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THE IMPACT OF STRATEGIC ALIGNMENT ON ENHANCING ORGANIZATIONAL REPUTATION: AN EXPLORATORY STUDY FOR THE OPINIONS OF A SAMPLE OF SENIOR LEADERS IN THE MINISTRY OF HEALTH, IRAQ
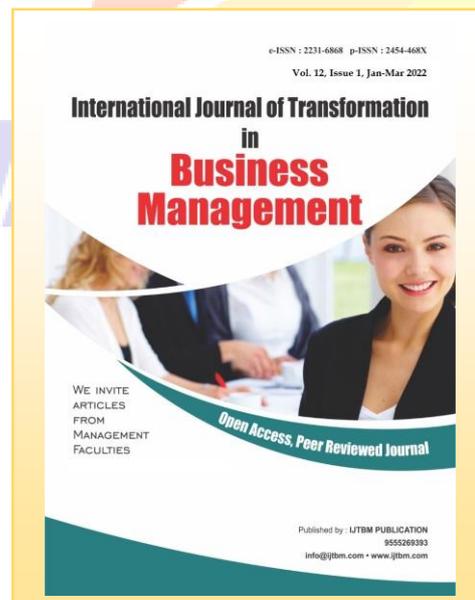
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ABSTRACT

The study aims to find the impact relationship between the strategic alignment with its apparent dimensions in achieving organizational reputation. The problem of the study was determined by many questions that centered on the nature of the influence relationships between the variables of the study, and for this purpose, a hypothetical model was developed that expresses the main research hypothesis. The importance of the study lies in drawing the attention of decision-makers in the Ministry of Health to the importance of the study variables (strategic alignment, organizational reputation), which are expected to benefit from improving their 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 impact relationship between strategic alignment and organizational reputation 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 in achieving organizational reputation. The study relied on five dimensions of the independent variable strategic alignment, which are (communication, governance, partnership, infrastructure, and skills), and the dependent variable is organizational reputation. The method used in the study is the descriptive analytical approach, and a questionnaire was designed to collect the necessary data. An elite group of medical staff represented by the following (General manager, assistant general manager, department manager, division manager), was chosen as a non-random, intentional sample, in their capacity as the departments responsible for managing the strategies, and their number is (139) persons from the study community,the study used two ready-made statistical programs (SPSS.v.25) and (AMOS.v.25) to extract the results, and the study relied on a set of descriptive statistics methods (Normal distribution, percentages, arithmetic 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 (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 reputation, which was represented by the validity of the study's hypotheses and the validity of the hypothetical model of the study, with the existence of an influence relationship between strategic alignment and organizational reputation. 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 reputation*

INTRODUCTION

In the event that the strategic alignment is not applied, the effect will be contrary to what is generally accepted, as it affects the nature of the organization's work completely and generates a state of incompatibility and harmony in the face of challenges. Hence the idea of studying the issue of strategic alignment and its impact on achieving organizational reputation emerged, and it represents the basic principles through which appropriate decisions are embodied

that have an active role in achieving competitive advantage.

THE FIRST TOPIC: STUDY METHODOLOGY AND SOME PREVIOUS STUDIS

First: The Problem of the Study

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 achieve its goals and resist various environmental changes, and from this standpoint, it strives toy at researchers through field visits to the Ministry of Health and conducting interviews with a sample of managers, department managers and people to identify the extent of work in strategic alignment, and from here the problem of the study arises in the presence of strategic failures between senior leaders, department managers and people in the ministry, and these failures may be an obstacle in the way of achieving strategic alignment, 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 in terms of positive or negative aspects, in addition to that it suffers from a lack of experience with methods the various competition and the lack of resources and 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 great challenges that hinder it from formulating a strategy that takes a long time in order to achieve the required goals, and to the best of its knowledge. Core Research has shown that the issue of strategic alignment, is still not satisfied from a scientific point of view. Accordingly, the problem of the study lies in the following main question:

Are the departments of the Ministry of Health at all levels aware of the importance of strategic alignment and its impact on organizational reputation? Which leads to the following questions: -

A- What is the level of interest of the Ministry of Health of the study sample in the strategic alignment?

B- What is the level of interest of the Ministry of Health of the study sample? Regulatory reputation?

C- Does strategic alignment affect organizational reputation?

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Second: The Importance of the Study

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 reputation, 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:-

1. An attempt to draw attention to the importance of the study variables (strategic alignment, organizational reputation), 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.

