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The effect of strategic planning on organizational ambidexterity: An exploratory research on the opinions of a sample of administrative leaders in the Diyala health department

Dr. Hamza Hameed Yassin and Mahmoud Rahman Abbas

Abstract

The research aims to determine the impact of strategic planning on organizational ambidexterity by studying the variables represented by the five dimensions (vision, mission, goals, strategic analysis, strategic choice) represented by the independent variables of strategic planning and their impact on organizational ambidexterity. The impact of organizational ambidexterity is a dependent variable with three dimensions: (investment ambidexterity, exploratory ambidexterity, and structural ambidexterity). The research question is determined by answering the main question: Does strategic planning have an impact? Organizational flexibility in the Diyala health sector? The study population consisted of employees, which consisted of (200) individuals, and the study sample was a random sample from a sample of executive directors. The researcher used the descriptive analytical method. In terms of collecting information, they used interviews and questionnaires as main tools to collect data and information related to the study, and they used multiple tests to ensure their validity and reliability, as well as descriptive and inferential statistical methods to answer the questions. A research problem, achieving its objectives, testing its hypotheses, and then interpreting its results, using the statistical package program (SPSS V.23) and the AMOS program, V.23), as well as the tabular data program (Excel).

The analysis concluded that there are two important connections and effects between strategic planning and organizational ambidexterity. Within the framework of discussing the results, the researchers presented a number of conclusions, the most important of which is the Diyala Strategy with the available levels of planning. The health sector plays an important role in achieving high levels of organizational ambidexterity. This means that managers' strategic planning practices have a positive impact on organizational ambidexterity.

Keywords: Diyala health department, Strategic planning, organizational prowess

Introduction

In today's business world, most organizations strive to achieve success and excellence in all their operations and activities. To achieve efficiency and productivity, they compete for various resources to achieve their goals and objectives, build a strong and impressive position, and promote growth, survival and improvement. However, the changing environment, fierce competition for resources, and constant technological, economic, political, social and informational changes require organizations to have a deep understanding and rapid response. Therefore, organizations need a clear vision, specific goals, and a practical strategy to navigate the future and anticipate what lies ahead in the face of ongoing environmental and technological changes. This requires a high level of awareness, understanding, knowledge, and the ability to adapt in applying scientific management methods in managing organizations, as achieving success and excellence in this era requires high-level administrative capabilities with strategic insight and agility. Strategic planning enables organizations to prepare for the future to achieve their goals using resources and available opportunities, providing a clear and implementable roadmap for the organization in light of environmental analysis (opportunities and threats) and strategic analysis (strengths and weaknesses). The importance of strategic planning on the one hand and the issue of organizational ambidexterity on the other hand was also highlighted. This study came to shed light on the impact of strategic planning on the organizational ambidexterity of the administrative leadership working in the health sector represented by the Diyala Health Department.

Strategic planning has been adopted as an independent or explanatory variable for organizational ambidexterity, as a dependent variable or response variable for important organizations (such as the Diyala Health Authority), as a place for conducting research that aims to show the relationship between the two research variables and their subsequent impact. It shows the extent of the influence of the independent variable on the dependent variable.

Literature Review

First Previous cognitive efforts related to the study

variables

Previous cognitive efforts are among the matters of great importance in expanding the knowledge of the researcher when conducting any study, as this requirement will include the most important previous studies collected by the researcher in relation to the variables of his current study, and they will be presented as follows:

1. Studies related to the variable of strategic planning

A. Some Selected Arabic Studies

Table 1: Some selected Arabic studies related to the variable of the study

Study 1	(Al-Dha Bahawi 2018) [22]
The Study Title	The impact of strategic planning on total quality management
Aims of the Study	Explaining the impact of the dimensions of strategic planning (strategic direction, strategic analysis, strategic choice) on comprehensive quality management at the College of Technology - Kufa
Scope of the Study	Public educational sector - Technical College, Kufa.
Population and Sample of the Study	It included the faculty members of the Technical College, who numbered (250) people
Most Important Results	There is a significant effect of strategic planning in its dimensions on total quality management.
Study 2	(Al-Fayad 2020) [21]
The Study Title	The impact of strategic planning characteristics on entrepreneurial behavior
Aims of the Study	Explaining the impact of the characteristics of strategic planning on the entrepreneurial behavior of employees in the Iraqi Union Bank
Scope of the Study	Financial sector, Iraqi Union Bank
Population and Sample of the Study	Iraqi Union Bank, 110 individuals from senior and middle management managers in all its branches
Most Important Results	There is an impact of the characteristics of strategic planning (comprehensiveness, participation, flexibility) on the entrepreneurial behavior of employees in its combined dimensions.
Study 3	(Dalal and Rajaa, 2022) [23]
The Study Title	The role of strategic planning in achieving competitive advantage
Aims of the Study	Explaining the role of strategic planning in competitive advantage at the Gudila Mineral Water Corporation in Biskra.
Scope of the Study	Private sector - Qadila Mineral Water Corporation, Biskra - Jordan.
Population and Sample of the Study	All administrative employees at the Gudila Mineral Water Corporation in Biskra
Most Important Results	There is no effect of the dimensions related to strategic planning practices (interest and support of senior management for strategic planning, the strategic plan, and strategic improvement decisions) and the presence of an effect of the second dimension, strategic analysis of the internal and external environment, on competitive advantage.
Study 4	The impact of strategic planning on job performance: A field study in Syriatel Communications Company
The Study Title	Describe the relationship between strategic planning and job performance in a new environment, which is Syriatel Company, and describe the reality of planning in the company.
Aims of the Study	The private sector - the reality of planning in telecommunications companies
Scope of the Study	In the language of the sample (130) employees of the telecommunications company Syriatel in Syria.
Population and Sample of the Study	There is a statistically significant effect of strategic planning with its five dimensions on job performance at Sertel Company.
Most Important Results	The impact of strategic planning on job performance: A field study in Syriatel Communications Company.

B. Some Selected Foreign Studies

Table 2: Some selected foreign studies related to the variable of the study

Study 1	(Kherbachi 2023) [24]
The Study Title	Measuring the impact of strategic planning on organizational performance using the profit and loss approach
Aims of the Study	Know the impact of strategic planning on organizational performance
Scope of the Study	Private sector industrial companies in Algeria
Population and Sample of the Study	(46) of industrial companies in Algeria
Most Important Results	There is a positive impact of some dimensions of strategic planning on only a certain number of financial and non-financial indicators of organizational performance
Study 2	(Owolabi & Makinde 2018) [25]
The Study Title	The effects of strategic planning on corporate performance in university education: A study of Babcock University. Kuwait Chapter of the Arabian Journal of Business and Management Review
Aims of the Study	
Scope of the Study	Knowing the effects of strategic planning on institutional performance through how strategic planning affects the efficiency and effectiveness of performance
Population and Sample of the Study	In the language of the sample (287) of workers at Peacock University, Kuwait branch
Most Important Results	There is a direct, statistically significant relationship between strategic planning and job performance

2. Some studies on the Organizational Ambidexterity Variable

A. Some Selected Arabic Studies

Table 3: Some Arabic studies related to the organizational ambidexterity variable

Study 1	(Ali Muhammad, 2020) ^[26]
The Study Title	The role of strategic partnership in enhancing organizational ambidexterity and its reflection in developing core capabilities
Aims of the Study	Identify the role of strategic partnerships in enhancing organizational ambidexterity.
Scope of the Study	Public sector organizations, higher education in Iraq, University of Mosul.
Population and Sample of the Study	Administrative leaders at the University of Mosul, represented by members of the University Council and members of college councils.
Most Important Results	There is a significant impact of strategic partnerships in enhancing organizational ambidexterity and its reflection in developing core capabilities.
Study 2	(Abd Rabbo, 2020) ^[27]
The Study Title	The impact of servant leadership on organizational ambidexterity in the Greater Amman Municipality
Aims of the Study	Identify the impact of servant leadership on organizational ambidexterity.
Scope of the Study	Public sector organizations Greater Amman Municipality.
Population and Sample of the Study	The study population was (420) individuals, while the study sample was (200) individuals, including directors, their deputies, department heads, and their assistants working in the Greater Amman Municipality.
Most Important Results	There is an impact of the dimensions of servant leadership on organizational ambidexterity.
Study 3	(Hamid, 2021) ^[28]
The Study Title	The impact of strategic leadership on organizational prowess - an analytical study of the opinions of a sample of leaders in the Iraqi Federal Police
Aims of the Study	Identify and test the impact of strategic leadership on organizational ambidexterity.
Scope of the Study	Security organizations in the public sector, Iraqi Federal Police Command.
Population and Sample of the Study	(The sample reached 154) members of the leadership in the Iraqi Federal Police.
Most Important Results	There is a keenness from the Federal Police leadership to exploit its available capabilities to improve its security performance.
Study 4	(Khalouf, 2022) ^[29]
The Study Title	Employee voice behavior and its role in organizational ambidexterity - an analytical study of the opinions of a sample of employees and managers in mobile telecommunications companies in the Kurdistan region – Iraq.
Aims of the Study	Determine the nature of the relationship and impact between employee voice behavior and organizational ambidexterity.
Scope of the Study	Mobile telecommunications companies in the Kurdistan Region - Iraq.
Population and Sample of the Study	(253) employees working in (3) companies out of (700) employees.
Most Important Results	The theoretical aspect of the organizational ambidexterity variable, and some statistical methods used.

