THE IMPACT OF RESOURCE ORCHESTRATION ON ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE

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ABSTRACT

The research aims to identify the impact of resource harmony in achieving sustainable competitive advantage in Iraqi private colleges. The variables of the study, the researchers developed a questionnaire and distributed it to the study sample of the members of the Council of Private Colleges, which numbered (232) employees, at the level of dean, assistant dean and head of department. And after processing the data using the statistical tools available within the program (SPSS v25). To test research hypotheses. The results showed a statistically significant impact of resource harmony with its dimensions (resource management, asset harmony) in achieving sustainable competitive advantage in its dimensions (cost, quality, flexibility, delivery time).

Key words: *resource management, Asset orchestration, Quality, Cost, Delivery time, Flexibility*

INTRODUCTION

The development of theories that help explain competitive advantage has occupied the attention of the management community for more than 25 years. In this way, the ecosystem considers business firms and their sub-units, strategic alliances, groups, or industries for example as a basic unit of analysis. However, companies do not compete with each other but rather strive for a consistently superior competitive position. Every community, city, region and country want to do better - or at least, not do worse. Resources are the basis for these theories. Resources are divided into tangible (such as materials and equipment), intangible (such as reputation and quality), and human resources (such as skills and knowledge). The Resource Orchestration Framework is the result of the integration of the resource management processes and the asset alignment processes. The only difference is that resource management is based on the resource based view and has been explicitly linked to the underlying resource based logic while asset alignment is based on the concept of dynamic capabilities, and the complementarities between resource management and asset alignment suggest that their integration It will facilitate the search for managers' actions within capabilities and resource-based logic, and to support integration, they came up with the term Resource Harmony Processes 2019:3790 (Kizito,).

The picture is integrated in highlighting the processes of resource harmony and how to achieve sustainable competitive advantage in private colleges, the research sample, and based on the importance of the topic of resource harmony, sustainable competitive advantage and its potential impacts on our organizations in general and service ones in particular, and in continuity with previous research efforts in increasing intellectual enrichment from these Topics This study aimed at (demonstrating the impact of resource harmony in achieving sustainable competitive advantage by mediating emotional commitment) in an attempt to contain the study problem, which is that the survival of these vital topics without confirmation of the current linkage process that took place in this study and its contribution to the creation of knowledge accumulation will be missed The opportunity for our organizations to benefit from it.

Hence, this research came in an attempt to answer the following question:

What is the level of impact of resource harmonization processes in achieving the sustainable competitive advantage of the private colleges in the research sample?

RESEARCH IMPORTANCE

The importance of this research stems from the following:

1- Starting to address an important gap in understanding the behavior of the higher administrative levels of private colleges, and by doing so, we shed new light on the processes of resource harmonization that contribute to achieving a sustainable competitive advantage for these colleges.

2- Organizing these resources side by side creates valuable organizational and social complexities that are scarce, expensive to imitate and irreplaceable, and on this basis the private college enjoys a sustainable competitive advantage.

3- The importance of the current trend of the private university education sector, and because of its key role in developing the Iraqi economy, which has many aspects, and because of this important financial return for the sector, which made attention turn towards it.

RESEARCH AIMS

The research is an attempt to study and strengthen the relationship between entrepreneurial orientation and core competencies, so it seeks to achieve the following objectives:

1- Diagnosing the level of resource harmony in private colleges

2- Diagnosing the level of sustainable competitive advantage in private colleges.

3- Diagnosing the role of resource harmony in achieving sustainable competitive advantage for private colleges.

