical side was collected through:
a- **Personal interviews:** It is the first tool used in collecting data, as the researcher conducted interviews with a number of managers and staff in the Ministry of Health, the research sample, and at the level of all departments, since the interview method is one of the most effective methods in obtaining direct and accurate information that cannot be obtained through the questionnaire. Only about the community and the research sample, and the questionnaire's paragraphs were clarified and explained, and the research variables were defined and the extent of their understanding and the possibility of answering them to determine the actual reality of these variables.
b- **Observation**: the second tool used in collecting data, where the researcher toured the corridors of the Ministry of Health, the research sample and recorded important observations about the actual reality in terms of the possibility of application validity of the indicators of the current research variables, and the observation is an important and supportive tool for the rest of the tools used in the practical side of the study.
c- **The questionnaire:** It is the last tool used in the research, and it represents the most widely used tool in applied field studies and the main tool for collecting data on the practical side, as it reflects different people's points of view. It was modified in accordance with the Iraqi environment to achieve accuracy in measurement, as shown in appendix (2). The questionnaire in its final form included four axes represented by:
• **The first axis:** It includes demographic variables for the researched sample (gender, age, educational qualification, job position, years of service, number of courses).

- **The second axis:** It includes the independent variable (strategic alignment) and its five sub-dimensions.
- **The third axis:** It includes the dependent variable (organizational prestige) and its sub-dimensions represented by three dimensions.

Some previous studies

1- **AL Muhammadi, 2020 study**

The role of strategic alignment in achieving organizational creativity: An analytical study of the opinions of a sample of administrative leaders at Al - Fallujah University

The study aims to determine the nature of the relationship and influence between the strategic alignment and its dimensions (communication, governance, partnership, skills, infrastructure) in achieving organizational creativity in its dimensions (fluency, flexibility, originality, sense of problems). The descriptive analytical method was used in this study, which depends on collecting information, examining it to ensure its validity, and then analyzing and interpreting it. The study population is the University of Fallujah, and the study sample was from the university's administrative leaders. A questionnaire and personal interviews were used to collect data. The study showed that the results of the iterative distribution by gender that the percentage of males in leadership positions exceeds females, and this indicates the tendency of the researched university to assign males the tasks and responsibilities of senior leaders more than females. The results of this study were used in building its future plans and strategies. The two studies agreed with the following contents: Adopting the same independent variable. - Using the questionnaire form, and the differences between the two studies are as follows: A difference in the study community and location: A difference in the dependent variable.

2- **Barnes,2017 study**

Strategic Alignment of Information Technology Projects and Project Success

The study aims to provide the senior leadership with information about the effects associated with the independent variable (strategic alignment) on the project success variable, as for the study method, several statistical analyzes were used, such as the reliability coefficient using the internal consistency method via Cronbach's alpha coefficient, the test for normal distribution of data, and descriptive statistics. (Standard deviations, and arithmetic means). The population and sample of the study is a study analyzing the opinions of a sample of managers accredited by the Arizona International Group in the United States of America. (49) questionnaires were distributed to a sample of project managers accredited by the Arizona International Group to obtain data. The results of the study revealed a positive relationship between the independent variable, strategic alignment, and the dependent variable, the success of the project. The researchers were advised to repeat this study in the future in order to determine the interdependence between the components as important for the success of the project. As for the extent of the benefit of the study, it is to provide the organization leaders with a better understanding of strategic alignment and project success rates from an operational perspective. The two studies agreed to adopt the same independent variable and use it for the questionnaire form. The differences between the two studies are a difference in the study community and location, and a difference in the dependent variable.

Al-Guibrawi, 2020 study

The organization's prestige within the framework of talent

management: Analytical research in Zain Iraq Telecom

The aim of this study is to know the role of talent management in

Enhancing the organizational prestige, and the descriptive analytical

approach was used. The study population consisted of

telecommunications companies in Baghdad, and the sample was Zain Iraq.

the sample reached 47 department, and the questionnaire was used as a tool for collecting data and information. The data was analyzed using a set of statistical methods by software. The most important results of the study where it The most important results of the study where it was concluded that talent management is linked with the position of the organization, and after attracting talent, it was the most closely related to the position of the organization. It was used in building the study scale, and identifying the type of statistical treatments used.

The second topic: the theoretical framework

First: Strategic alignment concept

(Abdul Rahim, 2014: 14) explain the strategic alignment in the field of business is the relationship between the goals of employees and organizational goals, and this requires a common awareness of the goals and mission of the organization and the consistency between each of them the goal and the plan developed for its implementation. Also (Elham & Kamal, 2014: 321) added that Mintzberg explained the alignment of the elephant and the thinkers trying to introduce it to the blind. The one who touches the elephant by the leg consider it tree trunk. Who touches him from his hose consider it Snake? Whoever touches it by the tail Consider it a rope. Whosoever touches his body he says that it is a wall, and whoever touches it from its tusk says that it is a spear... Each one imagines the elephant from the side from which he touched it. The same applies to the term strategy, every researcher and student he defined strategy from his viewpoint, and no one was able to give a comprehensive definition of it, and both (Bazaee & Aliasghari, 2017:751) pointed out that the strategic alignment at the present time refers to the general framework that determines the direction and movement of the organization and is considered one of the main challenges for it, since without it ,it has not been able to achieve a competitive advantage and stand in front of its counterparts, but during the past years consider alignment one of the important issues facing senior leaders in organizations for its role in increasing the organization's efficiency and achieving its goals, and each of (Venkatraman, et al., 1993: 139) developed a two-sided model for achieving strategic alignment, and it consists of an analytical aspect called strategic alignment and a managerial aspect called achieving alignment.(Al-Mabaqi, 2020: 100) definition it is the process in which the previously developed strategy is implemented and followed up in all departments of the organization, and it includes the alignment of the organization's culture, employees, structure and governance with the strategy, so that each member knows the amount of his contribution to the organization's strategy. While (Heydari et al, 2020: 36) sees and refers to the organization's ability to detect rapid response to unexpected changes in customer demand, competitor strategy, and the business environment. AS for (Al-Mohammadi, 2020: 45), explain the alignment between (internal and external business domains) and the functional integration of: (business strategy, information technology strategy, infrastructure and organizational processes, and information systems operations). It is important for its employees to encourage them to work in a team spirit and increase their