B. Some Selected Foreign Studies

Table 4: Some Foreign studies related to the organizational ambidexterity variable

Study 1	(Rundquist, 2016) ^[30]
The Study Title	Man agent Control stems as package and the impact on organizational Ambidexterity
Aims of the Study	The study aims to describe (MCSP) in two stages to achieve organizational ambidexterity.
Scope of the Study	A special sector for a Swedish medical technology company.
Population and Sample of the Study	Case study of the researched company
Most Important Results	The theoretical aspect of the organizational ambidexterity variable
Study 2	(Vieira and Galdamez Severgnini, 2018) ^[31]
The Study Title	The indirect effects of performance measurement system and organizational ambidexterity on performance
Aims of the Study	Explaining the impact of the performance measurement system and organizational ambidexterity on organizational performance in software companies
Scope of the Study	Brazilian and language software companies (226) represented by company owners, project managers and those responsible for company strategy
Population and Sample of the Study	Private sector - Brazilian software companies

Source: Adaptation of the researcher based on the previous studies contained therein.

Second. Areas of benefit from previous cognitive efforts

Previous studies are considered an essential part of scientific research, and represent several benefits, which are summarized as follows:

1. Forming a clear and comprehensive vision: Previous studies help in forming a comprehensive understanding of the theoretical aspect of the variables that are studied in the research. This includes a review of the scientific sources on which previous studies relied, which contributes to enriching the current research in terms of concepts and importance related to the research variables.
2. Review of the methodologies used: “Previous studies help the researcher better design the methodology of the current research. By reviewing the methodologies used and organizing the paragraphs in previous studies, the researcher can formulate questionnaire statements for respondents and rely on the various statistical methods used to collect data and draw conclusions. As shown in Examples of citations in the year of research”: (Sawsan, 2023) ^[32], (Abd Rabbo, 2020) ^[27].
3. Diversity of fields and applications: The diversity of fields covered by previous studies increases the importance of the research topic, as it allows the

researcher a wide range of options to choose the appropriate field for research.

4. Directing the researcher towards choosing the appropriate method: Previous studies direct the researcher towards the literary review of studies related to the variables of the current study. Through careful study of what previous research has found, the researcher can extract the necessary guidance to choose the appropriate method to conduct his own research.

Fourth. The most important thing that distinguishes the current research from previous studies

The current research is concerned with strategic planning and organizational ambidexterity research, and its difference from other previous studies lies in the following reasons and characteristics:

1. The current study is concerned with the content of the strategic planning of the Diyala Health Department, which is one of the most important service institutions responsible for human health and providing health care to children, women, and the elderly, in contrast to previous studies that used the concepts of this approach in other fields.

This study contributes to providing a new understanding of the impact of strategic planning on the performance of service organizations.

2. This study is characterized by the integration of two important variables: strategic planning and organizational ambidexterity. To the researchers' knowledge, no previous studies at the local, Arab, or global levels have addressed both variables at the same time.
3. The role of strategic planning as an independent variable: The research highlights how strategic planning as an independent variable affects achieving organizational ambidexterity in the Diyala Health Department, which suffers from a lack of ambidexterity in providing services. This makes the study of direct practical importance in innovating new methods and investing in them.
4. This research can contribute to innovating and exploring new ways to deliver through organizational ingenuity.
5. New suggestions and recommendations: The researchers aim to present innovative proposals and recommendations that would benefit the Ministry of Health in Diyala, and thus contribute to improving strategic analysis and strategic options. The study also provides diverse perspectives useful for future researchers in this field.

As a result, the current study provides a qualitative and material contribution to the scientific literature and offers new avenues for future research in the field of strategic planning and organizational ambidexterity in the context of government agencies providing services.

Research Methodology

This section deals with (the research problem, the research objectives, the importance of the research, the research hypotheses, the hypothetical plan of the research, the limits of the research, methods of collecting information, the validity and reliability of the scale, and the statistical

methods used) which are as follows:

Research Problem

Governmental organizations in Iraq, including the Diyala Health Department, are facing criticism at the level of services they provide to citizens, and a significant increase in demand for services, scarcity of resources and capabilities, and also demand from citizens to improve these services permanently, and this requires the use of modern administrative methods such as strategic planning to achieve organizational expertise. As a result, the current study attempted to determine the extent of the presence of both strategic planning and organizational ambidexterity in the Diyala Health Department, as well as the impact of strategic planning on its various dimensions of (vision, mission, goals, strategy). Analysis and selection). (Strategic) on the part of the concerned organization, which is (exploiting potentials, exploring potentials), and structural flexibility in the Diyala Health Department.