HYPOTHESIS MODEL

Figure (1) defines the hypothesis model for the research

Figure (1) : Asset orchestration

Figure (1) the hypothesis model for the research
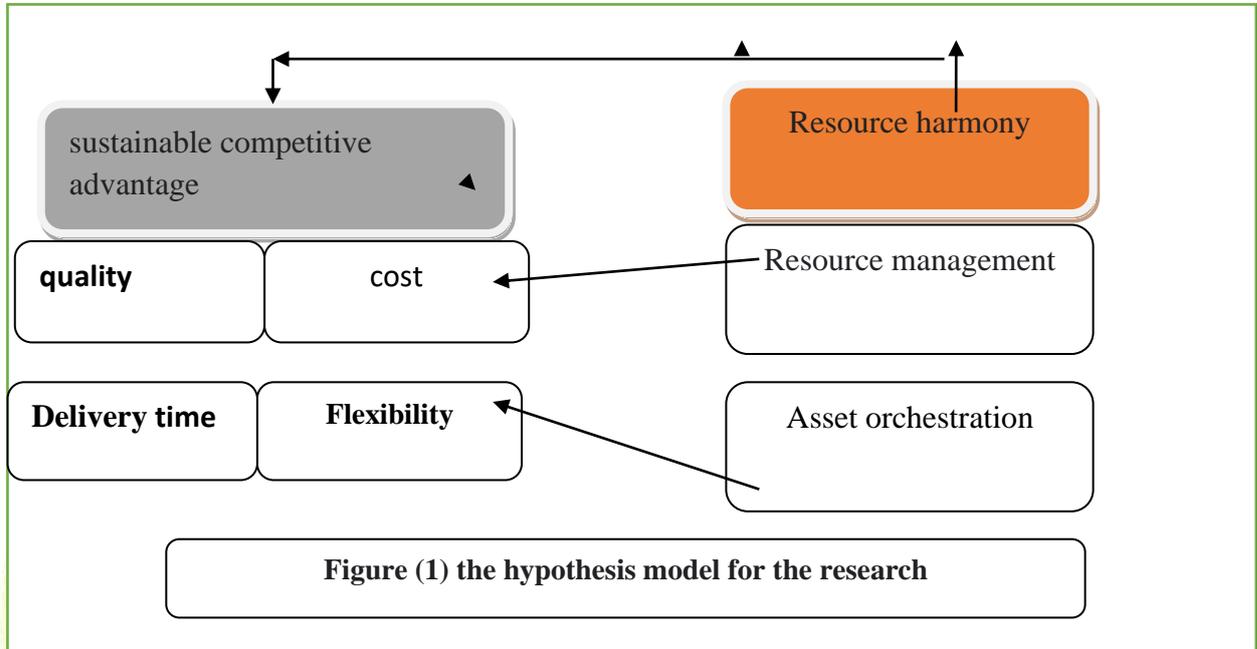
RESEARCH HYPOTHESIS

There are significant effects of resource harmonization processes on sustainable competitive advantage." The following hypotheses derive from it:

A - The first sub-hypothesis: There is a significant effect of resource management on sustainable competitive advantage.

B - The second sub-hypothesis: There is a significant effect of the consistency of assets on the sustainable competitive advantage

THEORETICAL REVIEW

First: Resource Harmony

The issue of resource harmony is considered one of the modern topics in strategic management and is still in its infancy. Most researchers have agreed in this regard with its components and details, especially its definitions, and it is possible to clarify some of these definitions through Table (1) and in the light of views and efforts A number of researchers as follows.

Table (1) Definitions of resource harmony based on researchers' ideas

the definition	researcher and year	
The process of structuring, aggregating and utilizing enterprise resources to improve competitive advantages	Li & Jia,2018:3	1
The perfect solution to overcome the problems of inter-functional coordination in the company's business operations and activities which will ultimately improve the organization's culture style to be proactive	Siregar,2016:61	2
An organization-wide activity consisting of the teamwork of managers at all hierarchical levels, but with an emphasis on the managerial role and which results in full scope for investigation of manufacturing strategy and its relationship to the organization's results.	Hughes,2018:6	3
A combination of resources and managerial acumen to achieve superior performance for the organization.	Chadwick et al,2014:1	4
The ability to mobilize and integrate resources for the purpose of delivering a customer offer while at the same time creating value for the customer, organization, and relevant network members.	Wallin,2006:65	5
The processes of structuring the organization's resource portfolio, pooling resources into capabilities, and utilizing capacity configurations to generate different organizational results.	Andersén & Ljungkvist 2021:147	6
Administrative synchronization processes to make effective use of the organization's resources through structuring the organization's resource portfolio, and pooling resources and capabilities to create value.	Mansoor,2018:51	7
Actions leaders take to facilitate efforts to effectively manage company resources	Chirico et al ,2011:8	8

