



The Contribution of Knowledge Orchestration to Strategic Excellence: An Analytical Perspective from Leaders in Private Hospitals in Erbil

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ABSTRACT

This study intends to contribute to knowledge orchestration to strategic excellence. Based on the research objectives, the research problem was clearly articulated as a series of questions: Is there a statistically significant relationship between Knowledge Orchestration and Strategic Excellence in Private Hospitals in Erbil? This study aims to examine the relationship and influence of Knowledge Orchestration on Strategic Excellence.

Researchers utilize analytical descriptive approaches. This study investigates primary hypotheses while analyzing the interrelationships and impacts of research variables. The research sample consists of a cohort of leaders from selected private hospitals in Erbil City. There were 88 leaders from a sample of private hospitals in Erbil City. The research distributed 88 questionnaires as a representative sample. 83 questionnaires were gathered, all considered suitable for statistical analysis. The hypotheses were statistically analyzed using SPSS Version 26.

The study produced several conclusions, one of which is that delegating authority and involving staff in decision-making processes enhances the attainment of strategic excellence. Moreover, A positive correlation exists between Knowledge Orchestration and Strategic Excellence. The study provided a series of recommendations, one of which was the imperative of establishing a unified organizational culture to execute knowledge integration methods and cultivate a diversified knowledge repository. Furthermore, the integration of knowledge management activities with quality management frameworks can enhance performance excellence in healthcare.

Keywords: Knowledge Orchestration, Strategic Excellence, Knowledge Management, Strategic Management.



1 INTRODUCTION

1.1 OVERVIEW

The private healthcare industry in Erbil, Iraq, has emerged as an essential element of the region's healthcare framework, providing specialized services and addressing the increasing need for high-quality medical treatment. As these institutions endeavor to sustain a competitive advantage and achieve superior patient outcomes, the strategic importance of knowledge management has become a crucial element in fostering organizational success, invalid source specified. The emergence of wide-ranging and new knowledge models and concepts for modern management has led to the development of the work environment to face more difficulties and challenges, and the increase in competition has led to more crises in all organizational fields and for various administrative disciplines, especially public organizations, as they suffer from a defect in properly facing these challenges. Among the most prominent new concepts and models of management are intellectual capital, knowledge capital, knowledge organizations, strategic learning, learning organizations, the era of the knowledge economy, e-government, digital knowledge, digital transformation, and other concepts and models that all indicate an increasing interest in knowledge assets in various types and sizes of organizations [1]. The term "orchestra" became prevalent and was extensively employed in the realm of information technology.

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evaluated the orchestra within innovation networks concerning the execution of deliberate and strategic actions to initiate and manage extensive innovative processes [3]. Thus, the orchestra has utilized both quality and adaptability while preserving the capacity for goal-oriented pursuits [4].

The strategic positioning of a business is a crucial determinant of its success, and the healthcare sector is no different. Hospitals encounter a dynamic environment characterized by varied stakeholder expectations and a collaborative leadership paradigm that complicates organizational governance [5]. In this setting, the significance of knowledge management in influencing a hospital's strategic stance becomes progressively vital. Prior studies have emphasized the significance of top management support in promoting academic innovation via knowledge sharing in higher education institutions, especially in developing nations such as Iraq [6]. The research indicates that good leadership is essential for incorporating knowledge management projects into an organization's strategic goal, supplying the requisite resources and support for successful execution. Moreover, knowledge management is acknowledged as a source of competitive advantage, allowing firms to distinguish themselves and thrive in the market [7]. In the healthcare industry, knowledge management facilitates high-quality decision-making, fosters a positive staff attitude, and promotes teamwork, innovation, and efficient decision processes [8].

This study seeks to examine the correlation between healthcare knowledge management and the strategic positioning of private hospitals in Erbil, Iraq. This research utilizes existing literature regarding the influence of top management support, knowledge sharing, and innovation in higher education institutions in developing nations, alongside studies examining the determinants of competitive advantage in the hospital sector [6]. The results indicate that strong knowledge management, supported by significant top management assistance, can provide a competitive advantage for private institutions. Organizations that effectively gather, store, manage, and exchange knowledge are better positioned to understand industry trends, client preferences, and future opportunities, allowing them to differentiate themselves and gain a strategic edge [7]. This research examines the relationship between healthcare knowledge management and the strategic positioning of firms, assessing the perspectives of industry leaders to enhance understanding of this dynamic. The study highlights the importance of a knowledge-based approach to decision-making, enabling hospitals to make informed choices that align with their strategic goals [9].

1.2 RESEARCH PROBLEM

In Erbil's dynamic healthcare scene, private hospitals increasingly acknowledge the significance of strategic excellence in sustaining competition and providing high-quality patient care. An essential element in attaining this quality is the efficient coordination of knowledge among these organizations. Knowledge orchestration is mobilizing, acquiring, and coordinating knowledge resources to augment organizational capabilities.

Notwithstanding its importance, there is a scarcity of empirical studies investigating the role of knowledge orchestration in fostering strategic excellence within private hospitals in Erbil. Crucial for comprehending the significance of knowledge management in augmenting the strategic competencies of private healthcare organizations in Erbil. Such insights can guide policy decisions, leadership initiatives, and operational procedures designed to attain performance excellence via effective knowledge management.