loyalty to it, which leads to achieving efficiency and effectiveness to achieve the desired goals.

1. The importance of strategic alignment

(Newkirk & Lederer, 2006:380,394) emphasized that the strategic alignment is characterized by a number of advantages that can be clarified as follows:

1-. Strategic alignment is considered one of the main factors that help the organization formulate an information technology strategy that fits its requirements.

2- The strategic alignment is characterized by effectiveness to ensure the achievement of an organization goal.

3- Strategic alignment has an essential role that helps managers in senior management realize the importance of strategic information and its role in achieving the organization's goals.

4-. The application of strategic alignment is an indicator that makes strategic information planning synchronized with business planning activities and helps support the organization's strategies on a well done.

1. Dimensions of strategic alignment

Researchers and writers focused their attention on strategic alignment. Today's organizations need strategic alignment from time to time in order to maintain its relative stability in light of changing environmental conditions, and in order for organizations to be able to overcome these environmental conditions distinguished by the continuous competition between organizations, therefore, they must achieve alignment and harmony between their strategy and their internal environment on the one hand, and their strategy and their external environment on the other hand. In order to achieve strategic alignment, it must be known more specifically by looking at a set of that Contributed to achieving it, researchers have relied on determining this dimension (communication, governance, partnership, infrastructure, skills), based on the agreement of a group of writers. and researchers about it and can be explained as follows:

1- Telecommunications

The communication process in the organization is one of the most vital means for the success of decisions related to the project. The processes of transferring information and establishing channels of communication become inevitable processes of Support the work of the organization any communication system is based on determining the goal of the contact, (Al-Abadi and others, 2016: 217). (Payette, 2016: 10) defined it as the process of exchanging knowledge and establishing a common understanding of business strategy between the organization and business areas. (Al-Mabaqi, 2020: 110) indicated that communication is a process of measuring the effectiveness of the exchange of ideas, knowledge and information between information technology and business organizations to understand and achieve the organization's strategies. (Al-Balaghi, 2020: 134) explained it is the means by which the tasks and resources needed to perform a particular task are identified and the roles, duties and expected results are defined to the subordinates. (Al-Husseinawi, 2019: 69) explained that communication includes the effective exchange of ideas, knowledge and information between the organization and its environment. It also evaluates the common understanding of the organizations' goals, strategies and plans and awareness of mutual capabilities and capabilities.

2- Governance

It was defined by (Al-Abadi and others, 2016: 217-218), which is the internal and external mechanisms that regulate the relationship between stakeholders by defining the strategic direction of the organization, monitoring its performance and making strategic decisions in an effective manner. As the governance of the organization is related to identifying the methods

that ensure that strategic decisions are taken effectively. (Payette, 2016: 10) pointed out that it is about identifying initiatives that need strategic alignment, creating outlets for alignment, exchanging information between executives, sharing risks and benefits, and defining responsibilities. (Al-Mabaqi, 2020: 110) indicated that governance is what determines who has the authority to make information technology decisions, what information technology processes are, and what business managers use at different levels to set IT priorities and allocate resources. (Al-Husseinawi, 2019: 72) pointed out that governance is one of the factors for assessing and compatibility of businesses, and that the approach to governance focuses on two methods of compatibility, which are business performance management and technology governance to ensure the formulation and implementation of information technology strategies, which is an essential function to meet business strategies and objectives.

3- Partnership

(Al-Abadi and others, 2016: 218) explained that the principle of partnership in the work environment of productive organizations is based on the ability of senior management in providing the appropriate atmosphere and creating an environment of harmony in the organizational work environment among co-workers capable to exchange skills, experiences and constructive ideas that contribute directly to the achievement of the objectives of the organization, the most important of which is the sustainable competitive advantage. (Al-Mabaqi, 2020: 110) pointed out that partnership is the process of measuring the relationship between business and the role of information technology systems in determining business strategies, the degree of trust between them, and how each of them perceives the contribution of the other side.(Al-Balaghi, 2020: 137)sees it is the direct participation of employees to help the organization achieve its tasks and goals by applying their ideas, experiences and efforts towards solving problems and making decisions.

4- Infrastructure

(Al-Abadi et al., 2016: 218) indicated that the infrastructure is an essential component of the surrounding environment or the container that accommodates all other activities associated with value creation. Infrastructure includes the organizational structure, control systems and the culture of the organization. Where the top management can exercise influence with regard to the formation of those aspects in the organization, but the top management must be seen as part of the infrastructure of the organization. As for (Boufrouj, 2019: 151-152), explained that the current infrastructure of the organization is the culmination of decades of evaluation of the technological ground, and that infrastructure can be defined in two ways as a technology on the one hand, and on the other hand it is considered a set of services. Where it refers to all the hardware, software, networks, facilities, etc., required to develop or test IT services, the term IT infrastructure includes all information technology and not its associated people, processes, and documentation.