Dimensions of Resource Harmony:

There is almost complete agreement for most researchers on the dimensions of resource harmony, based on the idea presented by (Simon et al, 2011:1392), which is represented by two main components of harmony, namely resource management and asset harmony, as follows:

1- Resource management

Resource management is critical to value creation because resource use is just as important as owning or acquiring. Under similar initial conditions, choices are made in structuring, pooling, and utilizing resources. (Sirmon et al, 2007: 275).

2- Harmony of origins

The process of asset alignment is the vital function of dynamic management capabilities; It is "an essential role of management related to the efficient use of the main resources of companies in a dynamic environment (Helfat & Martin, 2015: 423), as this is an opportunity to gain a long-term competitive advantage,

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which also means that the core of the organization's strategy must include the selection and coordination of new resources and redesign Its business model is by creating, organizing, and accumulating valuable resources and capabilities that are difficult to imitate (Teece 2007:1325).

Second: Sustainable Competitive Advantage

The concept of competitive advantage occupied an important space and position that negates both the areas of strategic management and business economics, as the competitive advantage represents the

important strategic element that helps in seizing opportunities, and provides a fundamental and real opportunity for the organization to achieve continuous profitability compared to its competitors, and competitiveness is the source that enhances the company's position By what it achieves in terms of economic profits, and by distinguishing it over its competitors in various fields (Al-Senussi, 2016: 31

It is possible through Table (2) to present some definitions of sustainable competitive advantage in the light of the views of selected researchers in this regard, as follows:

Table (2) Definitions of sustainable competitive advantage based on the ideas of some researcher

The process of successfully combining resources and skills with core competencies in a consistent and unique manner	Hakkak & Ghodsi,2015:300	9
Factors that prevent competitors from neutralizing higher performance in a particular company, which can be obtained through innovation, organizational development, and the company's local environment (or industry location.(	Guimarães et al 2017:355	10
The ability of the organization to constantly reshape its capabilities and internal resources to be able to adapt to a turbulent environment	Baniata,Alryalat,2017:4	11
The organization's ability to attract customers and build a good relationship with its suppliers for the longest possible period, and work to keep pace with the events it faces in the competitive environment by seeking to overcome internal and external obstacles.	) Alnuaimi، 2018 : 225(	12
An advantage over competitors is gained by offering more value to consumers.	)Kotler& Armstrong:2018:518 (	13
It is the organization's ability to increase productivity, agility, creativity and enhance its reputation compared to other organizations in the same industry.	)Kubisi، 2019 : 29(	14

Dimensions of Sustainable Competitive Advantage:

Through reviewing many and varied studies for the purpose of knowing the basic pillars of sustainable competitive advantage, which must focus on the dimensions addressed by these studies, the study of Malek et al, 2015:79) was relied upon as an attempt by the researcher to determine the dimensions of the current study as follows

1-Cost: is "the ability to reduce the cost of a product by reducing overhead, labor, raw material costs and production cycle time," adding that cost competition focuses on the ability to effectively manage production cost, including related aspects such as overheads, inventory and value This is also described as the ability to reduce product cost by reducing overhead, labor, raw material costs, and production cycle time (Russell, Millar, 2014: 2)

2-Quality: The increased demand from customers has encouraged many companies to provide high-quality products and services in order to compete in the market successfully to meet the challenge of competition, and attention to quality leads to a positive impact on business performance by affecting production costs and profits: 185 (Munizu, 2013)