This research aims to address the knowledge gap by examining leaders' opinions in private hospitals in Erbil concerning the role of knowledge orchestration in achieving strategic excellence. The findings seek to elucidate the relationship between knowledge management techniques and strategic performance in Erbil's private healthcare industry.

1.3 RESEARCH QUESTIONS

1. To what extent are private hospitals in Erbil implementing knowledge orchestration practices?
2. Is Strategic Excellence evident in the responses of the hospitals under review, and what are its levels?
3. Is there a statistically significant association between Knowledge Orchestration and Strategic Excellence in the scientific community?
4. Is there a statistically significant correlation between knowledge orchestration and strategic excellence within the scientific community?

1.4 RESEARCH OBJECTIVES

Based on the title "The Contribution of Knowledge Orchestration to Strategic Excellence: An Analytical Perspective from Leaders in Private Hospitals in Erbil," the research objectives are as follows:

1. Define the theoretical constructs of Knowledge Orchestration and Strategic Excellence.
2. Assess the levels of Knowledge Orchestration indicators in the hospitals examined.
3. Assess the presence of Strategic Excellence dimensions in the hospitals examined.

4. Examine the association between the Knowledge Orchestration variable and Strategic Excellence with contemporary statistical techniques.

5. Examine the relationship between the Knowledge Orchestration variable and Strategic Excellence with contemporary statistical techniques.

1.5 RESEARCH IMPORTANCE

This research explores the role of knowledge orchestration in enhancing strategic excellence, offering insights for the improvement of patient care and operational efficiency in private hospitals. Efficient knowledge management has demonstrated the ability to enhance collaboration among practitioners and elevate patient outcomes. This research is important for its possible contributions to the theoretical and practical dimensions of Knowledge Orchestration and Strategic Excellence. The importance of the study can be summarized as follows:

1. Comprehending the significance of knowledge management in attaining strategic objectives can assist hospital executives in making educated decisions. This entails implementing optimal strategies that utilize knowledge assets to improve organizational efficacy.

2. This research contributes to the understanding of the convergence between knowledge management and strategic excellence in the healthcare industry, specifically for private hospitals in Erbil. This context-specific research is crucial for formulating customized strategies that tackle distinct obstacles and possibilities.

3. This research's findings can guide healthcare policymakers regarding the significance of knowledge orchestration. This may result in the formulation of policies that enhance effective knowledge management techniques, hence improving healthcare services overall.

4. The study promotes a culture of continual learning and innovation in private hospitals by emphasizing the advantages of knowledge orchestration. This is essential for adjusting to the swiftly changing healthcare landscape and for maintaining a competitive edge.

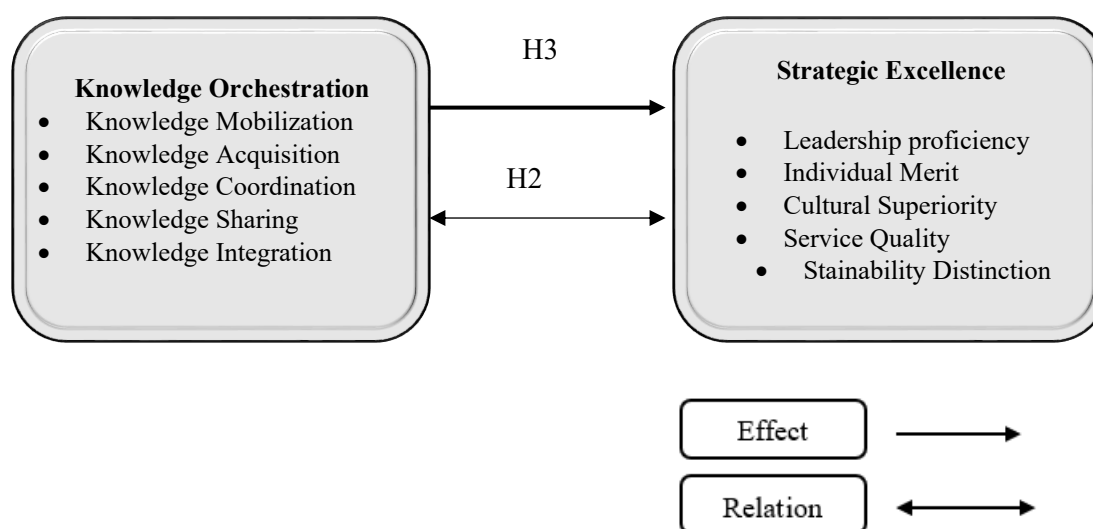
1.6 RESEARCH HYPOTHESIS

First Hypothesis: The respondents' perspectives in the surveyed hospitals varied about the characterization of the variables in the current research.

The second hypothesis asserts a significant link between Knowledge Orchestration and Strategic Excellence in the surveyed hospitals.

The third hypothesis asserts that Knowledge Orchestration significantly impacts the Strategic Excellence of Leaders in the surveyed hospitals.