5- skills

(Payette, 2016: 9) referred to it as the process of building knowledge and understanding, improving communication and collaboration across functions, as well as providing opportunities for workforce recruitment or integration. (Al-Mabaqi, 2020: 110) explained it is the process that measures human resource practices such as recruitment, retention, training, performance feedback, encouraging innovation and career opportunities, and developing people's skills. It measures the organization's willingness to change, the ability to learn, and the ability to take advantage of new ideas. (Al-Balaghi 2020: 140) defined it as the process of encouraging employees to benefit from their skills and experience and giving them the ability to use more discretion in their work. And (Al-Husseinawi. 2019, 74) pointed out that the term

skills refer to the provision of personal capabilities of some working individuals in order to be able to do some work well. Therefore, skills are a prerequisite for the effective performance of most human activities, Skills represent the ingenuity that enables managers to perform the tasks required of them well and distinctly.(Al-Mohammadi, 2020: 63) explained that skills are the personal knowledge and capabilities possessed by working individuals, which help the organization achieve excellence and creativity at work, as creative individuals suggest most of the bright ideas that lead the organization towards leadership in its field.

Second: The concept of organizational prestige

 (Brewer, et al 2002:19) pointed out ,the prestige, explains a physical phenomenon that refers to the process of reflection, and that this process does not represent the reflection in an integrated manner, but appears in a partial form, and in this case, it clarifies the image that we see in the mirror, as it highlights only the part that is in front of the mirror, but as for the rest of the parts, the mirror did not show them, and accordingly we can know that these perceptions are different ideas and perceptions in one vision. And (Alniacik et al., 2012:4-5) indicated that it explains the views and opinions of a group of clients and beneficiaries towards a particular organization, which was reached through what is characterized by it and what has been accomplished by it, and (Al-Fatlawi & Al-Bannai, 2014: 100) said that the word (prestige) gives the meaning of reputation or influence arising from success, achievement, rank, or other positive features. When researchers traced the literature related to this variable, it was found that labels such as (organizational prestige, perceived organizational prestige, interpreted external image, reflected stakeholder evaluations and perceived external status or perceived status) are used to reflect all of the meaning of perceived organizational prestige.(Sadeghi et al, 2018:2-3) added that the organizational prestige refers to the full perception of stakeholders of the organization with which they deal and evaluate it, and the social identity of the organization is considered an intangible asset in it ,and (Yildiz, 2018: 276-277) indicated the perception of employees according to what arises as a result of the comparison between the organization in which they work and other affiliated organizations with it, and it is considered as an evaluation of their organization, and it is individually and collectively by taking into account the opinions of each individual outside the organization. (Kero, 2018:13) pointed out prestige is the impression through which the value and advantage of the organization is perceived among its competitors, which pushes workers to increase their loyalty to their organization, which leads to improving productivity and achieving organizational goals.(Ismail & Khaled, 2020: 27) explained that it is an evaluative component of social identity that embodies the value of the organization depending on how people view it from outside the organization, and the value of its members depending on how they feel about themselves within the organization. Accordingly, the two researchers defined the organizational prestige as the unique state that characterizes the organization compared to other organizations so that it can be classified as the most brilliant and distinguished of its counterparts and the most credible.

 1- The importance of organizational prestige

(Tuna et al,2016:369) indicated the importance emerged through the researchers' interest in highlighting the role of organizational prestige on employees of the organization and encouraging them to work in a team spirit and increase their loyalty to it. (Hoogma et al, 2005:6) confirmed that it becomes clear through the following

  a- Keeping pace with development and working on using modern technologies that help win the loyalty of employees, improve production and increase capital by increasing the organization's profits.

b- It helps to confront environmental changes and work to find appropriate solutions to face risks and stand up to competing organizations.

(Al-Abadi & Al-Hadrawi, 2020:134) emphasized that the importance is evident through the following:

1- It helps to attract the best elements to work with.
2- The organization's relationship with its internal and external audiences is supported.
3- Develop the public's willingness to wait before passing judgment on the organization in times of crisis so that those in charge of it can explain the different dimensions of the situation and the organization's opinion in it.
4- It helps in persuading the financial institutions to invest their money in the organization.
5- It helps support the organization's marketing efforts.

2- Dimensions of organizational prestige

Researchers and writers focused their attention on the organizational prestige, as organizations today have realized the urgent need for them in order to maintain their competitive advantage in light of the changing work environment, in addition to the challenges they face as a result of globalization, which prompted organizations to strengthen their position in order to stand in the face of economic changes. political, social and cultural. In order to achieve the organizational prestige, it must be identified more specifically by looking at a set of dimensions that contribute to its achievement. The researcher has relied on defining these dimensions (organizational identity, organizational reputation, the outward outlook for the organization), based on the agreement of a group of writers and researchers about It can be explained as follows:

a-organizational identity

It refers to the affiliation and interaction of a group of members or individuals with common qualities and characteristics with the organization, and helps the organization to retain and earn the loyalty of its employees, which leads to improving production and achieving competitive advantage, (Pondar, 2011: 1618). (Uen et al, 2013: 6) indicated to the opinions of reference groups, moral support, positive speech, propaganda, and external information oriented to the organization, through the point of view of strangers, for what distinguishes it from its counterparts.

