



The Role of Strategic Alignment as an Input into Promoting Green Innovation

(An Analytical Study in the General Company for Grain Trade in Governorate/ Babylon)

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Abstract: The research addresses basic, fundamental and important variables in the organization's work, showing the role and importance of strategic alignment in its dimensions (organizational structure alignment, information technology alignment, communications alignment, organizational culture alignment, human resources alignment) as an independent variable, And its role in promoting green innovation in its multiple dimensions (green process innovation, green product innovation, green organizational innovation) as a dependent variable, for the necessary alignment events in the organization's work.. The questionnaire was distributed to the research sample, numbering (122) individuals working in the General Company for Grain Trade in Governorate/ Babylon, As a community for studying and testing its hypotheses. The study method used is the analytical method, and (120) valid questionnaires were retrieved for statistical analysis using the (SPSS) program. After analyzing the practical aspect using statistical methods, the research concluded that there is a relationship between (alignment Strategic), and its impact on (green innovation) increases, and there is a direct, morally significant impact of the variable (strategic alignment) on the dependent variable. Coherence represents an effective element for creating innovation and creativity in the organization through their understanding and response to changing circumstances in a way that It makes them take into account environmental variables when making decisions at work. Therefore, greater attention should be paid to strategic alignment, in line with the requirements of sustainable development.

Keywords: strategic alignment, green innovation.



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Section One / Research Methodology: It included the following topics

First: The research problem: Extreme competitiveness in the labor market, internal Research Methodology: It included the following topic and external obstacles, and market openness require harmony between the internal and external environment of the organization, to keep pace with continuous technological changes and developments. Today's business environment has become more vibrant and complex At the local and global levels, which positively reflects on the organization's level of prosperity and promotes green innovation in a work environment characterized by dynamic movement and rapid development. Therefore, the research problem is represented in the following question: This was an incentive to search for other means, skills and approaches, including Current variables of research. From here emerged the problem of the

current research to determine the extent of interest of the "organization studying the research sample". The research problem can be explained by the following questions:

- 1- What do the employees (research sample) in the organization think about the concept of strategic alignment and its role as an input to achieving green innovation?
- 2- Does the organization implement the concepts of strategic alignment and its role as an entry point for achieving green innovation, and to what extent?
- 3- What is the nature of the (correlation relationship), and also the (impact relationship), between strategic alignment and its role as an input to achieving green innovation?
- 4- Can strategic alignment in the organization under study contribute to its impact and role as an input to achieving green innovation?

Second: The importance of research: The importance of (current research) emerges from the importance of the variables (strategic alignment and its role as an input into achieving green innovation) that it addresses, and therefore its importance is embodied in the following:

- 1- Providing libraries with a simple scientific effort in order to address the basic and important issues of management and to be characterized by modernity.
- 2- Intellectual and cognitive enrichment and deepening the process of understanding and comprehending research variables through theoretical framing of the importance of variables (strategic alignment and its role as an input into achieving green innovation) and to organize them with previous research and studies.
- 3- The current research deals with an important industrial sector located in the Iraqi industrial work environment and has an important and effective role in the progress process.
- 4- A guide and guide for the researched organization. At all levels, the current research can serve as an effective and important database in the researched organization that helps guide organizational work.

Third: Research objectives: The research aims to achieve a number of the following objectives:

- 1- Presenting the theoretical aspects related to the research variables (strategic alignment and its role as an input into achieving green innovation) and clarifying their concepts.
- 2- To determine the extent to which the researched organization (the General Company for Grain Trade in Babylon Governorate) adopts strategic alignment and uses it as an input in promoting the organization's green innovation.
- 3- Diagnosing the contribution of strategic alignment and its role as an input into achieving green innovation.
- 4- Study and test the nature of the "correlation relationship" and the impact of variables (strategic alignment and its role as an input into achieving green innovation).
- 5- Providing a set of conclusions and recommendations supported by mechanisms that can raise the organizational and cognitive level of the research sample in the organization.