Quality means the ability to provide products that match the desires and needs of customers, and it works to reduce the defect rate of the product, as well as to reach the production design specifications (Zolghader, 2007:29

3-Flexibility: The flexibility dimension is one of the important dimensions and means the organization's ability to provide a variety of products in the required time, as well as the organization's ability to develop existing products and improve its operations to provide new products (Chase et al, 2001:26), as defined by (Makumbila, 2017:17) is an organization's ability to meet a growing and diverse set of customer expectations without high costs, time, organizational disruption, or performance loss

4-Delivery time: the competition for speed has become a source of competitive advantage more than ever, the Internet has been adapted to this, as customers expect immediate response and fast product shipping, service organizations have always competed for speed, so manufacturers turn now to the advantages of time-based competition, through on-demand production and efficient supply chains (Taylor, 2011:21 & Russell), defined (Schroeder et al, 2011:28) that delivery is "the ability of the operations of the organization to deliver the product to the customer in time and place. Who requests it".

Data Analysis:

A questionnaire was designed to address all dimensions of the independent and dependent variables in order to obtain data for the practical side. Resource consistency was measured according to the (Simon et al, 2011:1392) scale). The sustainable competitive advantage was measured by the scale presented by Malek et al, 2015: 79), and the five-point Likert scale was used to classify the answer scores.

Table (3) Ranking of importance based on the coefficient of variation for the dimensions of the resource harmony variable

Dimensional order	Variation coefficient	standard deviation	computing medium	Dimensions of the resource harmony variable	
The first	15.634	0.620	3.967	resource management operations	1
The second	17.770	0.711	4.000	Asset harmonization operations	2
		0.642	3.984	Resource Chemistry Variable	

On the whole, the variable of sustainable competitive advantage in the colleges investigated achieved a value of (4.01) and at a good level with a standard deviation of (0.648), which indicates the presence of active and continuous interest and continuous endeavour by the private colleges surveyed in order to reach the levels of competitive advantage and most of its dimensions.

In order to shed light on the most important dimensions, depending on the answers of the researched sample, they were arranged based on the coefficient of variation, and Table (4) shows that

Table (4) order of importance according to the coefficient of variation for the dimensions of the sustainable competitive advantage variable					
Dimensional order	Variation coefficient	standard deviation	computing medium	Dimensions of the sustainable competitive advantage variable	
The second	18.497	0.760	4.107	Quality	1
The fourth	19.811	0.773	3.901	cost	2
The first	16.387	0.663	4.048	Flexibility	3
The third	18.812	0.752	4.000	Delivery time	4
		0.648	4.014	sustainable competitive advantage variable	

As it turns out that the dimension of (flexibility) came in the first place in terms of dimensions, as it was the most agreed-upon and least dispersed dimension compared to the other dimensions of sustainable competitive advantage

In order to rank the importance of the research variables, the coefficient of variation was used depending on the arithmetic mean and the standard deviation, as shown in Table (5), as it is clear that the variable (harmony of resources) came in the first order in terms of research variables, as most of the sample answers were in agreement about this variable compared to the other variables.

Variable order	Variation coefficient	standard deviation	computing medium	search variables	
Table (5) order of importance depending on the coefficient of variation for the research variables					
The first	16.126	0.642	3.984	Asset harmonization	1
The third	16.680	0.667	4.002	emotional commitment	2
The second	16.150	0.648	4.014	sustainable competitive advantage	3

HYPOTHESIS TESTING:

This part will examine the impact hypotheses identified by the research. For the purpose of determining the possibility of judging it with acceptance or rejection. It will be investigated according to the equation of simple linear regression. as follows:

$$Y = \alpha + \beta_1 X_1$$

and (α) Constant represents the amount of the constant, and this relationship means that the dependent variable (sustainable competitive advantage) is a function of the real value of the dimensions of the independent variable (harmony of resources). As for the estimates of these values and their statistical indicators, they were calculated at the level of the research sample (218) in The studied private colleges, and the levels of influence between the variables will be analyzed as follows:

The statistical indicators shown in the table ( ) were used to show the results

Main Hypothesis Test

In order to test the hypothesis that stipulated the following (there is a statistically significant effect between the dimensions of resource harmony in the sustainable competitive advantage), the effect of the dimensions of resource

harmony (X) on the sustainable competitive advantage (Y) was determined. The following sub-hypotheses were derived from it:

1-Test the main hypothesis that states (there is a statistically significant effect between the harmony of resources in the sustainable competitive advantage), as the analysis will be done as follows:

Sustainable Competitive Advantage = 0.393 + 0.909 (Resource Harmony)

The calculated value of (F) achieved between the harmony of resources in the sustainable competitive advantage (927,776). It is greater than the tabular (F) value of (3.89) at the level of significance (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a statistically significant effect between the harmony of resources in the sustainable competitive advantage) at the level of significance (5%). That is, with a degree of confidence (95%), that is, there is a significant effect between the harmony of resources in the competitive advantage, that is, the interest of the researched colleges in creating a harmony of resources in terms of forming resources correctly. And studied and then collecting resources and raising the capabilities of the college while creating harmony in its resources and strategy adopted according

to environmental and technological changes and according to the market need, this will have an effective role in influencing the achievement of sustainable competitive advantage. And through the value of the adjusted coefficient of determination (R^2) of (0.810), it appears that the harmony of resources explains (81%) of the variables that occur on the sustainable competitive advantage, while the remaining (19%) is due to other variables that are not included in the research model, The calculated value (t) of the marginal slope coefficient of the resource harmony variable was (30.459). It is greater than the tabular (t) value of (1.660) at the level of significance (0.05).

This indicates the significance of the marginal slope coefficient of the resource harmony variable, and it appears through the value of the marginal slope coefficient (β) of (0.909) that an increase in resource harmony by one unit will lead to an increase in the sustainable competitive advantage by (92%), and the value of the constant (α) was recorded in The equation (0.393), meaning when the harmony of resources is equal to zero, the sustainable competitive advantage will not be less than this value.

2-The value of the hypothesis test that states (there is a statistically significant effect for the dimension of resource

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management processes in the sustainable competitive advantage) was reached, as the results came as follows:

Sustainable competitive advantage = 0.258 + 0.947 (resource management operations)
The calculated (F) value came between the dimensions of resource management processes in the sustainable competitive advantage (988.540). And it is greater than the tabular (F) value of (3.89) at the significance level (0.05), and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a statistically significant effect for the dimension of resource management processes in the sustainable competitive advantage) At the level of significance (5%), i.e. with a degree of confidence (95%). That is, there is a clear impact in the resource management processes on the sustainable competitive advantage, i.e. the ministry's interest in the formation of resources and how to form them in a clear and specific way with their assembly according to a studied mechanism while raising the capabilities of the researched colleges. This will achieve a sustainable competitive advantage. Through the value of the Adjusted Factor of Determination (R^2) of (0.820), it appears that after resource management processes, it explains (82%) of the variables that occur on the sustainable competitive advantage, while the remaining percentage (18%)

refers to other variables that are not included in the research model. , as the calculated value (t) of the marginal slope coefficient for the dimension of resource management operations is (31.441). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient after resource management operations. One unit will increase the sustainable competitive advantage by (94%). The value of the constant (α) was recorded in the equation (0.258), meaning when the dimension of resource management operations is equal to zero, the sustainable competitive advantage will not be less than this value.
3- The value of the hypothesis test, which states (there is a statistically significant effect for the dimension of asset harmony processes in the sustainable competitive advantage), was as follows:

Sustainable Competitive Advantage = 0.959 + 0.764 (Asset Harmonization Operations)
And the calculated (F) value between the dimensions of the assets harmonization operations in the sustainable competitive advantage achieved (507.215), which is greater than the tabular (F) value of (3.89) at the level of significance. (0.05) and accordingly we reject the null hypothesis and accept the alternative hypothesis which states (there is a statistically

significant effect for the dimension of the asset harmony processes in the sustainable competitive advantage) at the level of significance (5%), i.e. with a degree of confidence (95%), i.e. there is a significant effect of the asset harmony processes In achieving competitive advantage, that is, when the college is interested in creating harmony for the operations in the college in terms of procedures, mechanisms and strategies followed, this will have an effective impact on achieving sustainable competitive advantage. And through the value of the Adjusted Determination Coefficient (R^2) of (0.700) it appears that after the operations The harmony of assets explains (70%) of the variables that occur on the sustainable competitive advantage As for the remaining percentage, which is (30%), it is due to other variables that are

not included in the research model, as the calculated value (t) of the marginal slope coefficient for the dimension of asset harmony processes reached (22.521). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient after the asset harmony processes, and it appears through the value of the marginal slope coefficient (β) of (0.764) that an increase in the dimension of the asset harmony processes by the amount of a unit One will lead to an increase in the sustainable competitive advantage by (76%). The value of the constant (α) was recorded in the equation (0.959), meaning when the dimension of the assets harmonization processes is equal to zero, the sustainable competitive advantage will not be less than this value.

Table (6) analyzes the impact of the dimensions of resource harmony on sustainable competitive advantage									
indication	Sig	(t)	(F)	Adjusted (R^2)	(R^2)	Dimensions of the resource harmony variable			dependent variable
D	0.000	31.441	988.540	0.820	0.821	0.258	(α)	resource management operations	sustainable competitive advantage
						0.947	(β)		
D	0.000	22.521	507.215	0.700	0.701	0.959	(α)	Asset harmonization operations	
						0.764	(β)		

					0.393	)α(	Resource harmony	
D	0.000	30.459	927.776	0.810	0.811	0.909	(β)	

Tabular (F) value= 3.89
Tabular value (t) = 1.660
Sample size = 218

CONCLUSIONS AND RECOMMENDATIONS:

1- The results indicate that there is a good harmony of resources within the colleges investigated, which showed the extent of their interest and their quest to apply the processes of resource management and the processes of harmonizing assets in order to achieve success, which indicates their actual interest in the process of attracting and employing talent and expertise, as well as conducting development programs for employees and encouraging them to develop their skills for the purpose of investing them. With an effective communication system that enhances cognitive abilities.

2- The researched colleges do searches for new strategies and markets in light of the market need and what those variables impose with the search for new technology or new resources for the organization, which contribute to exploring and anticipating market opportunities, as well as trying to reallocate, build and integrate the resources and capabilities of the colleges. They gain value through these additions that you create and publish, through the presence of new business models or projects, even if they are few.

3- The principle of continuous improvement was observed in the researched colleges, which focuses on improving the services provided by the college by employing its unique resources that distinguish it from its competitors, in conjunction with reducing its operational costs, which will result in reducing the total costs of the services it provides as much as possible in order to increase At the same time, it seeks that this does not significantly affect the quality of services, and most of the colleges that have been discussed have a good percentage of flexibility that gives them the ability to adapt to changes that occur in the external environment, as well as diversity in providing service whenever the customer requests it, as well as Continuously striving to provide the service according to the deadlines it specifies, and to abide by it in a faster time than competitors.

4- The results of hypothesis testing showed that there is an effective impact of resource harmony in achieving sustainable competitive advantage, that is, whenever there is a presence of resource management processes and asset harmony, it helps to reach a sustainable competitive advantage.

5- It can be said that colleges owning a store of resources alone is not sufficient to achieve sustainable competitive advantage unless there are qualifications for leaders to exercise their role in how to structure, integrate, coordinate, synchronize and benefit from these resources and capabilities in a dynamic environment, as well as the need to search for knowledge resources that contribute In exploring market opportunities faster than competitors while integrating capabilities to form new business models and structures.