B- Organizational reputation

It refers to the employees' awareness of the beliefs and perceptions of other organizations about their organization in terms of branding and competitive advantage, which motivates them to work in a team spirit in order to achieve goals. (Pondar, 2011: 1616), and (Uen et al, 2013: 6) pointed out as the image formed about members in terms of the nature of their loyalty to the organization, their attitudes and behaviours, and how to form a solid image of the organization that helps build a strong organizational climate.

C-The outward outlook for the organization

Refers to internal members' assessment of what outsiders (other people) understand about what is unique to the organization through their organizational affiliation. (Pondar, 2011: 1616), and (Uen et al, 2013:5-6) indicated to the current employees' shared perception of how their organization sees their organization through the outside world, and the more employees believe that their organization's prestige is viewed positively from the outside world, the more they are cohesive and connected with it.

The third topic: The practical aspect
The validity of the research measurement tool
To assess the extent of conformity of the standards used in the theoretical framework with the practical side, a number of indicators were adopted to judge the extent of conformity, as follows:

1. Honesty and constancy
 One of the important qualities that should be available in the standards or data collection tools is honesty and reliability, because of their direct impact on the credibility of the results of the study.

 a. honesty
 It means to what extent the scale or tool measures what it was designed for, and one of its most important types is the apparent honesty and content validity, as it is also called the validity of the arbitrators and it means to what extent it appears that the scale measures what it was designed for, (Gay&Airasian: 2000).

 B. constancy
 constancy or reliability is essential in the measurement. The importance of consistency becomes clear once its meaning is fully and well understood. As the term suggests, a reliable or stable tool is one that works in consistent and predictable ways, (Robert & Devellis, 2016:49), Table (1) shows the results of the internal consistency and stability test based on Cronbach's alpha coefficient.

Table (1) pointers consequences consistency between ingredients the scale"	
Cronbach's alpha coefficient	**Research variables and dimensions**
0.846	**Telecommunications**
0.817	**Governance**
0.826	**Partnership**
0.720	**Infrastructure**
0.769	**skills**
0.936	**strategic alignment**
0.735	**organizational identity**
0.821	**organizational reputation**
0.799	**The outward outlook for the organization**
0.901	**organizational prestige**

Table (1) shows that Cronbach's alpha values for which the variables and dimensions have an appropriate internal consistency, and these results indicate that the study scale (resolution) has a good stability level.

2. Structural validity of the measuring instrument
The modeling process is represented by **Structural Equation Modeling** (SEM) with advanced statistical methods in the data analysis process, with the aim of testing the validity of the interconnected relationships between the variables (theoretical models) that the researcher assumes, without dividing the supposed relationships into parts. These methods have been known as path analysis, but the most common name The most common is Structural Equation Modeling (SEM), and in a broader sense, structural equation models

represent a translation of a series of supposed cause and effect relationships between a set of variables (Al-Kahwaji et al., 2018:13). As it will be relied on the conformity quality indicators (Al-Barq and others: 2013: p. 140) contained in Table (2) to determine the suitability of the questions to the dimension in general and the variable to which it belongs in particular,

(Awang, 2019, 91-92) (Hair et al, 2019: 636-640).

Table (2) Indications of good matching						
rms square line indicator approximate (RMSEA)	Lewis Frequency Index (TLI)	Comparative Match Index (CFI)	ratio between X2 and degree of Freedom DF	degree of freedom (DF)	X2 K-Square	pointer
less than or equal to 0.08	0.9-1	0.9-1	less than 5	---	---	The base

Source: Prepared by researchers based on program outputs AMOS. V.25.
Where the issue of matching is one of the very important issues in the structural equation modeling and it is related to the extent to which the theoretical model matches the field data (reality).

1. Confirmatory factor analysis of the strategic alignment variable

illustrated by the figure (2) after deleting the two paragraphs(TE1, TE4) from the communications dimension, the question (GO4) from the governance dimension, the question (P2) from the partnership dimension, the question (I5) from the infrastructure dimension, and the question (S1) from the skills dimension, as it turned out that it has a high common variance that affects the quality indicators of conformity and according to To the recommendations of the amendment indicators, as it is clear that all indicators of quality of conformity were in conformity with the standards required for the model and based on this result, the model was adopted in the final form when conducting subsequent statistical analyses.
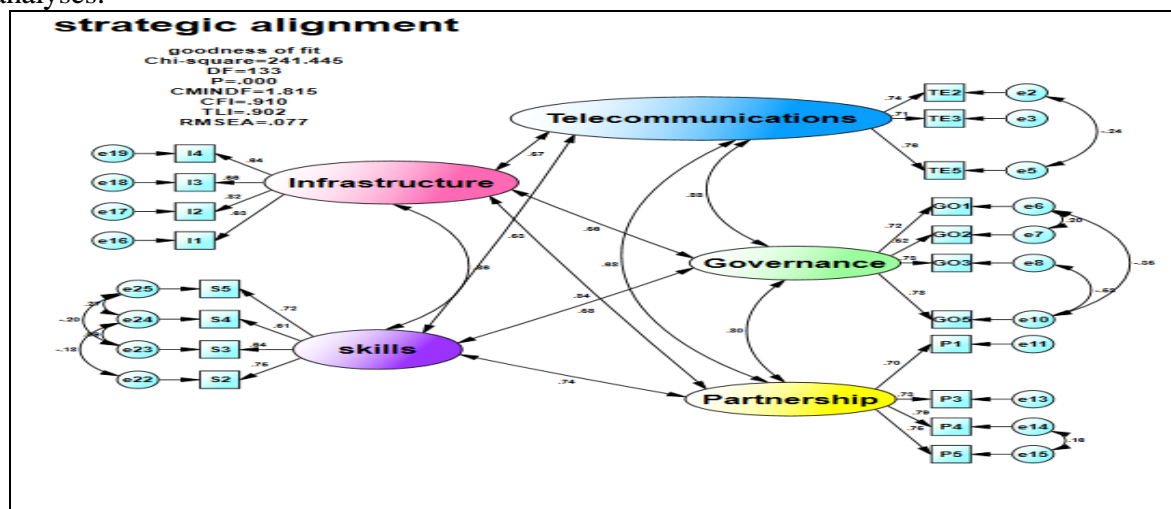