2. The current study is an important source of knowledge because it combined strategic alignment, and organizational reputation, 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 (as far as I know). the two researchers) for these studies.

3. 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 reputation through it, which constitutes a modest scientific addition that can help researchers in achieving the organizational reputation of their organizations.

4. Disgrace The Ministry of Health, the study sample, is an important vital sector that serves the economy of Iraq on the one hand and improves the health aspect on the other hand. Therefore, the results of the current study will provide it with proposals that improve the results of its work and develop its performance by working with innovative behaviors so that the Ministry of Health investigated will be proactive in developing the healthy environment and its quality.

Third: 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 relationship link and the influence between the variables and their dimensions represented by strategic alignment as an independent variable with its dimensions (communication, governance, partnership, infrastructure, skill). And dependent variable of organizational reputation.
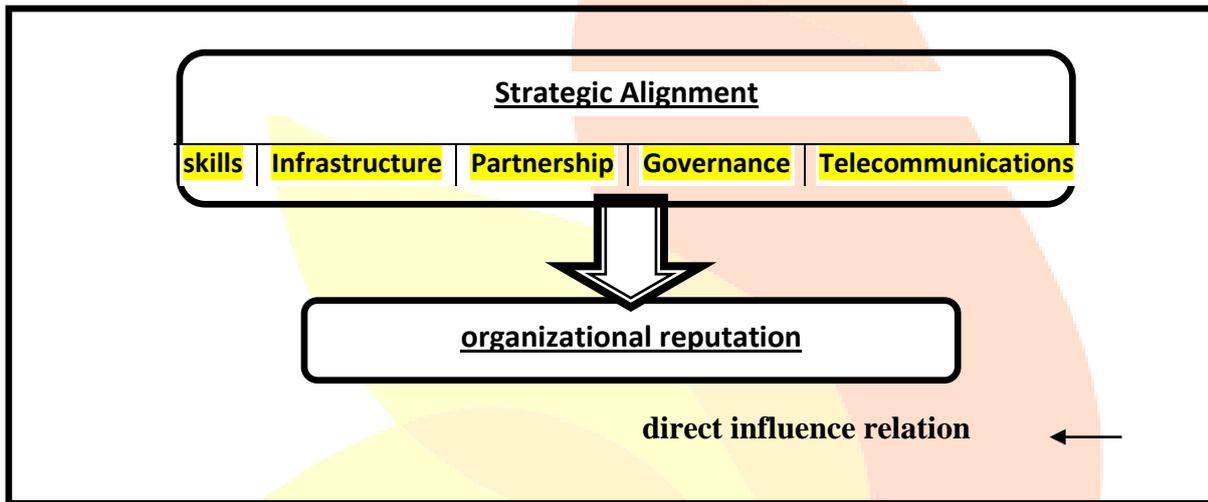

Figure (1) **The hypothetical model of the study**

Source: Prepared by researchers, 2021

Fourth: Study Hypotheses

The researchers formulated a set of hypotheses for the purpose of testing and interpreting the relationship between the study variables in order to reach scientific and accurate results, as shown in the following:

The main hypothesis: "There is a statistically significant effect between strategic alignment and organizational reputation."

Fifth: Research Sample and Community

The study adopted the intentional non-random sampling method, as it included the senior leaders in the Ministry of Health who are in the position of (General Director, Assistant Director General, Department Director, Division Director), because the senior leaders are responsible for setting plans, policies and regulations that belong to the ministry and its future, as well as Being more cultured, experienced and knowledgeable than others, and to ensure Check the research requirements, the researchers they depended To the

distribution of (148) questionnaires to the selected sample of medical staff in the Ministry of Health, (139) valid for statistical analysis were returned.

Sixth: Study Tools

In order to achieve the current research objectives and to cover its theoretical and applied topics, the researcher adopted on a different set of tools, which are as follows: -

1. **Theoretical side tools:** The researcher relied that in building the scientific base for the study on scientific sources from foreign books, Arab and foreign theses and letters, and magazines and periodicals published in reputable Arab and international journals.

2. **Practical side tools:** Information on the practical side was collected through:

   A- **Personal interviews:** It is the first tool used to collect 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 form. 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- **Note**.: The second tool used to collect data was the researcher roamed the corridors of the Ministry of Health in the research sample and recorded important notes about the actual reality in terms of the possibility of applying 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- **Resolution:** 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. In line with the Iraqi environment to achieve accuracy in measurement It included the questionnaire in its final form biaxial represented by:

   • **The first axis:** It includes the independent variable (strategic alignment) and its five sub-dimensions.