Fourth: Hypothetical research plan

The theoretical framework of the research variables (strategic alignment and its role as an input into achieving green innovation), and based on the problem, importance and objectives of the research, a hypothetical research diagram was created that shows the correlation relationship and trends of influence between each of (strategic alignment and its role as an input into achieving green innovation). It is illustrated in the figure as follows:

Figure (1)

Hypothetical diagram of current research variables

Relationship correlation influence relationship

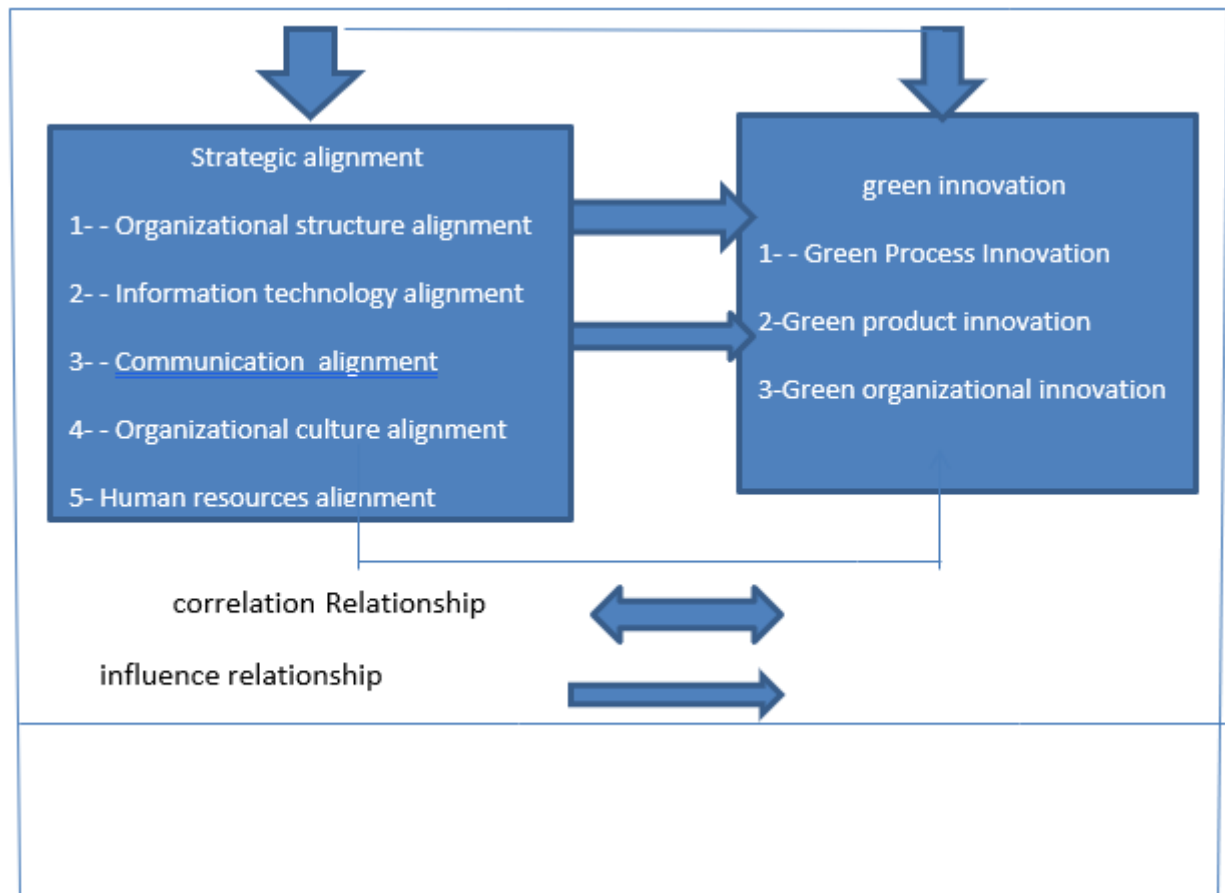


Figure (1) Hypothetical research scheme

It is clear from the hypothetical figure that:

- 1- The independent variable: strategic alignment and its dimensions: (organizational structure alignment, information technology alignment, communications alignment, organizational culture alignment, human resources alignment).
- 2- The dependent variable is green innovation and its dimensions (green process innovation, green product innovation, green organizational innovation).

Fifth: Research hypotheses

1- Correlation Hypotheses: "There is a significant correlation" between strategic alignment and its role as an input into achieving green innovation.

* There is no "significantly significant correlation" between strategic alignment and its role as an input into achieving green innovation.

2- Impact Hypotheses: There is a "significantly significant impact relationship" between strategic alignment and its role as an input into achieving green innovation.

*There is no "significantly significant impact relationship" between strategic alignment and its role as an input into achieving green innovation.

Sixth: The research community and its sample: Research methodology: The "descriptive analytical approach" was used, and the questionnaire was used to collect data from the research sample. In order to arrive at accurate data that can be classified and analyzed through the use of statistical methods (Excel program, correlation coefficient (Pearson), as well as simple linear

regression coefficient, and then interpret the data. As for his sample, it was represented by (120) in the General Company for Grain Trade in Babylon Governorate, and thus the sample is intentional.