1.7 RESEARCH HYPOTHESIS



Source: prepared by researchers

2 LITERATURE REVIEW

2.1 KNOWLEDGE ORCHESTRATION

2.1.1 CONCEPT OF KNOWLEDGE ORCHESTRATION

The ancient Greek word orchestra has been adopted by French, English, and German. It used to be the dancing stage's front. Drama developed and the musical ensemble sat here. Since Bach and Handel's eighteenth-century era, the orchestra has operated independently of drama [10]. Arnold (1983) states that "Orchestiké" and "Orcheisthai," the space between the stage and the audience's rocky terraces, are the origins of the term orchestra in fifth-century B.C. Greek theater [1]. In the early seventeenth century, the orchestra was the ensemble between the stage and the audience, with musicians playing percussion, strings, winds, and keyed instruments and a choir or chorus [11]. The maestro, seated in the center of the orchestra, directs the performance with a baton and body gestures. The orchestra composes music, coordinates instrumental performances, and directs performers throughout the work.

The term orchestra now includes non-musical fields. When handled well, industry forums and professional societies allow people from different organizations to share knowledge for mutual benefit. Knowledge networks help time- and resource-constrained people participate across organizations and sectors. One person, team, or organization, called an orchestra, often coordinates such networks [12].

The variety of knowledge sources and the advent of new technologies in the 1990s compelled enterprises to enhance their capabilities through varied knowledge sources [13]. The advancement of knowledge has generated new difficulties that facilitate the emergence of qualitative avenues for growth and development, as well as the proliferation of information and knowledge [14]. The knowledge orchestra is seen as the foundation of knowledge within the organization [15]. Assert that the contemporary corporate landscape necessitates the extraction of knowledge and ideas from many sources, indicating a requirement for orchestration to guide organizational actions. The orchestra associated with knowledge flows within the firm is seen as a crucial capability that bolsters its competitive advantages [13]. The advancement of knowledge has generated new problems that facilitate the emergence of qualitative avenues for growth and the proliferation of information [14]. Knowledge serves as a fundamental pillar for aligning organizational strategies with a promising future associated with the knowledge economy and is intertwined with the swift advancements in technology [17]. As a result, there exists an extensive body of literature focused on knowledge [18]. The singular factor for coordinating groups and organizations, aligning their perspectives, and unifying their goals to ensure their outputs are qualitatively analogous in an abstract manner. The knowledge-based view (KBV) offers fundamental insights for disseminating and coordinating knowledge within businesses to attain competitive advantages [19]. The coordination of knowledge allows firms to generate value, diversity, and competitive advantages [20]. As per [21] Knowledge Orchestration denotes the procedures and mechanisms by which government-led digital transformation (DT) initiatives enable the efficient generation, processing, and distribution of digital transformation-related knowledge across diverse players within a sectoral ecosystem. This orchestration seeks to guarantee the necessary knowledge. [15] contend that resource orchestration openly tackles knowledge dispersion and that this mechanism can assist management in realizing the organization's mission. The knowledge orchestra was designated as the foundation for knowledge within the organization. Given the implicit and intricate nature of knowledge in organizational activities, the availability of such a tool can aid in converting knowledge into a more explicit format by promoting documentation and other codification efforts through the utilization of IT systems [3]. Knowledge orchestration is crucial, particularly as it pertains to specific categories of knowledge, such as specialized or general knowledge. It enables enterprises to impact performance at both individual and corporate levels [20]. The investigator posits that orchestra Knowledge pertains to the effective administration and application of information within an organization or system. It is a combination of strategies, technologies, and practices aimed at capturing, organizing, disseminating, and utilizing knowledge to improve decision-making, innovation, and overall performance.

2.1.2 CONCEPT OF KNOWLEDGE ORCHESTRATION

The deployment of the cognitive orchestra via virtual tools facilitates the management of data and information, along with the acquisition, distribution, and utilization of knowledge at any time and location. These virtual tools exemplify information and communication technology that facilitates enhanced communication and collaboration across businesses, optimizes procedures, boosts productivity and teamwork, and fosters administrative development [15]. The presence of the orchestra is crucial for fostering collaboration and employee dedication through a strategic plan or goal to use organizational and cognitive capabilities. It is a comprehensive instrument that enables individuals to comprehend the organization's positioning and mitigates personal biases, thereby encouraging individuals to optimize their performance, which in turn enhances overall organizational performance as noted [22]. Furthermore, knowledge orchestration is a contemporary subject currently in its nascent stages, focusing on how businesses can efficiently manage their resources and knowledge skills amidst a swiftly evolving environment. The generation of effective value frequently relies on actions undertaken within organizational environments, where knowledge is the primary activity [2]. The recognition of knowledge orchestration takes place through the combination of the three processes (coordination, integration, and

entrepreneurial orientation), which leads to improved performance. The dimensions of knowledge orchestration measurement were adopted according to the [23].

Knowledge Mobilization: According to [24] and [25] knowledge mobilization comprises a series of effective strategies employed by organizations to promote the generation and dissemination of information. Knowledge mobilization pertains to the utilization of knowledge to attain objectives inside the company. Organizational information is sometimes superficial and challenging to transmit. Nevertheless, there is limited understanding of how individuals within the organization can inspire others to disseminate valuable knowledge [26]. The organization must concentrate on unifying or establishing compatible communication means to enhance information sharing, particularly when the shared knowledge is intricate and lacks clarity in presentation. Knowledge mobilization seeks to direct the utilization of knowledge resources and assists in identifying what is essential to support organizational objectives [23].