- **The second axis:** Includes approved variable (organizational reputation).

table (1) shows the structure of the research questionnaire and its content of basic variables and sub-dimensions, in addition to the scales that were relied upon according to their sequence. The five-year Likert scale was adopted for the expected answers for each paragraph.

Table (1) The study scale for the main and sub-variables and the sources adopted for their measurement

Approved scale sources	number of paragraphs	sub-variables	main variables	the axis
(Aldalimy et al 2019) (Pour et al, 2019) (Barnes,2017)	5	Telecommunications	Strategic Alignment	The first axis
	5	Governance		
	5	Partnership		
	5	Infrastructure		
	5	skill		
(Yildiz,2018)	5	organizational reputation	organizational reputation	The second axis

Source: Prepared by researchers based on the sources contained therein.

Seventh: Some Previous Studies

Strategic Alignment of Information Technology Projects and Project Success	1. Study Title:
Barnes,2017	Researcher and year:
Providing senior leadership with information about the effects associated with the independent variable (strategic alignment) on the project's success variable.	Purpose of the study:
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, arithmetic means).	Study Approach
A study analyzing the opinions of a sample of managers accredited by the Arizona International Group in the United States of America. (49) questionnaire forms were distributed to a sample of project managers accredited by the Arizona International Group.	community and sample
Adoption of the questionnaire to obtain the data	the tool
There is a positive relationship between the independent variable, strategic alignment, and the dependent variable, the success of the project. The researchers recommended repeating this study in the future in order to determine the interdependence between the components as important	Results:

for the success of the project.	
Providing organizational leaders with a better understanding of strategic alignment and project success rates from an operational perspective.	Benefit extent:
The two studies agreed on the following contents: - Adopting the same independent variable. Use it for the questionnaire.	Similarities
The differences between the two studies are as follows: Differences in the study community and location. - A difference in the dependent variable.	The differences

Strategic Alignment maturity and its effect on organizational performance	2. Study Title:
Miyamoto,2018	Researcher and year:
Providing a theoretical framework for assessing strategic alignment through the use of Japanese SME survey data. Clarify the relationship between the maturity of strategic alignment and organizational performance.	Purpose of the study:
Pearson correlation coefficient was used to analyze the questionnaire data.	Study Approach
The questionnaire was sent to (1016) companies in the northern part of Japan that operate in various industries, and (354) valid questionnaires were collected.	community and sample
This study relied on a questionnaire to obtain data.	the tool
It was found that the components of strategic alignment (communication, governance, partnership, value, infrastructure, skills, value) have a positive impact on organizational performance in small and medium Japanese companies.	Results:
The role of strategic alignment in improving the performance of the organization has been taken advantage of.	Benefit extent:
The two studies agreed on the following contents: - Adopting the same independent variable. Use it for the questionnaire. - Attempting to highlight the role of strategic alignment in improving the performance of the organization.	Similarities
The differences between the two studies are as follows: Differences in the study community and location. A difference in the dependent variable.	The differences

Strategic alignment role in achieving the organizational excellence through organizational dexterity	3. Study title:
Aldalimy et al, 2019	Researcher and year:

The current research aims to reveal the role of strategic alignment in achieving organizational excellence, and thus the research started from a problem expressed by a number of intellectual and practical questions aimed at answering. By diagnosing the level of its importance, impact and potential achieving strategic alignment in the colleges covered by the survey.	Purpose of the study:
The study used a research questionnaire and a method for obtaining data and using the descriptive and analytical research method.	Study Approach
An intended sample of 80 members of the teaching staff from the faculties of the University of Karbala.	community and sample
The questionnaire was used as a tool for collecting data and information, the data was analyzed using a set of statistical methods by software (SPSS V.23).	the tool
It was concluded that strategic alignment helps to improve organizational excellence, as well as organizational skill and strategic alignment in maintaining the development of organizational excellence.	Results
The study was used to build its scale.	the extent of benefit
The two studies agreed on the following contents: - 1- Adopt the same independent variable. 2- Use it for the questionnaire.	Similarities
The differences between the two studies are as follows: Differences in the study community and location. A difference in the dependent variable.	The differences