Research Significance

Theoretical Academic importance: The current study is considered the first attempt to study the relationship between strategic planning and organizational ambidexterity variables (to the best of the researcher's knowledge) and to shed light on some contemporary concepts related to strategic planning and organizational ambidexterity.

Practical importance (field): The value of applied research is recognized through its attempts to demonstrate the impact of the strategic planning pattern on the performance of the Diyala Health Department, and this is reflected in the efficiency and effectiveness of the performance of individual employees, as well as the organization's understanding of these concepts, which helps it improve its working conditions and achieve a more effective environment.

Research Objectives

The current research aims to achieve a number of objectives, which are as follows:

1. Revealing the level of strategic planning and its dimensions in the Diyala Health Department.
2. Revealing the level of organizational prowess and its dimensions in the Diyala Health Department.
3. Measuring the correlation and influence between the two research variables: (strategic planning and organizational ambidexterity).
4. Introducing managers to modern management concepts by coming up with recommendations and proposals that could contribute in the future to finding solutions to some of the problems that the Diyala Health Department suffers from.

Research hypotheses

To complete the research requirements, answer the questions raised, and test the hypotheses scheme, the following set of hypotheses was proposed:

The first main hypothesis: (H0). There is no statistically significant correlation between strategic planning in terms of its dimensions and organizational ambidexterity at the macro and micro levels in the organization under investigation.

Strategic Planning

Comprehensive planning, especially strategic planning, is considered one of the most important functions of modern management, and the basis for other administrative functions. It is one of the latest concepts in management science that facilitates the organization's adaptation to its internal and external environment. Given its importance in organizational planning and the attempt to identify its importance and limits, we will discuss in this section the development and importance of strategic planning, as well as the concept and results that clarify its objectives. Its ideas, importance and characteristics, description of its methods and levels, and identification of its obstacles and resources, all of this is explained in detail.

The concept of strategic planning

To explain the concept of strategic planning in more detail, the two concepts of strategic planning must be dealt with separately in order to understand their meaning separately and then combine them into one term.

- **Planning:** Planning is often considered the primary function of management because it is the foundation of other management functions. Planning is an ongoing process that involves deciding how to do things to answer questions such as what to do, by whom to do it, where to do it, when to do it, and how to do it. Through planning, it will enable you, as a manager, to determine the organizational activities required to achieve your goals (Monteiro, 2021, 486) ^[33].
- **Strategy:** When planning is mentioned, it is necessary to talk about strategy as a concept to link the relationship between it and planning, and strategy is defined as the set of decisions and actions that result from the formulation and implementation of plans that achieve the organization's goals and ambitions in the desired manner." Adhyayan, 2011, 213) ^[34]. It is a path or path that the organization chooses as its basis from a number of alternative paths available to it to achieve its goals (Alford, 2017, 35) ^[6]. Strategic planning has emerged as the latest form of planning in organizations, and this type of planning has led to a change in the way organizations plan to develop and implement their strategies. Strategic planning has become the basic tool for organizations to learn and develop if they want a state of excellence and to respond in an effective manner to global changes, and in light of these... With the rapid changes in today's world, it has become necessary for marketing people to constantly think about the future in order to be able to create value for customers and achieve outstanding performance. Therefore, they must be prepared in the event of environmental changes, whether these changes are negative or positive, by developing marketing strategies that enable them to confront such changes if they occur. Strategic planning is considered an effective tool for generating these strategies and benefiting from them in confronting threats and exploiting opportunities." (Abboud, 2023, 90) ^[36].

The Importance of Strategic Planning

The importance of strategic planning comes from the fact that it is one of the basic administrative functions in the organization. Rather, it is the basic administrative function that precedes all other functions and determines their scope.

The strategic planning stage determines the quantity and quality of people needed to achieve goals. Therefore, the required administrative organizational structure is formed based on these objectives. The following are the most important basic points that explain the importance of strategic planning:

1. The importance of strategic planning has emerged as a result of the emergence of globalization and the emergence of so-called transcontinental companies, due to its role in enabling the planner to anticipate the future and see it clearly, determine courses of action in various fields, shorten effort and reduce waste, and shorten time in development processes (Tampo, 2007, 55) ^[37].
2. "The importance of strategic planning lies in that it is the main key to administrative efficiency, that it is the proper adaptation to changes that affect the labor market, and in enabling the organization to adapt to different work environments" (Levy, 2007, 251) ^[38].
3. The challenges we face today in departments and organizations of strategic importance regarding their planning are significant. Among the most important obstacles are the rapid rate of change in both quantitative and qualitative trends in the business environment and the increasing competitive pressure between organizations and institutions. With the increasing intensity of global competition. In addition to the globalization of business, the boundaries between countries and regions in the business world have been relaxed, that is, the business environment is now international in nature, and the connectivity between economies has increased. As a result, the business environment has also changed. Increased competition from other countries in the same market, limited natural resources, freedom of trade, all of these factors and others contribute to the increasing global nature of business and the decrease of localism. Apart from the shift from industrial society to knowledge society, there is also a lack of available resources.