Knowledge Coordination: Coordination is the management of interdependencies across activities and is essential for any organization, directly influencing organizational performance. Effective coordination is defined by the seamless integration and adjustment of individual actions to attain a broader objective or to operate efficiently [21]. The coordinating dimension of the orchestra aims to integrate mobilized capabilities and knowledge efficiently and effectively (2019.4, Andersen). Knowledge coordination pertains to the organizational processes that facilitate the creation, transfer, and utilization of knowledge, significantly influencing the entrepreneurial process [20].

Knowledge Sharing: Knowledge sharing in large businesses necessitates cultural, social, and technological dimensions since the organization must furnish employees with information technology infrastructure and ensure its proper utilization for the creation, storage, and dissemination of knowledge. Knowledge tools should be user-friendly and enhance staff effectiveness. Encouraging employees to disseminate information as an integral aspect of corporate culture [28]. Knowledge sharing entails the transfer of information and expertise from one entity (individual, group, or organization) to another, and the efficacy of knowledge management systems inside any organization is contingent upon the effectiveness of knowledge sharing [21]. Organizations recognize the necessity of knowledge for attaining a sustainable competitive advantage by motivating employees at all levels to share information, thereby facilitating the development of strategies and a knowledge base that enables swift and effective responses to competition [23].

Knowledge Integration: The distinctive diversity of knowledge among individuals necessitates that organizations integrate to facilitate their work by gathering varied knowledge. Integration is frequently perceived as achieving a consensus on a particular subject through group discourse; thus, the integration of knowledge involves managing disparate knowledge as distinct components that converge to form a cohesive framework [29]. Knowledge integration seeks to cultivate cohesive networks of ideas instead of isolated networks. The capacity of organizations to perpetually integrate and recombine knowledge-based resources innovatively and flexibly is essential for survival [34].

2.2 STRATEGIC EXCELLENCE

2.2.1 CONCEPT OF STRATEGIC EXCELLENCE

The latter part of the twentieth century experienced a significant transformation in administrative paradigms, notably the transition from an emphasis on quality to a focus on excellence, particularly strategic excellence [30]. This evolution stemmed from the quality movement, which aimed to assist organizations in enhancing their performance and attaining exceptional results that surpass their competitors, while executing their operations and tasks accurately and without error or deviation, by leveraging their knowledge and managing organizational learning methodologies [29]. [30] articulated that organizations must recognize the necessity to not solely vie for customers or market share, but to engage in intentional actions that eliminate competitors from the market, employing strategies to dominate rivals and establish a competitive advantage as a means to accomplish this objective. [38] posits that strategic excellence constitutes an investment in the unutilized potential of individuals and the organization, leveraging the strengths of leadership, empowerment, and growth to attain lasting satisfaction. According to [39] strategic excellence is defined as an organization's capacity to attain its objectives through exceptional performance and effective problem-solving, hence differentiating it from other companies. [40] emphasizes leadership and culture in his discourse on strategic excellence, defining it as leadership excellence characterized by creative capabilities and fervor in guiding the organization, enhancing its development, elevating its performance, and effectively addressing challenges and obstacles. The corporate culture is characterized by characteristics of initiative, trust, openness, and collaboration to attain greatness both presently and in the future. Strategic excellence is a practical strategic thinking process aimed at formulating an agile strategy to respond to evolving conditions, fostering a high-performance culture that promotes optimal behaviors characterized by insight and intellectual leadership [41]. [42] concurred with the aforementioned concept, defining strategic excellence as a continuous improvement process that employs strategic thinking to cultivate an adaptive agile strategy. This approach aims to foster a high-performance culture characterized by optimal behaviors, enriched with insight, intellectual leadership, and scientific reasoning. According to [43] Strategic excellence transcends traditional strategic planning by facilitating the effective execution of the organization's strategy. [44] assert that strategic excellence embodies a holistic approach that fosters equitable satisfaction among all stakeholders, employees, and society, hence enhancing the likelihood of sustained success. [45] underscore the necessity of consolidating several strategies into a singular competitive and influential state,

alongside the capacity to establish the norms of engagement and exhibit control when businesses aspire to attain strategic excellence. Similarly, [46] characterized strategic excellence as systematic and deliberate endeavors directed towards fulfilling an organization's strategic objectives to secure a sustainable competitive advantage, or attaining a condition that ensures developmental activities through holistic quality and ongoing enhancement, harmonizing and coordinating efforts, and delineating authority and accountability for individuals to achieve exceptional goals.

2.2.2 Dimensions of Strategic Excellence

Notwithstanding the variety and diversity of strategic excellence dimensions as per foreign and Arab models, and their alignment with the characteristics of public and private sectors, several dimensions are consistently acknowledged by researchers as primary determinants of strategic excellence. In our present study, we will utilize a set of dimensions widely endorsed by prominent researchers, including [41], [42], [49], [50]. This research considers these dimensions to be the most aligned with the trends of the current investigation and the characteristics of the field in question, as follows: Leadership proficiency, individual merit, cultural superiority, service quality, lasting distinction