THE SECOND TOPIC: THEORETICAL FRAMEWORK

First: Strategic Alignment Concept

between (Abd al-Rahim, 2014: 14) The strategic alignment in the field of business is the relationship between the goals of the employees and the organizational goals, and this requires a common awareness of the goals and mission of the organization and consistency between each goal and the plan that was developed for its implementation. Added by (Elham and Kamal, 2014: 321) a 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 tail 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 the strategy from the angle he saw it, and no one was able to give a comprehensive definition of it. Noted by (Bazaee & Aliasghari,2017:751)an strategic alignment at the moment refers to the

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general framework of the Determines at awards the functioning and movement of the organization and it is considered one of the challenges It is essential to it, as without it you would not be able to achieve a competitive advantage and stand in front of its peers, but during the past years, alignment has been considered one of the important issues facing senior leaders in organizations for its role in increasing the efficiency of the organization and achieving its top scorer and put both (Venkatraman, et al., 1993: 139(A model that consists of two aspects in order to achieve strategic alignment and consists of an analytical aspect called strategic alignment and an administrative aspect called achieving alignment and its definition(Al-Maabqi, 2020: 100)It is the process in which the previously developed strategy is implemented and followed up in all departments of the organization. , while seeing (Heydari et al, 2020: 36) we Indicates the organization's ability to detect and respond quickly to unexpected changes in customer demand, competitor strategy, and the business environment. As for (Al-Muhammadi, 2020 : 45) so know alignment between (business areas (internal and external) and functional integration of: (business strategy, information technology strategy, infrastructure and organizational processes, and information systems operations).The researchers defined strategic

alignment as The supportive and supportive process for the organization and a basic and important incentive for its employees that encourages 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.

Second: The Importance of Strategic Alignment

confirmed (Newkirk &Lederer, 2006: 380,394) a Strategic alignment is characterized by a number of advantages that can be explained as follows:

1- Strategic alignment is one of the main factors policies 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 scorer.

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 considered an indicator that makes strategic information planning synchronized with business planning activities help support the organization's strategies on a well done.

Third: 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 their 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 after that Contributed to achieving it, researchers have relied on determining this Dimensions (communication, governance, partnership, coffee, etc.) Yeh infrastructure, skills), this is based on the agreement of a group of writers and researchers about it.

A- 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.

B- **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

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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.

C- 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. And between (Al-Mabaqi, 2020: 110) 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 as 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.

D- 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 (Bofrouj, 2019: 151-152), he 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.

E- **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) explain 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.

Fourth: The Concept of 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). (uen et al, 2013: 6) defined it 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. (Çiftçioğlu,2015:189) mentioned it means the belief of employees that the obligations and behaviours of the

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organization will be consistent when faced with an uncertain or risky situation and is mainly developed in three contexts such as trust in the organization, trust in the manager, and trust in colleagues. (Akgunduza & Bardakoglu, 2015: 2) explained that it is the desired result by customers in terms of speed of response to their requirements and finding alternative solutions in the event of negative work.

Fifth: The Importance of Organizational Reputation

(Smith, 2012:2) pointed out that it refers to tangible material issues that are achieved through experience, skill and continuous work, which help improve the organization's image and reputation, and accordingly, dealing with organizational reputation must be accurate and careful by supporting training programs for the purpose of developing the skill of its employees in order to overcome weaknesses and maintain the organizational reputation that has been achieved for the organization. (Yildiz, 2018: 280) added that it indicates the degree and strength of symmetry and harmony with the workers in the organization, as the greater the organizational reputation of the group, the greater the tendency of individuals to be loyal to it, and vice versa, that is, the less aware the organizational reputation of the group, the less loyalty of its employees. (Šulentić et al, 2016:51) pointed out that it

represents a set of specifics and concerns about the organization obtained over long periods of time and through connection to self-regulatory channels created over a longer period of time such as branding, new technologies and product improvement. So (Abd & others, 2016: 83) indicated that it is a measure of the extent of the commitment and loyalty of the employees to the organization, and it has a significant impact in promoting positive behaviour in the organization. (Al-Juwaibrawi, 87:2020) explained that it means the general judgment or evaluation by other parties (stakeholders) to the organization over time, that is, the evaluation based on the direct experiences of external parties with the organization and any other forms of communication that provide information about the performance and actions of the organization. (Al-Fatlawi, 2012:10) added that it refers to the general view of the external parties over time about the organization, meaning that this concept is related to direct dealing, such as customer loyalty, business status and any sources that provide information about what the organization is doing, also (Al-Ghazali & Al-Abadi, 2013: 65) explain the vision and beliefs of individuals from outside the organization about what is characterized by it.(Al-Atwi, 2012: 7) pointed out that the organizational reputation means the general assessment or the stakeholders' judgment on the organization over time, the assessment