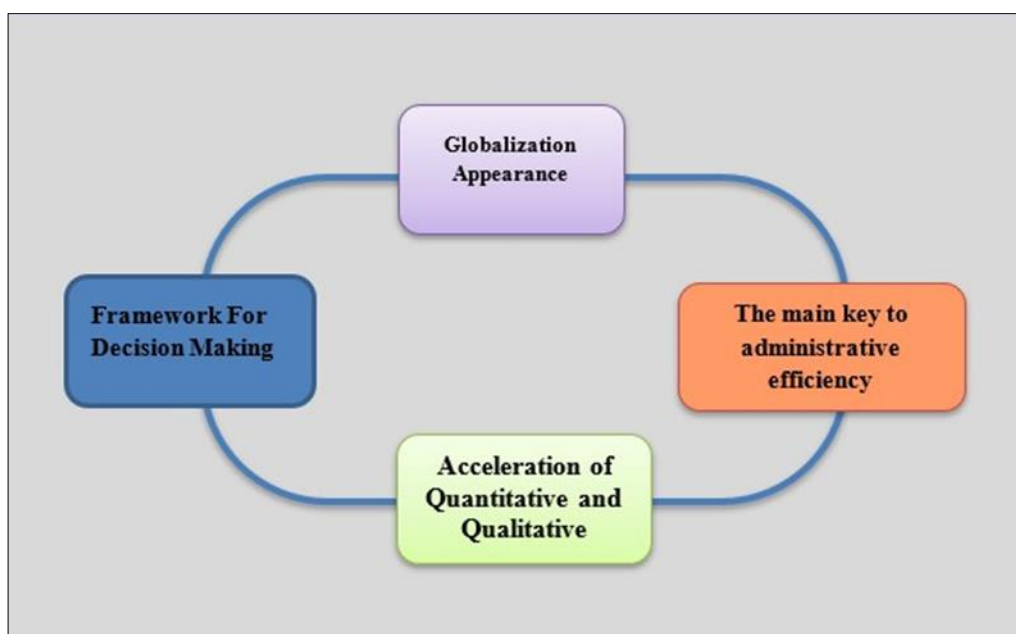
Since the field of current research is in the health sector, strategic planning can be linked to health strategic planning. The importance of current health strategic planning can be determined by the following points:

1. Enabling health organization management to follow scientific and health methods to discover and identify problems, whether administrative or health, that are expected to occur, which requires studying them in advance and taking the necessary measures to address them or limit the depth of their future effects if they occur. It also leads to clearly defining the work objectives in the health department, which requires focusing and coordinating efforts with each other, and placing the various tasks (health, administrative) in the appropriate place and benefiting from them at the time necessary to accomplish the required tasks, and helps the health department administration to benefit from Human resources, whether medical, administrative, or service, as well as the equipment and facilities present in the hospital, effectively, and the optimal use of efforts and careful investment of these energies and available resources. "The best investment of available capabilities works to reduce fixed or variable costs, which in turn will be reflected in reducing the cost of the health service provided to beneficiaries" (Hamad

- and Abdel-Malik, 2022, 134) [39].
- It is considered a monitoring tool at a later stage on the implementation of work and performance in the health department, through which it is possible to determine and measure the level of health performance and verify the implementation of the set goals. It also contributes to raising morale and achieving employee satisfaction through management's evaluation of the work assigned to them and their perception. The department does not work qualitatively and instantaneously, but rather their efforts are in the department, which is therefore reflected in the incentive system for them in a satisfactory manner. Strategic planning does not only analyze the internal environment of the department, but also works to raise the sense of responsibility among the employees through what they feel of their importance and good treatment. By the department and the department's endeavor to extend this feeling to the

- general public and patients in particular (Hamad and Abdel-Malik, 2022, 264) [39].
- "He works to formulate and develop the mission and goals of the organization. He also works to provide all the performance development requirements necessary for the progress and growth of the organization. He directs individuals to invest capabilities and resources and use them optimally through rationalization. He also works to analyze and support the strengths and weaknesses and address them internally, and develop A strategy to improve and develop performance and increase productivity, in addition to paying attention to related research and developing it to maintain a competitive position among other organizations" (Robert & Norman, 2012, 33) [41].