Figure (2) The strategic alignment variable model after modification and deletion

Source: Prepared by researchers based on the outputs of AMOS v.25

It is evident from the results shown in the table (3) What comes:

- The values of the standard saturations were achieved for all paragraphs of the strategic alignment variable, which ranged between (0.517- 0.816), which is a good relativity, as the values of the standard saturations indicate the extent to which each question contributes to the dimension to which it belongs.
- The results indicated that the structural validity of the scale for all items is a variable The strategic alignment was significant, as its critical values ranged between (5.545-8.401), which is greater than the critical standard value.(CR) of (1.96), and this indicates the sincerity of the statementsIt is a good indicator for subsequent statistical analyses.
   - The significance level values were recorded for all paragraphs of the strategic alignment variable at (0.000), which is smaller than the significance level of (0.05), and this also indicates that all questions are significant and indicates the validity of the statements, which is a good and sufficient indicator for the acceptance of the scale and its adoption in subsequent statistical analyses.

P	CR	SE	saturates	Standard saturations	Dimensions	path	questions
			1.000	.736	**Telecommunications**	--->	TE2
0.000	7.418	.143	1.061	.708		--->	TE3
0.000	7.445	.158	1.174	.764		--->	TE5
			1.000	.723	**Governance**	--->	GO1
0.000	6.226	.106	.661	.517		--->	GO2
0.000	7.616	.120	.912	.726		--->	GO3
0.000	7.212	.151	1.088	.781		--->	GO5
			1.000	.700	**Partnership**	--->	P1
0.000	7.878	.139	1.092	.729		--->	P3
0.000	8.401	.140	1.173	.789		--->	P4
0.000	7.998	.135	1.082	.750		--->	P5
			1.000	.632	**Infrastructure**	--->	I1
0.000	6.468	.171	1.106	.661		--->	I3
0.000	7.526	.187	1.406	.816		--->	I2
0.000	6.316	.171	1.081	.641		--->	I4
			1.000	.750	**skills**	--->	S2
0.000	6.529	.113	.739	.637		--->	S3
0.000	5.545	.133	.737	.608		--->	S4
0.000	7.415	.120	.893	.723		--->	S5

Table (3) Statistical indicators for confirmatory factor analysis of the strategic alignment variable

Source: Preparing researchers based on program outputs AMOS v.25

2.Confirmatory factor analysis of the organizational prestige variable
As it is shown in Figure (3) after modifying the questions according to the recommendations of the modification indicators, it turns out that all indicators of conformity quality were within the criteria required for the model and based on this result, the scale will be adopted when conducting the subsequent statistical analyses
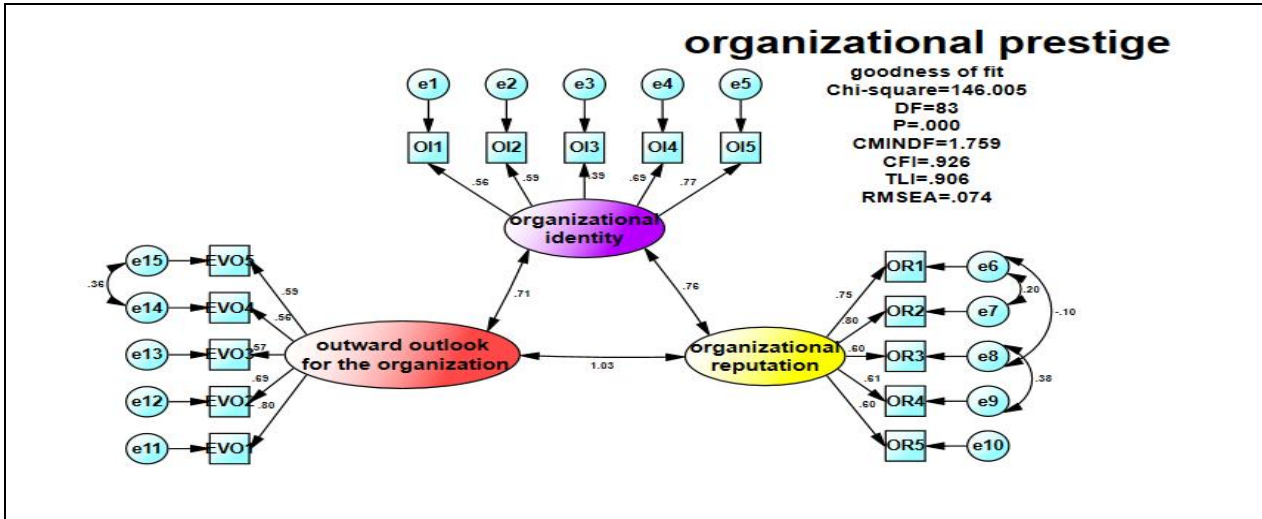
Figure (3) Organizational prestige variable model after modification
Source: Preparing researchers based on program outputs AMOS v.25

As Table (4) shows the following:
- The values of the standard saturations were recorded for all paragraphs of the variable of organizational prestige, which ranged between (0.394 - 0.802), which is a good relativity, as the standard saturations values indicate the extent to which each question contributes to the dimension to which it belongs.
- The results showed that the structural validity of the scale for all items of the organizational prestige variable was significant, as its critical values ranged between (3.805-10.846), which is greater than the critical standard value (CR) of (1.96), and this indicates the validity of the statements and is a good indicator for conducting Subsequent statistical analyses.
- The significance level values for all paragraphs of the organizational prestige variable were achieved at (0.000), which is smaller than the significance level of (0.05), and this also indicates that all questions are significant and indicates the validity of the statements, which is a good and sufficient indicator for the acceptance of the scale and its adoption in subsequent statistical analyses.