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based on the direct experience of stakeholders with the organization and any other form of communication that provides information about the organization's actions.(Al-Fatlawi& Al-Bannai, 2014: 102) confirmed that it represents the comprehensive view of stakeholders (individuals outside the organization) about the organization, and thus it reflects the general vision of stakeholders about the organization the researchers see The organizational reputation is one of the important rules on the basis of which the organization thrives, through which the employees realize the level of the organizational prestige of their organization and the information about them is communicated to clients from outside the organization so that the organization can, through this, win the loyalty of its employees and bring experiences and minds to cooperation among them, which leads to achieving its goals.

THE THIRD TOPIC: THE PRACTICAL SIDE

First: Stability or Reliability

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.

For the scale to be stable, the scores that result from its use must represent some of the true state of the variable being evaluated and measured. In practice, this implies that the degree obtained from using the tool should not change unless there is an actual change in the variable that the tool measures (Robert & DeVellis: 2016:49). Reliability refers to the extent of the internal consistency of the scale, which means that the questions all serve a general purpose to be measured, and the probability of obtaining the same results when the same scale is repeated again (Oppenheim, 1992:144). A volatile tool that gives varying results when applied more than once is a cause for concern and lack of confidence in its results, and then it is a waste of effort, time and money (Huck, 83: 2012) (Abd al-Rahman, 2008: 177-179).Cronbach's alpha coefficient is one of the most widely used internal stability measures in practice, as the value of alpha ranges between zero and one, and zero indicates that (a tool that is not stable), while the correct one indicates a (a tool with complete stability), and in general the scale is considered to have low stability as it ranged Its value is between (0-0.40), and it has medium stability, if the value of the alpha lies between (0.40-0.70), and it has high stability, if the value of the alpha coefficient is (0.70 and above).If the scale has a high stability, then this means that the items of the scale are stable, and then the

scale is fixed (Hair et al, 2019:775),But if the stability is low, this means that there is at least one of the paragraphs or phrases of the scale that is not stable and its internal consistency is considered weak, and it does not carry the acceptable level of stability, as it should be identified and treated by deleting the question or phrase from the analysis. (Al-Qahtani, 2015:307), the stability test of the measuring instrument (resolution) can be clarified. Table (2) shows the results of the internal consistency and stability test, based on Cronbach's alpha coefficient.

Table (2) Results Indicators Consistency between the components of 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
0.821	organizational reputation

Source: program SPSS V.25

The table (2) shows that the values of Cronbach's alpha ranged between (0.720-0.936) for the variables and dimensions of the research, which is greater than(0.70), which indicates that the variables and dimensions have an appropriate internal consistency, and these results indicate that the study scale (resolution) had a good level of stability, and evidence of the extent to which the scale can be repeated and give the same results, and therefore other statistical tests can be conducted based on these results.

Second: Assertive Constructivism

The purpose of Confirmatory structural validity is the verification of the dimensions and paragraphs constituting them according to their theoretical structure fixed in the literature, in the sense that the dimensions constituting the scale and the paragraphs represented in the sample data match their origin in the theory and related literature,

and this type of factor analysis is one of the applications of structural equation modeling. carried out through the statistical program (AMOS V.25), through which it is possible to test the stability of the scale and other types of validity, which are the validity of convergence and validity of differentiation, and the validity of the confirmatory construction can be confirmed through a number of indicators, as the indicators shown in the table(3) were used to show the indicators of good conformity with the variables under study, as the research consisted of two main variables represented by the strategic alignment variable and the second variable of organizational reputation.

Table (3) Indicators of good match						
rms approximated error (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 the researchers depending on the results of the program AMOS. V.25.