The importance of strategic planning can be represented through the following Figure



Source: (Alhawamdeh, & Alsmairat, 2019, 95)

Fig 1: The importance of strategic planning

The researcher believes that strategic planning contributes to identifying problems, finding solutions to them, organizing available resources, and analyzing the organization's internal and external environment, which raises the level of work.

Characteristics of strategic planning

Strategic planning is characterized by several characteristics and advantages that stem from the fact that it creates a qualitative development for the different types of planning. The most important features that distinguish strategic planning are the following:

- Strategic planning is a comprehensive, multi-dimensional process that facilitates the development and implementation of strategic plans aimed at gaining and owning an organization's competitive advantage. Strategic planning is based on a comprehensive and systematic analysis of the organization's current competitive situation. This situation is also overcome by a more complex, multifaceted and diverse approach. It is not just a specialized, practical and dynamic

endeavor, but a broader, more sophisticated and complex endeavor that involves a deeper level of analytical thinking, with a rational approach. It is characterized by objective, insightful thinking that stems from the attempt to formulate a comprehensive description of all environmental variables, whether at the level of the business unit or the organization. (Ali, 2023, 43) [42].

- It works to create a vision through which the organization can achieve competitive advantage by analyzing expected trends and focusing on the future. It is also distinguished by its qualitative nature and its focus on generating and producing new, unprecedented ideas. It strives to be interactive. Constructive dialogue between the three administrative levels (upper and lower), planning the future of the organization and means of its success and development, determining the necessary decisions in administrative processes and helping to support curriculum development. Making future decisions in the organization in a scientific manner that relies on research, knowledge, analysis,

- prediction, and comparison between different alternatives to make the best implementable decisions. It aims to transform the organization from its current state to the desired state it wants in the future. It is a means of determining the organization's sustainability and future direction because it takes a long-term view that depends on effective vision and information, adherence to effectiveness, positivity and forecasting we must adhere to the principles of safety and innovation, respond effectively to the surrounding and influencing environmental forces, seize opportunities in the external environment, and guard against challenges. It is a dynamic and continuous process that involves an open, dynamic system, as changes in one of the main components of the strategy require changes in all other components, and it is characterized by flexibility and immediacy. Changes in the external environment that the organization faces (Ali, 2023, 65) ^[42].
3. It is a routine process that requires following pre-prepared steps and relies on factual data and information. Strategic planning deals with what needs to be done in the future because it helps in direction. The executive mindset is concerned with achieving pre-set goals, so it is not concerned with details. 1- Shifting the time frame from the present to the future is a continuous back-and-forth process, as the work of strategic management cannot be an activity for a single period of time, nor can it have a beginning and an end. Rather, it must be an interconnected and continuous process in which experiences accumulate and through which these experiences are developed (Al-Kandari, 2021, 1719).
 4. Strategic management seeks to form a framework to guide other management stages, provided that this includes guidance on some administrative functions, such as establishing structures, designing plans, formulating program budgets, and working to develop and evaluate human capital. It also provides guidance on allocating resources and skills to high-priority activities. The strategic management process is difficult and requires more effort. It therefore requires more intellectual effort, more commitment, discipline, desire and skills to choose the time course of performance, making reactive decisions in response to events. Putting any strategy into practice requires specialists who have a sense of society's values and morals, since strategic planning is affected by the personal values and ambitions of managers. In addition, strategic planning determines the strategic principles on the basis of which decisions related to the strategy can be made.

Conclusions

The conclusions are an intellectual summary of the research through the scientific aspect, as the following most important conclusions were reached:

1. The results of the confirmatory factor confirmed that the research model conformed to the required conformity standards, which indicates the possibility of adopting the research model and testing its hypotheses in the Diyala Health Department, as well as the possibility of adopting the model of the main research variables and its sub-dimensions, as they are variables that enhance strategic planning in the researched organization, which contributes to achieving Organizational acuity
2. We conclude from the results of the first-order confirmatory factors that none of the observed variables (questions were excluded from the study model), and this was consistent with previous studies that dealt with the same dimensions, and this is supported by the criteria for the existence of matching, which confirms the accuracy of choosing the research variables and the questions that express them, after Subject to arbitration by specialists.
3. The results of the statistical analysis showed the availability of the level of dimensions of strategic planning (vision, mission, goals, strategic analysis, strategic choice) in varying proportions, and this was in accordance with the results of the statistical analysis. We also conclude the opinions of decision-makers in the field under study by the availability of the above dimensions, and this confirms that the organization under study Give importance to strategic planning.
4. The results of the statistical analysis showed the availability of the level of dimensions of organizational ambidexterity (investment, exploration, structural) in varying proportions among employees of the organization under investigation, which confirms that there is a tendency among those in charge of strategic planning towards investment and exploration within a flexible structure within the organization.
5. The results of the statistical analysis showed that the observed variable (paragraph or question) (the thesis of the Diyala Health Department is considered the framework that distinguishes it from other departments), which contributed to enriching the response rate to the thesis dimension, which belongs to the independent variable, strategic planning.
6. The results of the statistical analysis showed that the observed variable (paragraph or question), (A health department implements its health policy related to the internal and external environment), which contributed to enriching the response rate to the strategic analysis dimension, which belongs to the independent variable, strategic planning.
7. The results of the statistical analysis showed that the observed variable (paragraph or question), (the continuous endeavor of the Diyala Health Department to open new branches and sectors to increase its position in society through the services it provides), which contributed to enriching the response rate for the exploratory dimension, which belongs to the dependent variable, organizational ambidexterity.
8. The results of the statistical analysis showed that the observed variable (paragraph or question), (The organizational structure within the Diyala Health Department is characterized by being inclusive of all names), which contributed to enriching the response rate to the structural dimension that belongs to the dependent variable, organizational ambidexterity.
9. The results of the statistical analysis showed that the observed variable (paragraph or question), (Diyala Health Department makes simple modifications to its services on a regular basis), which contributed to enriching the response rate to the investment dimension, which belongs to the dependent variable, organizational ambidexterity.
10. We conclude through the arithmetic mean and the