The second section: The theoretical aspect of the research variable

First: The concept of strategic alignment:

Researchers have diversified in defining one concept, some of whom define it as (Barth, 2003: 134). It is considered a set of basic tools, methods, and insights that aim to help organizations maintain balance and harmony between the various internal elements within the organization and its external environment, which enables them to Establishing a strategic system to manage and direct the course of its activities, while (Jorfi, 2011: 17) was defined as "a unified and stable environment for conducting business in an effective and efficient manner and helping to achieve excellence, and providing appropriate plans to help achieve the organization's goals and coordinate them with the external environment." For work." While (Luftrison, 2014: 5) emphasized providing flexible business plans in line with the presence of modern technologies that help organizations maintain their market share and competitive position, in addition to providing the best services and products on an ongoing basis to deal with the circumstances Competitive, in addition to providing the best services and products on an ongoing basis to deal with changing circumstances and intense competition, as for (Abdul Rahim, 2019: 61), it is linking work between the organization's goals and the employees' goals and requires a common understanding of the mission and the organization's goals and coordination between each goal and the plan developed to implement it.

Second: Elements of strategic alignment: The researchers confirmed by identifying the elements and agencies:-

(Macmillan,2000: 15)) Wahlin&Karlsson,2017: 27) , (Daft ,2004: 51) , (Graben &mark,2014: 6), (Lunenburg,2018: 10)

- 1- Organizational structure alignment: This process includes distributing tasks, organizing work, and establishing means of communication between management and employees, in addition to facilitating the implementation of instructions and regulations, which helps achieve a high level of productivity at work.
- 2- Information technology alignment: It is a method of organizing and coordinating technology appropriately and in conjunction with business strategies and objectives, and the more effective the coordination, the more information technology is integrated with the business plan in a way that enhances competitive advantage.
- 3- Communication alignment: Effective communication metrics between senior management, employees, and the external environment are essential to achieving strategic alignment, and achieving them requires the presence of organizational structures and infrastructure capable of supporting an effective communication process.
- 4- Organizational culture alignment: It is the similarity of values, beliefs, ideas, and thinking styles among group members, which can be transferred to new members of the organization, and the definition of the features of acquired behavior that is manifested and practiced by people in any society.
- 5- Human resources alignment: This participation in strategic plans relates to employees within the organization, and clarifies the upper and lower administrative categories. It also aims to provide opportunities to develop organizational links between diverse jobs, in addition to dealing with the challenges facing employees and assigning them to implement strategic plans and achieve coordination between them.

Third: The concept of green innovation: Researchers have emphasized the importance of innovation (Huang, 2011: 17) that helps reduce environmental pollution, enhance resource

efficiency, increase energy efficiency, reduce burdens resulting from manufactured materials, and reduce waste quantities. As for (Ma, et al, 2017: 1), he believes that Innovating new systems, processes, technologies and products and reducing environmental impact, while (Sauna, et al, 2017: 2) sees its contribution to enhancing the efficiency of the organization, opening broad horizons for competition, reducing environmental impact, strengthening regulatory systems and laws within the organization, and contributing to meeting market needs and outperforming competitors.

Fourth: Elements of green innovation: A group of researchers confirmed the identification of the following elements: (Steiber,2012: 15) ,(Chen,2008: 531), (Sterbrink&Westerberg,2017: 38)

- 1- Green process innovation: Any modification of sustainable processes in the context of systems and manufacturing must be directed towards achieving compatibility with environmental goals and reducing negative impacts on the green environment. This includes the use of technology in production and manufacturing procedures with components and prices And lower energies, in addition to working to reduce surpluses and emissions resulting from manufacturing processes. Waste materials must also be prepared for reuse again.
- 2- Green product innovation: Providing new products at low costs and with almost no environmental impact, while reducing losses during the product life cycle, is in line with technological innovations. This includes Present innovative ideas with distinctive features and design, as well as improve existing goods in a way that reduces environmental damage by introducing new products.
- 3- Green organizational innovation: Developing management methods that support sustainable environmental practices within the organization, while directing teams' efforts towards creating new ideas and applying them in production processes. This requires searching for innovative ways to activate these, ideas It also contributes to improving the organization's performance, dealing with strategic challenges, and increasing operational efficiency. Improving employee satisfaction and enhancing process control, both within and outside the organization, thus enhancing the organization's competitiveness in the market.