A- Confirmatory factor analysis of the strategic alignment variable

Figure (2) shows the confirmatory factor analysis of the strategic alignment model, which consists of five basic dimensions and consists of (25) paragraphs., and by observing the quality indicators of conformity, it is clear that all of them conformed to the criteria required for the model and based on this result, the model was adopted in the final form when conducting subsequent statistical analyses.
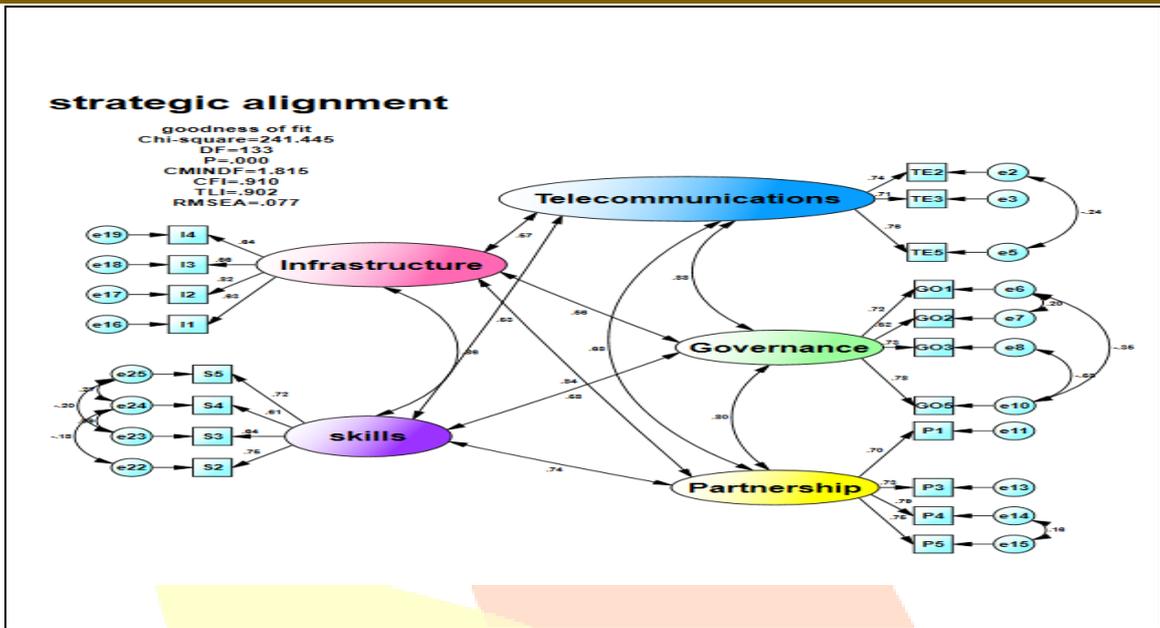
Figure (2) Variable model Strategic Alignment

Source: program AMOS v.25

It is evident from the results shown in the table (4) 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 standard saturations values 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 **Strategic Alignment** It was significant, as its critical values ranged between (5.545-8.401), which is greater than the standard critical value.(CR) of (1.96), and this indicates the validity 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).

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	7.526	.187	1.406	.816		--->	I2
0.000	6.468	.171	1.106	.661		--->	I3
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 (4) Statistical indicators for confirmatory factor analysis of the strategic alignment variable