Leadership proficiency: Interest in the subject of leadership is growing daily due to the environmental challenges confronting modern businesses and the shift from the industrial era to the knowledge era. A significant transformation in the role of leaders inside them is evident. The leader's role, previously focused on optimizing material resource utilization through subordinates during the industrial age, has evolved into a commitment to nurturing, developing, and enhancing human resources as the primary means of maximizing material benefits, thereby advancing the organization on the continuum of strategic excellence [50]. Modern corporations have demonstrated that achieving their objectives necessitates prioritizing the well-being of their people resources. This has resulted in a transformation of the leader's function within the organization to align with the demands of the new circumstances. The leader committed to excellence concentrates on articulating the organization's future vision by fostering a culture of development and creativity, serving as an exemplary role model for subordinates, and acting as the crucial element that propels organizational management towards excellence through influence and guidance [51]. [52] and [53] concur that leadership excellence encompasses the capacity to articulate values and performance expectations, assess future organizational trends in both the short and long term, and foster creativity and innovation while enhancing communication between individuals and organizational leadership. This is achieved through a well-defined organizational vision, mission, goals, and values, aimed at improving organizational performance. Furthermore, it involves the optimal utilization of digital technology, integrating digital culture, and employing digital technology efficiently as a component of the leadership style to achieve excellence. Similarly, [51] underscores the significance of leadership in empowering people and fostering an exceptional environment by cultivating a climate that promotes satisfaction for consumers and ultimately achieves excellence. Administrative leadership serves as the core of the integrated system, aiming for strategic excellence, as it is fundamentally accountable for ensuring beneficiary satisfaction.

Individual Merit: Individual excellence encompasses the application of quality throughout all facets of a person's life. An individual aims to attain the optimal state necessary for active participation in their organization, thereby contributing successfully to the achievement of its objectives, which culminates in a state of excellence [50]. [44] assert that human capital and its management strategies are fundamental differentiators among organizations. This is evident in tasks such as assessing human resource needs, identifying suitable candidates, and ensuring optimal performance through incentives and a conducive work environment, all aimed at achieving organizational objectives. The differentiation of organizations is typically attained through the expertise of their subordinates and the volume of ideas they contribute, as these elements are central to the organizational activities that foster creativity and distinction relative to other entities.

Cultural Superiority: Organizational culture serves as the primary catalyst for energies and capacities. It primarily affects performance and achieving high productivity. It serves as a benchmark for organizational excellence, as creative firms are characterized by a creative culture that significantly contributes to their survival, success, and differentiation. It serves as a catalyst that consolidates energy to attain shared objectives and channels efforts toward renewal, innovation, and creativity. It also assists firms in effectively confronting swift global transformations [46]. The cultural distinction reflects an organization's culture, values, and beliefs, influencing individual behavior within a suitable organizational framework that enhances performance through characteristics such as challenge, confrontation, openness, cooperation, trust, proactivity, independence, and credibility [47]. [48] emphasizes that the organization's uniqueness arises from its cultural distinctiveness, which is the cumulative outcome of employees' cognitive processes within the organization. Excellence has become the basic standard expected by clients, essential for the organization's survival and sustainability. The culture of excellence embodies the culmination of values that organizational leaders must embed in their employees, encompassing the culture of success, the culture of excellence, the culture of resilience, the culture of outpacing competitors, the culture of differentiation, the culture of environmental adaptability, the culture of innovating for customer delight, the culture that prioritizes being a leader in all endeavors, and the culture that synthesizes optimal solutions to potential organizational challenges. All of these cultures elucidate the culture of excellence, which embodies the culture of exploration, the culture of quality, and the culture of alliances.

Service Quality: Service excellence refers to an organization's endeavor to attain uniqueness in various dimensions of the services rendered to beneficiaries, including quality, distinctive attributes, exceptional design, strong reputation, and a prominent brand, to achieve competitive differentiation [49]. [50] assert that the prerequisites for delivering exceptional services include establishing a vision that underscores the significance of the beneficiary, cultivating an organizational culture that fosters beneficiary service, and ensuring management's dedication to the quality of beneficiary service. [51] posits that service excellence entails surpassing customer expectations and delivering an innovative service experience that captivates customers, thereby fostering an enduring relationship between them and the organization. This connection transcends mere transactional benefits, as it aims to make customers feel valued and engaged with all facets of the organization's operations that pertain to them.

Sustainability Distinction: Sustainable excellence is the organization's recognition that true excellence transcends immediate results; it entails formulating a holistic strategy that effectively delineates the means to attain optimal outcomes both presently, and in the future, while continuously ensuring the availability of necessary resources and tools [42]. The integrated strategic framework delineates the primary trajectories of the organization and its prospective vision, grounded in a well-defined, researched, and established strategic vision, mission, and objectives, all predicated on a precise strategic planning system that the organization endeavors to realize through the formulation of explicit and accurate policies and a comprehensive implementation plan associated with the holistic quality management strategy, its principles, applications, and significance in attaining excellence [43]. [40] presented a model indicating that the current performance of all organizations has an immediate reality in their organizational systems, performance and culture, and the matter is extremely dangerous when there is indifference by the leadership and senior management and they believe that there is no need for more work in the same manner, but the prevailing mentality must always be that there is a better way to do work, and thus the organization is always at the peak of success and towards the ladder of sustainable excellence by working to find opportunities for continuous improvement and the necessary support to start bridging the gap, which is orders, decrees and regulations, and mature organizations must realize that doing this is a normal routine requirement and represents the minimum effort and never leads to excellence, although it may provide a basis for excellence, but it does not represent a road map to be the best in everything, but the focus is often on managing compliance or directing the culture for discretionary improvement only.