P	CR	SE	saturates	Standard saturations	Dimensions	path	questions
			1.000	.561	**organizational identity**	--->	OI1
0.000	5.176	.269	1.394	.594		--->	OI2
0.000	3.805	.219	.832	.394		--->	OI3
0.000	5.684	.211	1.201	.692		--->	OI4
0.000	5.986	.279	1.668	.772		--->	OI5
			1.000	.754	**organizational reputation**	--->	OR1
0.000	10.846	.093	1.011	.801		--->	OR2
0.000	6.762	099	.671	.605		--->	OR3
0.000	7.087	.103	.730	.607		--->	OR4
0.000	6.947	.121	.839	.595		--->	OR5
			1.000	.802	**The outward outlook for the organization**	--->	EVO1
0.000	8.588	.105	.901	.689		--->	EVO2
0.000	6.881	.095	.655	.572		--->	EVO3
0.000	6.681	.098	.655	.558		--->	EVO4
0.000	7.171	.108	.772	.593		--->	EVO5

Table (4) Statistical indicators of the confirmatory factor analysis of the variable of organizational prestige

Source: Preparing researchers based on program outputs AMOS v.25

Secondly: Discuss the results of the descriptive analysis of the study variables
First: the strategic alignment variable

In general, the strategic alignment variable achieved an arithmetic mean of (3.379) at an average level, and with a standard deviation of (0.620). As for the dimensions results in general, they came as follows:

- The results showed that the highest total arithmetic mean was at the (governance) dimension, which amounted to (3.612) and at a good level, with a standard deviation of (0.711) and a coefficient of difference amounted to (19.688), as this dimension came in the (first) order in terms of the relative importance of the dimensions of the strategic alignment variable The value of the percentage of availability of this dimension was (72%), and the size of the gap was (28%).

- The results indicated that the lowest total arithmetic mean was at the (infrastructure) dimension, which amounted to (3.135) and at an average level, with a standard deviation of (0.762), and a coefficient of variation amounted to (24.293), as this dimension came in the fifth order in terms of the relative importance of the dimensions of the variable The strategic alignment, as the value of the percentage of availability of this dimension was (63%), and the size of the gap was (37%).

Table (5) Variable Dimensions Summary Strategic Alignment					
skills	Infrastructure	Partnership	Governance	Telecommunications	Statistical indicators
3.419	3.135	3.158	3.612	3.571	Arithmetic mean
0.692	0.762	0.825	0.711	0.835	standard deviation
20.25	24,293	26.117	19,688	23,392	Variation coefficient
68.382	62.698	63.166	72.23	71.414	Dimension Availability Ratio
31.618	37.302	36.834	27.77	28,586	Gap size
the third	Fifth	the fourth	the first	The second	Relative importance

Source: Preparing researchers based on outputs a program SPSS V.25
Second: The organizational prestige variable

In general, the organizational prestige variable achieved an arithmetic mean of (3.409) and an average level, and a standard deviation of (0.634). In general, the dimensions results were as follows:

- The results showed that the highest total arithmetic mean was at the dimension (organizational identity) which amounted to (3.679) and a good level with a standard deviation of (0.621) and a coefficient of difference amounted to (16.871) as this dimension came in the (first) order in terms of the relative importance of the dimensions of the organizational prestige variable, The value of the percentage of availability of this dimension was (74%), and the size of the gap was (26%).

- The results indicated that the lowest total arithmetic mean was at the dimension (The outward outlook for the organization) which amounted to (3.26) and at an average level, with a standard deviation of (0.742) and a coefficient of difference amounted to (22.769), as this dimension came in the (second) order in terms of the relative importance of the dimensions of the prestige variable , and the value of the percentage of availability of this dimension was (65%), and the size of the gap was (35%).

Table (6) Dimensions summary organizational prestige variable			
Dimensions of the organizational prestige variable			Indications
The outward outlook for the organization	organizational reputation	organizational identity	
3.26	3.286	3,679	Arithmetic mean
0.742	0.794	0.621	standard deviation
22.769	24.156	16,871	Variation coefficient
65.208	65.726	73,582	Dimension Availability Ratio
34.792	34.274	26.418	Gap size
The second	the third	the first	Relative importance

Source: Preparing researchers based on outputs a program SPSS V.25

As for the general level of the study variables, the following are found:

- The results showed that the highest total arithmetic mean was at the variable (organizational prestige), which amounted to (3.409), with a mean level with a standard deviation of (0.634), and a coefficient of difference amounted to (18.58), as this variable came in the first order, and the value of the percentage of availability of this variable was (68%), and the size of the gap was 32%.

- The results indicated that the lowest total arithmetic mean was at the variable (strategic alignment), which amounted to (3.379) and at an average level, with a standard deviation of (0.620) and a coefficient of difference amounted to (18.337), as this variable came in the second order, and the value of the percentage of availability of this variable reached (67.6%), and the size of the gap has reached (32.4%).