Source: program AMOS v.25

B- Confirmatory factor analysis of the organizational reputation variable

It is shown by the figure (3) The confirmatory factor analysis of the organizational reputation model, which consists of (5) items as it turns out 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 analysis.
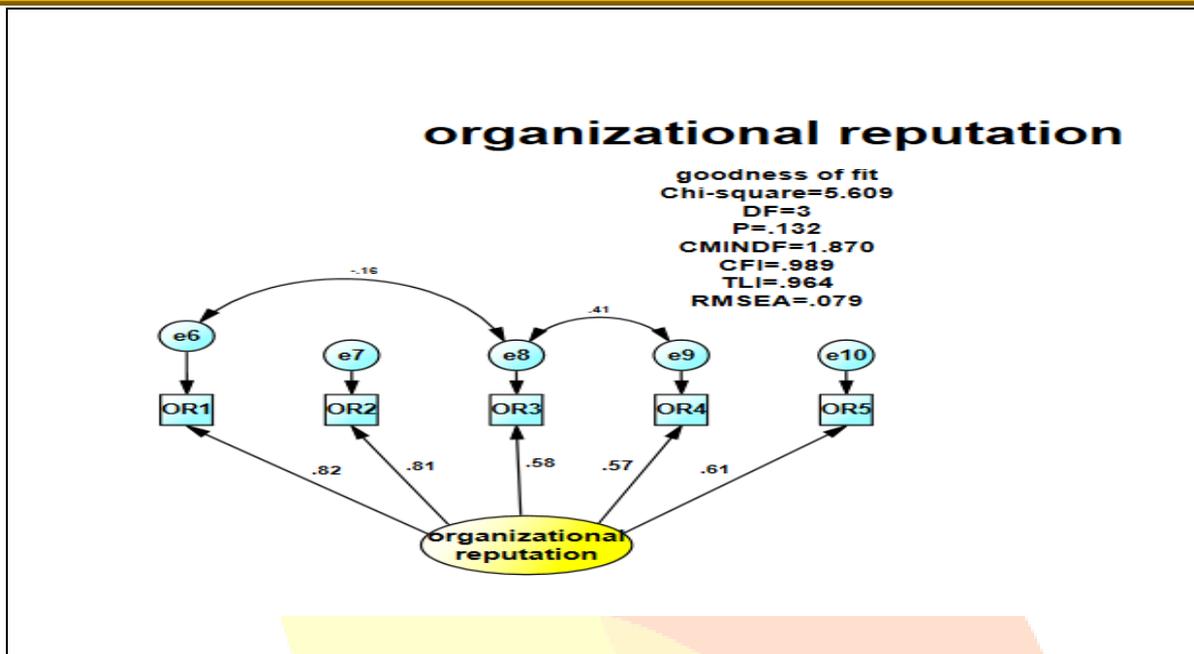
Figure (3) Variable model organizational reputation

   Source: program AMOS v.25

Table (5) Statistical indicators of the confirmatory factor analysis of the organizational reputation variable

P	CR	SE	saturates	Standard saturations	Dimensions	path	questions
			1.000	.824		--->	OR1
0.000	8,531	.109	.934	.809		--->	OR2
0.000	5.957	099	.587	.580	organizational reputation	--->	OR3
0.000	6.383	099	.633	.575		--->	OR4
0.000	6.766	.115	.781	.605		--->	OR5

   Source: program AMOS v.25

   As table(5) shows what follows

   The values of the standard saturations were recorded for all paragraphs of the organizational reputation variable, which ranged between (0.575 - 0.824), 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 is a variable **organizational reputation** It was significant, as its critical values ranged between (5.957-8.531), which is greater than the critical standard value(CR) of (1.96), and this indicates

the validity of the statementsIt is a good indicator for subsequent statistical analysis.

The significance level values for all paragraphs of the organizational reputation 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 analysis.

Third: Descriptive Analysis of Research Variables

− 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, as the value of the percentage availability of this dimension was (72%), while 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 availability of this dimension was (63%), and the size of the gap was (37%).

− It turns out that after (Governance) ranked first in terms of the dimensions of strategic alignment, as it was the most in agreement compared to the other dimensions.

organizational reputation	Strategic Alignment	skills	Infrastructure	Partnership	Governance	Telecommunications	Statistical indicators
Table (6) A summary of the dimensions and variables of the search							
3.286	3.379	3.419	3.135	3.158	3.612	3.571	Arithmetic mean
0.794	0.620	0.692	0.762	0.825	0.711	0.835	standard deviation

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24.156	18,337	20.25	24,293	26.117	19,688	23,392	Variation coefficient
65.726	67.578	68.382	62.698	63.166	72.23	71.414	Dimension Availability Ratio
34.274	32.422	31.618	37.302	36.834	27.77	28,586	Gap size
The second	the first	the third	Fifth	the fourth	the first	The second	Relative importance

Source: program SPSS V.25

As for the general level of the research variables, they reached:

− The results indicated that the highest 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 was (32.4%).

− The results showed that the lowest total arithmetic mean was with the variable (organizational reputation) which amounted to (3.286), and with a mean level with a standard deviation of (0.794), and a coefficient of difference amounted to (24.156), as this variable came in the second order, and the value of the percentage of availability of this variable was (65.726%), and the size of the gap amounted to (34.274%).

− The results showed that the variable (Strategic alignment) came in the first place in terms of the study variables, as it was the most agreeable variable compared to the other variables.