- response rate that the most important dimension of strategic planning is the (thesis) dimension.
11. We conclude, through the arithmetic mean and the response rate, that the most important dimension of organizational ambidexterity is (exploratory).
 12. We conclude from the statistical analysis that there is a direct and significant correlation between strategic planning in its dimensions and organizational ambidexterity in its dimensions in the organization under study. This means that the greater the adoption of the dimensions of strategic planning, the greater the adoption of the dimensions of organizational ambidexterity.
 13. We conclude through the arithmetic mean and the response rate that the most important dimension of strategic planning is the (thesis) dimension.
 14. We conclude, through the arithmetic mean and the response rate, that the most important dimension of organizational ambidexterity is (exploratory).
 15. We conclude from the statistical analysis that there is a direct and significant correlation between strategic planning in its dimensions and organizational ambidexterity in its dimensions in the organization under study. This means that the greater the adoption of the dimensions of strategic planning, the greater the adoption of the dimensions of organizational ambidexterity.
 16. We conclude from the statistical analysis that there is a direct and significant relationship between each of the organizational ambidexterity dimensions (investment, exploratory, structural) and the strategic analysis dimension of the strategic planning variable.
 17. We conclude from the statistical analysis that there is a direct and significant relationship between each of the organizational ambidexterity dimensions (investment, exploratory, structural) and the strategic choice dimension of the strategic planning variable.
 18. We conclude from the statistical analysis that there is a direct and significant relationship between each of the organizational ambidexterity dimensions (investment, exploratory, structural) and the vision dimension of the strategic planning variable.
 19. We conclude from the statistical analysis that there is a direct and significant relationship between each of the organizational ambidexterity dimensions (investment, exploratory, structural) and the goals dimension of the strategic planning variable.
 20. We conclude from the statistical analysis that there is a direct and significant relationship between each of the organizational ambidexterity dimensions (investment, exploratory, structural) and the mission dimension of the strategic planning variable.
 21. The results of the statistical analysis revealed that there is a significant effect of strategic planning in its dimensions on organizational ambidexterity in its dimensions in the organization studied. This indicates that the dimensions of strategic planning contribute to creating a cultural environment that achieves organizational ambidexterity and enhances efforts towards achieving the organization's goals effectively and sustainably.
 22. From the results of the research, we conclude that there is a relationship with a significant impact of the dimension of strategic analysis on organizational prowess and its dimensions in the researched organization. This means that accurate strategic analysis reveals new investment opportunities and potential risks, and also contributes to understanding market and technological trends and identifying the need for adaptation and change. In the organizational structure to face challenges and take advantage of opportunities.
 23. From the results of the research, we conclude that there is a relationship with a significant impact of the dimension of strategic choice on organizational prowess and its dimensions in the organization under study. This means that the more accurate and correct the strategic choice ensures achieving the maximum benefit from the available resources and that it works to increase the return on investment and achieve sustainable growth. It also works on research, development, innovation and directing efforts towards new innovative fields.
 24. From the results of the research, we conclude that there is a relationship with a significant impact of the vision dimension on organizational prowess and its dimensions in the organization under study. This means that a clear vision provides direction towards the places that should be invested in to promote growth and development. The vision also works to stimulate the organization's ambition to explore new innovations and technologies. This vision requires a flexible organizational structure capable of adapting to changes to achieve long-term goals.
 25. From the results of the research, we conclude that there is a relationship with a significant impact of the goal dimension on organizational ambidexterity and its dimensions in the organization under study. This means that clear goals will direct financial and human resources towards activities that achieve good investment returns and increase the organization's ambition to search for new innovative methods. Goals require a flexible structure to achieve them.
 26. From the results of the research, we conclude that there is a relationship with a significant impact of the message dimension on organizational ambidexterity and its dimensions in the organization under study. This means that the organization's message helps direct investments towards activities that support the reason for the organization's existence. The message also helps in directing exploratory activities towards areas that it is consistent with the values and goals of the organization, in addition to having a flexible organizational structure.