Table (7) Summary of study variables							
Relative importance	Gap size	Dimension Availability Ratio	Variation coefficient	standard deviation	Arithmetic mean	search variables	T
the first	32.422	67.578	18,337	0.620	3.379	Strategic alignment	1
The second	31.828	68.172	18,587	0.634	3.409	organizational prestige	2

Source: Preparing researchers based on outputs a program SPSS V.25

Testing the multiple impact hypotheses between the dimensions of strategic alignment in the dimensions of organizational prestige. Table (8) and Figure (4) show the following:

A- Testing the first sub-hypothesis. (There is a significant effect of the dimensions of strategic alignment in the dimension of organizational identity)

As shown by the table (8) there is a significant effect between the (skills) dimension in the (organizational identity) dimension, as it is shown by the critical value CR of (3.375), which is greater than the critical standard value of (1.96) at the level of significance (0.05), which means that there is a significant effect between the (skills) dimension in the (organizational identity) dimension, while the remaining dimensions are represented by (communication, governance, partnership , Infrastructure), the results showed that there is no effect between them in the dimension of organizational identity.

B- The second sub-hypothesis test. (There is a significant effect of the dimensions of strategic alignment in the dimension of organizational reputation)

As shown by the table (8) that there is a significant effect between the dimensions (communication, partnership, infrastructure) in the dimension (organizational reputation), as it is shown by the critical value CR of (3.155, 3.042, 4.627), respectively, which is greater than the critical standard value of (1.96) at the level of significance (0.05), and this means that there is a significant effect between the dimensions (communication, partnership, infrastructure) in the dimension (organizational reputation). As for the remaining dimensions represented by the dimensions of (governance, skills), the results showed that there is no effect between them in the organizational reputation dimension.

C- The third sub-hypothesis test. (There is a significant effect of the dimensions of strategic alignment in the dimension of the outward outlook for the organization)

As shown by the table (8) that there is a significant effect between the dimensions (communication, partnership, infrastructure, skills) in the dimension (Outward outlook for the organization), as it is shown by the critical value CR of (1.980, 2.172, 3.158, 5.073), respectively, which is greater than the critical standard value of (1.96) at the level of significance (0.05), and this means that there is a significant effect between the dimensions (communication, partnership, infrastructure, skills) in the dimension (Outward outlook for the organization) As for the remaining dimensions represented by the dimension (governance), the results showed that there is no effect between them in the dimension of the outward outlook for the organization .

Table (8) The effect of the dimensions of strategic alignment on the dimensions of organizational prestige								
Dimensions of organizational prestige	path	Dimensions of strategic alignment	marginal slope	SE	CR Standard score	P	indication	The number of accepted hypotheses	percentage
organizational identity	<---	Telecommunications	.073	.071	1.018	.309	**not significant**	1	20%
	<---	Governance	.067	.094	.707	.479	**not significant**		
	<---	Partnership	.066	.082	.802	.422	**not signific**		

|									
							ant		
	<---	Infrastructure	.150	.084	1.786	.074	not significant		
	<---	skills	.283	.084	3.375	***	D		
organizational reputation	<---	Telecommunications	.221	.070	3.155	.002	D	3	60%
	<---	Governance	.025	.093	.272	.785	not significant		
	<---	Partnership	.246	.081	3.042	.002	D		
	<---	Infrastructure	.382	.083	4.627	***	D		
	<---	skills	.100	.083	1.206	.228	not significant		
outward outlook for the organization	<---	Telecommunications	.129	.065	1.980	.048	D	4	80%
	<---	Governance	.026	.086	.300	.764	not significant		
	<---	Partnership	.164	.076	2.172	.030	D		
	<---	Infrastructure	.244	.077	3.158	.002	D		
	<---	skills	.391	.077	5.073	***	D		
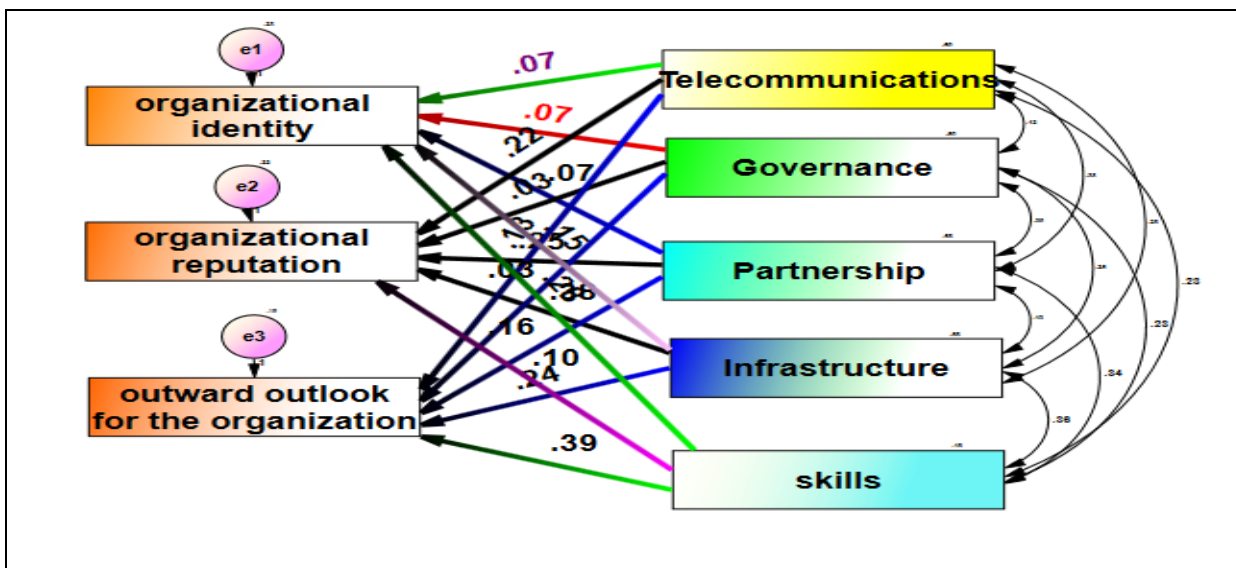
Figure (4) Test hypotheses of the multiple impact between the dimensions of strategic alignment in the dimensions of organizational prestige