3 METHODOLOGY

3.1 RESEARCH METHODS

A descriptive-analytical approach was utilized, drawing on several relevant scientific sources to achieve the objectives and hypotheses of this study. A questionnaire with a series of inquiries was created and sent to the target population. A quantitative examination of a sample of private hospitals in Erbil, Kurdistan Region, Iraq. A variety of statistical studies were performed using SPSS version 26 software to assess the outcomes.

3.2 DATA COLLECTION METHOD

The researchers utilized a field study methodology for data collection through a randomly distributed questionnaire. The study included 88 leaders from a selection of private hospitals in Erbil, Kurdistan area. Of the distributed questionnaires, 83 were considered suitable for inclusion in the subsequent statistical analysis, representing 94.2% of the total. The preliminary section includes the demographics of the respondents, such as gender, educational attainment, job title, and years of experience. The second section analyzes the chosen factors, encompassing institutional performance and the mechanisms of knowledge acquisition, preservation, dissemination, and utilization. The questionnaire consists of 24 items intended to assess the model constructs. The questions were derived from previous research. These items had minor adjustments to accommodate the private health sector in the Kurdistan Region. The measurements from the last study were modified.

A five-point Likert scale ranges from 1 for "Strongly Disagree" to 2 for "Disagree," with a mean of 3 for "Neutral." If the Item scores 4 for "agree" and 5 for "strongly agree," the outcome is "agree."

3.3 DESCRIPTION OF THE SURVEY INSTRUMENT

The researchers utilized a field study methodology for data collection, administering a questionnaire randomly to directors and heads of departments and units at the Private Hospital in Erbil City. The questionnaire consists of two elements. The introductory section examines the respondents' demographics, including gender, educational attainment, job title, and years of experience. The second portion analyzes the chosen factors, encompassing institutional performance and the mechanisms of knowledge acquisition, retention, dissemination, and utilization. The questionnaire comprises 24 items designed to evaluate the model constructs. The questions were selected from prior research. The items underwent slight modifications to conform to the private hospital in Erbil. The measurements from the previous study were modified. A five-point Likert scale ranging from 1 for "Strongly Disagree" to 2 for "Disagree" and 3 for "Neutral." If the Item is rated 4 for "agree" and 5 for "strongly agree," the outcome is "agree."

3.4 DESCRIPTION OF THE STUDY SAMPLE

The study sample included 12 private hospitals, constituting a subset of the overall study population of 24 institutions. Thus, the sample comprises 50% of the community. The responses include various board members, managers, and executives from private hospitals in Erbil. The researchers distributed 88 questionnaires to administrators and executives of private hospitals in Erbil city. A total of 83 questionnaires were returned and deemed valid for analysis, yielding a response rate of 94.2%. Table 1 demonstrates this:

Table 1. Disseminated and retrieved questionnaires

No.	Hospitals	Number of forms		Number of forms	
		Distributed	Returned	Valid	Percentage%
1	Welfare National Hospital	5	5	5	6.03
2	Dyke National Hospital	7	7	7	8.44
3	Zain International Hospital	10	9	9	10.84
4	New Hawler National Hospital	6	6	6	7.22
5	Par National Hospital	8	8	8	9.63
6	Sardam National Hospital	9	8	8	9.63
7	Balsam National Hospital	10	9	9	10.83
8	Zanko National Hospital	7	7	7	8.44
9	Shar National Hospital	8	7	7	8.44
10	Paki National Hospital	8	7	7	8.44
11	Marina National Hospital	5	5	5	6.03
12	Mehrabani Surgical Hospital	5	5	5	6.03
	Total	88	83	83	100%

Source prepared by researchers

3.5 STUDY POPULATION, SAMPLE, AND UNIT OF ANALYSIS

The research population comprised 24 private hospitals in Erbil. The study sample comprised 12 hospitals, chosen by a random sampling approach. The respondents comprised 83 persons, including directors and heads of departments and units within the sampled institutions. The hypotheses were evaluated using a series of statistical analyses and tests conducted with the software package SPSS V.26.

3.6 DEMOGRAPHICS

Table 2 indicates that the majority of participants in this study are male (51.8%) in contrast to females (48.2%). The quantity of female leaders exceeds that of male leaders in the researched hospitals. The bulk of hospital leaders surveyed are aged 40 to 49 years, comprising 73.5% of the entire population. The age range of 50 to 60 years comprises 22.9% of the total. The age bracket of 30 to 39 years is merely 3.4% of the entire population. Only one Leader is aged 60 years or older. The study indicates that the adult demographic constitutes the majority of leaders in all hospitals examined. The Certification category reveals that most polled Leaders hold a Bachelor's degree (79.5%), followed by a Diploma (12%), PhD (4.8%), and Master's degree (3.6%) in descending order. Conversely, the experience category reveals that the biggest percentage of respondents has between 5 and 14 years of experience (55.4%), followed by those with 15 to 24 years (42.2%), and those with over 25 years (2.4%), indicating that the majority of leaders in this poll are relatively inexperienced.