Recommendation

To make recommendations based on the results of the analysis

1. Strengthening strategic planning by adopting the research model and testing its hypotheses in the Diyala Health Department and distributing it to other institutions to enhance strategic planning.
2. Enhancing training and awareness of administrative leaders about the importance of strategic planning and its dimensions (vision, mission, goals, strategic analysis, and strategic choice).
3. Improving internal communication by developing mechanisms to improve communication between employees and management to ensure that everyone

- understands the vision, mission and goals of the organization.
4. Organizing periodic workshops to explain strategies and strategic alternatives to workers in the Diyala Health Department.
 5. Enhancing organizational ambidexterity by encouraging innovation and exploration within the work environment by allocating resources and financial support to exploratory projects.
 6. Maintain a flexible organizational structure that can adapt to rapid environmental changes and new challenges.
 7. Expanding and improving services and continuing to strive to open new branches and sectors to increase the status of the Diyala Health Department in society by improving the health services provided.
 8. Conduct periodic evaluations of health services and modify them based on community needs and market trends.
 9. Using technology in planning and implementation by adopting advanced information systems to support strategic planning processes and following up on their implementation, and regularly using statistical analysis tools to evaluate performance and make data-based decisions.
 10. Strengthening leadership and management: Developing training programs for administrative leaders to enhance their skills in strategic planning and organizational prowess, encouraging participatory leadership and distributing powers to enhance innovation and exploration.
 11. Working to encourage participation and interaction of employees to participate effectively in developing strategic plans and organizational innovation by providing open channels for communication and interaction and organizing regular brainstorming sessions to enhance innovative thinking and collective participation in decision-making.
 12. Evaluating and improving performance by setting clear standards to measure strategic and organizational performance and evaluating them regularly to ensure achieving the desired goals, as well as using the results of statistical analysis to identify strengths and weaknesses and working to improve them continuously.

Suggested Future Researches

Based on scientific research that addressed the topics of strategic planning and organizational ambidexterity, especially in the Iraqi and Arab context, and with a focus on the needs of graduate students in management sciences, it is necessary to direct more in-depth field research on the variable of organizational ambidexterity. This comes as a result of the lack of ambidexterity in today's organizations and the need to fill it. Accordingly, the following research is proposed:

1. Analyzing the impact of strategic planning on job performance: For example, studying the relationship between the dimensions of strategic planning (vision, mission, goals, strategic analysis, and strategic choice) and job performance of workers in the Diyala Health Department.
2. Exploring the role of organizational culture in enhancing organizational ambidexterity: For example, analyzing the impact of organizational culture on the

- dimensions of organizational ambidexterity (investment, exploratory, structural) and how organizational culture can be enhanced to support innovation and adapt to changes.
3. Evaluating the use of technology in strategic planning: For example, studying the role of advanced technology and information systems in improving strategic planning processes and how they affect achieving organizational ambidexterity.
4. Studying the impact of transformational leadership on organizational ambidexterity: For example, exploring the relationship between transformational leadership styles and organizational ambidexterity in the Diyala Health Department and how these leadership styles can be strengthened to achieve better performance.
5. Analyzing the impact of flexible strategies on adapting to environmental changes, for example studying how flexible planning strategies affect the organization's ability to adapt to rapid changes in the external and internal environment.
6. Evaluating the impact of continuous training and development on strategic planning: Exploring the relationship between training and continuous development programs for employees and the extent of their impact on improving strategic planning processes and organizational ambidexterity.
7. Study the impact of partnerships and external cooperation on organizational ambidexterity: For example, analyze how partnerships with external parties (such as universities, non-governmental organizations, and private companies) affect achieving strategic planning goals and enhancing organizational ambidexterity.
8. Analyzing the role of environmental analysis in strategic planning: such as studying how to use environmental analysis (SWOT Analysis) to improve the quality of strategic planning and its impact on organizational performance.
9. Exploring Obstacles to Strategic Planning: Examining the internal and external barriers that affect the implementation of strategic planning and how they can be overcome to enhance organizational ambidexterity.
10. Evaluating the effect of employees' effective participation in planning processes as a study exploring the effect of employees' involvement in strategic planning processes on improving their commitment and achieving organizational goals more effectively.

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