Source: Preparing researchers based on program outputs output AMOS v.25

Fourth topic: conclusions and recommendations
Conclusions: -

1. The results indicated that there is homogeneity in the answers of the sample in the ministry under study by achieving the strategic alignment variable with an arithmetic mean that reached (3.379) at an average evaluation level, which explains to us the presence of strategic alignment processes in the Ministry of Health, which requires the researched ministry to find a harmonious work environment that is embodied It contains the meanings of cooperation and affection between working individuals and senior leaders, which would achieve organizational prestige.

2. The organizational prestige variable achieved an arithmetic mean of (3.409) at an average evaluation level, which means that the researched ministry should increase interest in the organizational prestige and all its dimensions without exception.

3. The results showed that there is a statistically significant correlation between the strategic alignment with its dimensions and the organizational prestige, and this indicates that the researched ministry adopts the principle of partnership with information, objectives and risks to create a harmonious work environment, and has a clear vision in the application of laws and decisions, and that the individuals working in it are experienced and knowledgeable ,they are accumulated and possess high skills comparable to those possessed by others in other ministries.

4. The results showed a statistically significant effect of strategic alignment with its sub-dimensions in the organizational prestige, as the (infrastructure) dimension had the strongest effect among the dimensions of strategic alignment, and providing working conditions and psychological comforts for medical staff while performing their work, and in general, the strategic alignment had a clear impact on the organizational prestige.

5. The results showed, using the stepwise method, that the dimensions of strategic alignment (communication, partnership, infrastructure, and skills) contribute to the interpretation of (70%) of the variables occurring in the organizational prestige and (30%) due to the intervention of other factors not included in the statistical model.

6. The governance dimension came in the first order in terms of importance to the dimensions of the strategic alignment variable, followed by the other dimensions in succession (communication, skills, partnership, infrastructure), and this indicates that the researched ministry adopts an efficient approach in managing operations by defining the clear roles of working individuals ,this method provides it with the procedures and policies by which it can advance the health situation and achieve excellence and creativity at work.

7. The results showed that the dominant dimension in terms of importance for the dimensions of the organizational prestige variable is the organizational identity dimension, followed by the dimensions (Outward outlook for the organization and the organizational reputation) respectively, and this indicates the keenness of the researched ministry on the feeling of pride in the medical staff when their performance is praised from Prior to the senior management in the ministry.

8. The results indicated that the variable of organizational prestige it came in the first order in terms of importance compared to the strategic alignment , with a very simple difference, as the researched ministry seeks to develop mechanisms and an approach for a continuous process aimed at achieving alignment between the internal environment and the surrounding changes in the external environment and linking

organizational goals with the individual's' goals, which leads to finding the appropriate atmosphere at work, which helps raise the level of performance in the ministry.

Recommendations: -

1. The researched ministry should invest the interrelationship between the strategic alignment and the organizational prestige, in a way that contributes to the development of its performance by strengthening the mechanisms (partnership, communications, governance, skills, and infrastructure), given the impact of strategic alignment and its dimensions in achieving organizational prestige.

2. The necessity of looking at strategic alignment as a new approach that takes place as a result of internal and external factors, because of its positive and effective impact in achieving the organizational prestige of the ministry.

3. Management focus of the surveyed ministry on giving working individuals the freedom to express their opinions and suggestions about work, which strengthens the relations between them and the senior leadership, and thus reflects positively on the outstanding performance.

4. The management of researched ministry must continue to renew and update all its programs for keeping up develop the healthy and technology, and adopt the best technologies to improve the reality of agreed the Strategist in all areas.

5. Directing the researched ministry towards being proactive in obtaining research grants and scholarships for medical staff outside the country, in order to achieve excellence, creativity and upgrading the health aspect compared to other developed countries.

6. Preparing training programs and means that contribute to explaining and clarifying the impact of strategic alignment in achieving organizational prestige in order to adopt it to achieve creativity and excellence in performance.

7. Directing the management of the ministry in question to search for those with scientific competencies and knowledge skills to attract them to work, because they have an important and vital role in the process of strategic alignment with the aim of maintaining and upgrading the level of sobriety and reputation of Iraqi hospitals.

8. The management of the researched ministry should provide all the psychological comforts for the medical staff, because of the many positive effects that they have, such as a feeling of job satisfaction and self-confidence, which contribute to encouraging individuals to be creative at work.

9. Giving the female component the opportunity to participate in leadership positions, develop the health reality, and assume responsibilities for their role in community service.

10. Giving opportunities to youth energies by assuming leadership positions with experience and holders of scientific degrees and rare specializations, as they enjoy the spirit of innovation and the ability to be creative in various fields.

Providing the necessary and necessary resources to support creative ideas that are capable of change to achieve the organizational prestige of the ministry in question.

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