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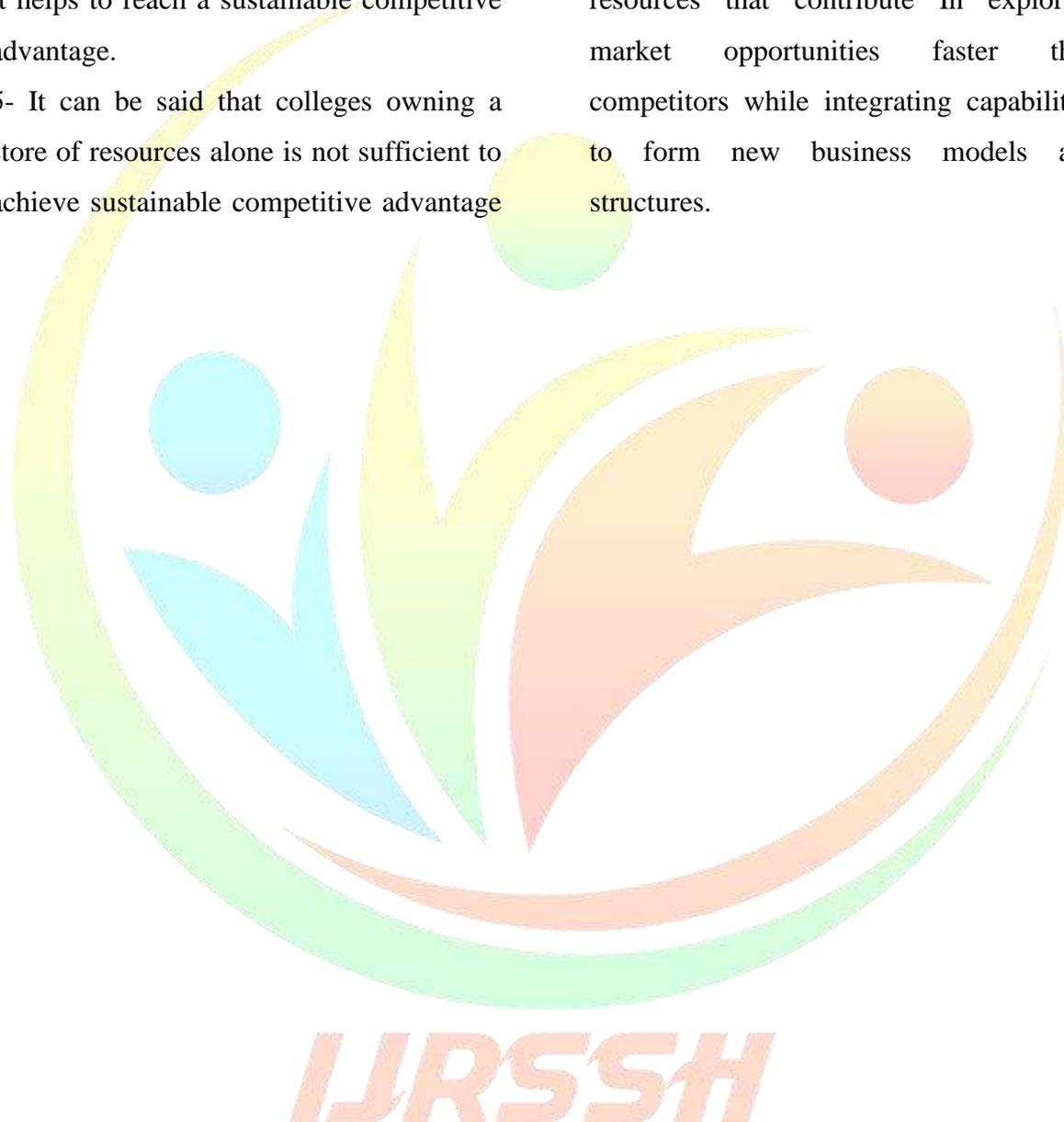
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