Fourth: Research Hypothesis Testing

- The major hypothesis tests

Test the hypothesis. (**There is a statistically significant effect between the Strategic alignment and the organizational reputation**) the analysis will be done according to the simple linear regression model, as follows:

organizational reputation= 0.114 + 0.786 (strategic alignment)

As the table (7) shows shape (4) the following:

recorded value (F) calculated for the estimated model, whose value is (220.791). It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we accept the hypothesis that says. (**There is a statistically significant**

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effect between the strategic alignment and the organizational reputation). This indicates a statistically significant effect between the strategic alignment and the organizational reputation. The value of the corrected determination coefficient (R^2.) is achieved) has a value of (0.614), and this indicates that the strategic alignment variable explains 61% of the variables that occur on organizational reputation, and the calculated value (t) of the marginal slope coefficient of the strategic alignment variable (14.859) was recorded. And it is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the strategic alignment variable. One unit will increase the organizational reputation by (78%). The value of the constant ($\beta 0$) in the equation (0.114), meaning when the strategic alignment is equal to zero, the organizational reputation will not be less than this value.
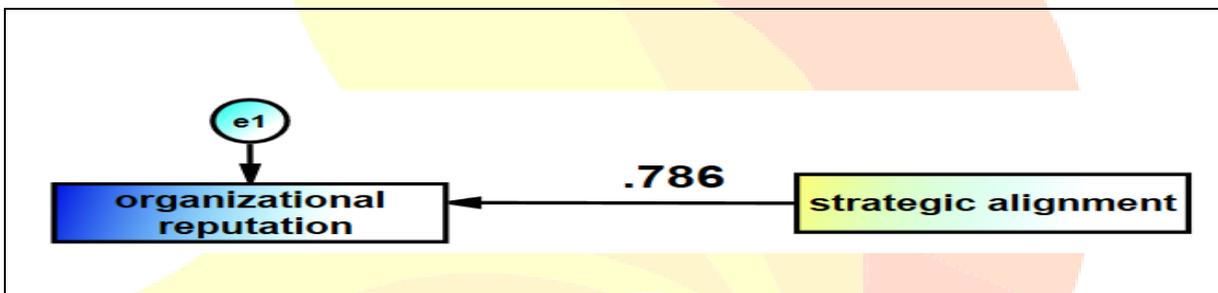

Figure (4) The effect of the strategic alignment variable on organizational reputation

Source: program AMOS V.25

Table (7)" analyzing the effect of the strategic alignment variable on organizational reputation									independent variable		dependent variable
indication	Sig	(t)	Z	(F)	Adjusted (R2)	(R2)	(R)		Strategic Alignment		organizational reputation
D	0.000	14,859	12.372	220,791	0.614	0.617	0.786		0.114	(0β)	
									0.786	(1β)	
Values (F) tabular= 3.94											
Values (t) tabular = 1.984											
Sample size = 139											

Source: program SPSS V.25

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FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

A- Conclusions: -

1. The results indicated that there is homogeneity in the sample answers in the ministry under study by achieving the strategic alignment variable at an average evaluation level, which explains to us the existence of strategic alignment processes in the Ministry of Health, which requires the researched ministry to find a harmonious work environment in which the meanings of cooperation and affection between working individuals and leaders are embodied Supreme, which would achieve organizational reputation.

2. The organizational reputation variable achieved an average evaluation level, which means that the researched ministry should increase interest in organizational reputation and all its dimensions without exception.

3. The results showed a statistically significant effect of strategic alignment with its sub-dimensions on organizational reputation, as the (infrastructure) dimension had the strongest impact among the dimensions of strategic alignment, and this result is explained by the fact that the management of the researched ministry is constantly keen on acquiring the latest training methods for training medical staff , 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 reputation.

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

5. Governance 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, and this The method provides it with the procedures and policies by which it can advance the health situation and

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achieve excellence and creativity at work.

6. The results indicated that the organizational reputation variable came first in terms of importance compared to the strategic alignment, with a very slight difference. and individual goals, which leads to creating the appropriate atmosphere at work, which helps raise the level of performance in the ministry.

B- Recommendations: -

1. The researched ministry should invest the interrelationship between strategic alignment and organizational reputation, and in what contributes to the development of its performance by strengthening mechanisms (partnership, communications, governance, skills, and infrastructure), given the strategic alignment and its dimensions of influence in Strengthen organizational reputation.

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 endear the organizational reputation of the researched ministry.

3. The focus of the management 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 the ministry in question should continue to renew and update all its programs to keep pace with health and technological development, and to adopt the best technologies to advance the reality of strategic alignment in all fields.

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 under Organizational reputation in order to be approved 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 ministry in question 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.

11. Provide the necessary and necessary resources to support creative ideas that are capable of change to achieve the organizational reputation of the ministry in question.

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