Table 2. Demographic Information

Variable	Description	Frequency	Percentage
Gender	Male	43	51.8
	Female	40	48.2
	Total	83	100%
Age	30-39	2	3.4%
	40-49	61	73.5%
	50-60	19	22.9%
	60 and More	1	1.2%
	Total	83	100%
Academic qualification	Diploma	10	3.6%
	Bachelor's degree	66	79.5%
	Master's degree	3	3.6%
	PhD degree	4	4.8%
	Total	83	100%
Years of experience	Less than 4	0	0
	5 - 14	46	55.4%
	15 - 24	35	42.2%
	25-34	1	1.2%
	More than 34	1	1.2%
	Total	235	100%

Source prepared by researchers

3.7 VALIDITY TEST

The amended questionnaire was administered to a small cohort of target respondents (n = 10) to evaluate face validity, ensuring they were representative of the study population. They were requested to provide feedback on the clarity, readability, and general presentation of the questionnaire. Subtle modifications were implemented to enhance clarity and formatting, facilitating respondents' comprehension and completion of the instrument.

3.8 NORMAL DISTRIBUTION TEST

Table 3. Reliability of measurements for all variables

Variables	Number of questions	Cronbach's Alpha
Knowledge Orchestration	10	0.885
Strategic Excellence	10	0.878
Overall	20	0.920

Source prepared by researchers

Table 3 presents the values of Cronbach's coefficient calculated to assess the internal consistency of the measurement. The Cronbach's alpha results are 0.885 for Knowledge Orchestration, 0.878 for Strategic Excellence, and 0.920 for all independent and dependent variables. Table 3.2 indicates that all constructions have successfully passed the reliability test, with all α -values surpassing the minimum threshold of Cronbach's alpha [53].

4 RESULTS AND DISCUSSION

4.1 DATA ANALYSIS

This section presents the statistical findings of the inquiry. This section encompasses descriptive statistics, correlation, and analysis through a comprehensive linear regression model. The findings are derived from questionnaires administered to leadership roles at responding hospitals in Erbil City.

4.1.1 Descriptive Statistics about Knowledge Orchestration

Table 4. Knowledge Orchestration Descriptive Statistics

Items	Paragraph	Mean	SD.	Agreement percentage
X1	Implementing uniform communication strategies to improve the sharing of tacit knowledge, including expertise and experiences, both horizontally and vertically within the hospital.	4.49	0.632	89.8
X2	Concern for augmenting the hospital's existing knowledge base by offering individuals with varied areas of expertise.	4.42	0.701	88.4
X3	Establishing and sustaining a shared foundation for communication and reciprocal influence among hospital personnel.	4.23	0.754	84.6
X4	Fostering a collaborative culture that allows the work team to share and document their acquired knowledge upon assignment completion.	4.24	0.759	84.8
X5	Leveraging the exchange of information and knowledge to generate innovative ideas for enhancing service delivery.	4.25	0.778	85
X6	The company identifies its knowledge requirements and endeavors to fulfill them.	4.27	0.782	85.4
X7	Offering incentives to motivate people to share their knowledge and experience, hence enhancing the acquisition of information.	4.13	0.838	82.6
X8	Fostering a comprehensive comprehension of one another's experiences.	4.28	0.704	85.6
X9	Delivering precise information and knowledge for timely utilization.	4.17	0.838	83.4
X10	Establishing a unified organizational culture to implement knowledge integration strategies and cultivate a diversified knowledge base.	4.10	0.821	82
Overall		4.258	0.7607	85.16

Source: Output of SPSS

The results of leaders at the selected private hospitals in Erbil, Kurdistan Region, Iraq, are presented in Table 4, which delineates the independent variable (X1-X10). The accessibility of Knowledge Orchestration exemplifies this. The arithmetic mean (4.258) and standard deviation (0.7607) support the conclusion that an Agreement percentage rate of 85.16% had been attained.

Table 4 reveals that the principal element of the independent variable (Knowledge Orchestration) is the statement (X1), which posits, "Implementing uniform communication strategies to enhance the dissemination of tacit knowledge, encompassing expertise and experiences, both horizontally and vertically within the hospital." This result is validated by an Agreement percentage of 89.8, an arithmetic mean of 4.49, and a standard deviation of 0.632. Statement (X10), the most basic level among the statements in this methodology, garnered consensus from 82% of the participants. "Creating a cohesive organizational culture to execute knowledge integration strategies and develop a varied knowledge base." The arithmetic mean was 4.10, and the standard deviation was 0.821.

4.1.1 Descriptive Statistics about Knowledge Orchestration

Table 5. Descriptive Statistics Pertaining to Strategic Excellence

Items	paragraph	Mean	SD.	Agreement percentage
Y1	The leadership of our hospital is notable for its proficiency in developing and executing the strategic direction of the colleges and scientific divisions.	4.29	0.708	85.8
Y2	I concentrate on creating the optimal environment to attain excellence in job performance.	4.11	0.733	82.2
Y3	Our university employs exceptionally proficient and adept personnel.	4.16	0.904	83.2
Y4	The university's administration aims to rehabilitate and train staff to enhance their job performance.	4.19	0.818	83.8
Y5	Our hospital records all directives and protocols pertaining to hospital personnel.	4.23	0.836	84.6
Y6	I urge personnel to propose innovative ideas unreservedly, regardless of their likelihood of success.	4.16	0.833	83.2
Y7	Our hospital offers superior services relative to its peers in wealthy nations.	4.07	0.729	81.4
Y8	I seek organizational flexibility that enhances workers' responsiveness to swift environmental changes.	4.10	0.743	82

Y9	I advocate for efforts that promote discretionary effort and foster an environment that motivates individuals to persist and provide more work and resources.	4.14	0.683	82.8
Y10	As a leader, I recognize that excellence entails formulating complete, distinguished, and ongoing strategic plans.	4.30	0.658	86
Overall		4.175	0.765	83.5

Source: Output of SPSS

Table 5 presents the results for (Y1-Y10), which denote the dependent variable (Strategic Excellence) derived from leaders at the selected private hospitals in Erbil, Kurdistan Region, Iraq. The overall arithmetic mean (4.175) and standard deviation (0.765) support the claim that this result was achieved when the Agreement percentage rate reached (83.5%).

Table 5 reveals that the assertion (Y10), stating "As a leader, I recognize that excellence entails formulating complete, distinguished, and ongoing strategic plans," is the most critical element of the dependent variable (Strategic Excellence). 86% of participants concur with this statement. The arithmetic mean was 4.175, while the standard deviation was 0.765. The statement (Y8), the fundamental level among the assertions in this methodology, garnered consensus from 82% of the participants. The leaders pursue organizational adaptability that improves employees' reaction to rapid environmental shifts. The mean was 4.175 and the standard deviation was 0.765.

4.2 CORRELATION AND REGRESSION

Correlation analysis was applied to ascertain the relationship between independent and dependent variables. Regression analysis is a statistical technique employed to represent the functional connection between a response variable and a collection of explanatory or predictor variables [54]. Subsequently, Simple Linear Regression Analysis was utilized to ascertain explanatory variables, including Knowledge Orchestration, that predict the response variable (Strategic Excellence).

Table 6. Correlation between independent variables (Knowledge Orchestration) and dependent variable (Strategic Excellence)

		Strategic Excellence
Knowledge Orchestration	Pearson Correlation	0.614**
	Sig. (2-tailed)	0.000
	N	83

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Output of SPSS

Table 6 demonstrated a robust, positive, significant correlation between the independent variable of Knowledge Orchestration and the dependent variable of Strategic Excellence (0.614**).

Table 7. Simple Linear Regression Analysis between Independent Variable (Knowledge Orchestration) and Dependent Variable (Strategic Excellence)

	Coefficients			Model Summary		ANOVA
	B	t	p-value	R-square	F	p-value
(Constant)	13.618	3.904	0.000	0.370	49.076	0.000
Knowledge Orchestration	0.624	7.005	0.000			

Source: Output of SPSS

Table 7 presents the ANOVA table assessing the goodness of fit for the explanatory variable (Knowledge Orchestration) for the response variable (Strategic Excellence), indicating model appropriateness with F=49.076 and P-Value=0.000.

The table above presents the results for the constant, slope, t-value, and coefficient of determination (R-squared). The Regression Coefficient (B) for Knowledge Orchestration is 0.624, indicating that an increase of one unit in Knowledge Orchestration would result in a 0.624 rise in Strategic Excellence. The coefficient of determination (R^2) quantifies the extent to which variation in the dependent variable is accounted for by the independent variable. The determination of

the coefficient (R^2) indicates that Strategic Excellence influences 37% of Knowledge Orchestration, while the remaining variation is attributed to other factors affecting Knowledge Orchestration.

The First hypothesis posits a substantial disparity in respondents' judgments among the examined hospitals concerning the delineation of the variables in this study. The findings reveal that the arithmetic mean for the independent variable (knowledge orchestration) was 85.16, but for the dependent variable (strategic excellence), it was 83.5. The findings indicate that respondents predominantly acknowledge the impact of knowledge orchestration on attaining strategic excellence within their organizations.

The second hypothesis asserts a significant association between knowledge coordination and strategic excellence in the hospitals analyzed in this study. The results in Table 4.3) validate the hypothesis, illustrating a direct and substantial association between the independent variable (knowledge orchestration) and the dependent variable (strategic excellence).

The final hypothesis was accepted, affirming that knowledge orchestration significantly influences strategic excellence among executives in the hospitals studied. This discovery highlights the essential function of efficient knowledge management in improving strategic decision-making and overall organizational efficacy.

CONCLUSION AND RECOMMENDATION

CONCLUSION

1. The majority of leaders hold a bachelor's degree, are of mature age, and possess pertinent experience, which corresponds with the industry's features.
2. Leaders in private hospitals are essential in cultivating a culture that promotes knowledge management methods, hence enhancing strategic success.
3. Leaders in private hospitals acknowledge that excellence requires the development of comprehensive, distinctive, and continuous strategic plans.
4. Delegating authority and involving staff in decision-making processes enhances the attainment of strategic excellence.
5. The efficient administration and integration of knowledge resources are essential for attaining strategic excellence in private hospitals. This entails the orchestration of knowledge mobilization, acquisition, and coordination to augment organizational capabilities

RECOMMENDATIONS

1. Private hospitals ought to implement a systematic strategy for the effective management and utilization of knowledge resources, ensuring alignment with corporate objectives to improve strategic excellence.
2. Continuous professional development programs must be instituted to provide personnel with essential skills for efficient information dissemination and application, hence cultivating a culture of ongoing enhancement.
3. Leaders must actively advocate for and engage in knowledge orchestration projects, showcasing their dedication to incorporating knowledge management into the hospital's strategic framework.
4. Implementing advanced information technology systems can enhance effective knowledge storage, retrieval, and dissemination, hence aiding informed decision-making processes.
5. The integration of knowledge management activities with quality management frameworks can enhance performance excellence in healthcare companies.

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