The third topic/ Results of field analysis

This research deals with the analysis of data extracted from questionnaire forms and the responses of sample members that were distributed to the research sample consisting of (120) individuals, in the General Company for Grain Trade In Babylon Governorate, the triple (Likert) scale was used to test the correlation and influence relationship between the independent variables (strategic alignment) and the dependent variable (green innovation), using appropriate statistical means as follows:-

Table (1) Frequency distributions of the independent variable (strategic alignment), arithmetic means, standard deviation, and relative importance

Strategic alignment		Arithmetic mean	Materiality	Contrast	Standard deviation	Coefficient of variation	Order
Organizational structure alignment	X1	2.89	%58	2.10	1.45	%50	Second
	X2	2.91	%58	2.27	1.51	%52	
	X3	3.11	%59	2.05	1.43	%46	
General Index		2.97	%63	2.14	1.46	%49	
Information technology alignment	X4	2.91	%58	2.29	1.51	%52	First
	X5	3.02	%60	2.18	1.48	%49	
	X6	3.10	%62	2.17	1.47	%48	
General Index		3.01	%65	2.21	1.49	%49	
Communication alignment	X7	3.07	%61	1.88	1.37	%45	Fourth
	X8	3.03	%61	2.06	1.44	%47	

	X9	2.92	%58	2.09	1.45	%49	
General Index		3.01	%60	2.01	1.42	%47	
Organizational culture alignment	X10	2.94	%59	2.27	1.51	%51	Third
	X11	2.93	%59	2.32	1.52	%52	
	X12	3.11	%62	2.05	1.43	%46	
General Index		2.99	%61	2.22	1.49	%49	
Human resources alignment	X13	2.91	%58	2.29	1.51	%52	Five
	X14	3.02	%60	2.18	1.48	%49	
	X15	2.91	%58	2.29	1.51	%52	
General Index		2.95	%58	2.25	1.50	%51	
Overall Index		3.00	%60	2.17	1.47	%48	

Calculator results

Table No. (1) includes the arithmetic means, relative importance, variance, standard deviation, coefficient of variation, and order for each paragraph of the questionnaire form for the independent variable (strategic alignment). The first dimension (organizational structure alignment) was the results of the general index of the mean The arithmetic (2.97), the relative importance of all paragraphs of the first dimension (63%), the variance (2.14), the standard deviation (1.46), and the coefficient of variation (49%), and the third paragraph (X3) achieved first place, and the general indicator of the second dimension (the alignment of information technology) achieved The arithmetic mean is (3.01), the relative importance (65%), the variance (2.21), the standard deviation (1.49), the coefficient of variation (49%), and the results of the general indicator for the third dimension (communication alignment). The arithmetic mean is (3.01), the relative importance (60%), the variance (2.01), and the standard deviation(1.42) and coefficient of variation (49%). Table No. (1) also shows that the general index of the arithmetic mean for the fourth dimension (understanding of organizational culture) was (3.11), relative importance (61%), variance (2.22), standard deviation (1.49), and coefficient of variation (49%), while the fifth dimension It was (human resources alignment), as the general indicator of the arithmetic mean was (2.95), relative importance (58%), variance (2.25), standard deviation (1.50), and coefficient of variation (51%), and Table No. (1) shows the total indicator of the independent variable (strategic alignment), so it was the arithmetic mean The total was (3.00), the total relative importance was (60%), the total variance was (2.17), the standard deviation was (1.47), and the coefficient of variation was (48%).

Table (2) Frequency distributions of the dependent variable (green innovation), arithmetic means, standard deviation, and relative importance.

Green innovation		Arithmetic mean	Materiality	Contrast	Standard deviation	Coefficient of variation	Order
Green Process Innovation	X1	2.96	%59	2.24	1.50	%51	Third
	X2	3.16	%63	2.20	1.48	%47	
	X3	3.20	%64	2.01	1.42	%44	
General Index		3.11	%62	2.15	1.47	%47	
Green product innovation	X4	3.43	%69	2.47	1.57	%46	First
	X5	3.06	%61	2.31	1.52	%50	
	X6	3.09	%62	2.17	1.47	%48	
General Index		3.19	%64	2.32	1.52	%48	
Green organizational innovation	X7	3.04	%61	2.36	1.53	%50	Second
	X8	2.99	%60	2.23	1.49	%50	
	X9	3.39	%68	2.24	1.50	%44	
General Index		3.14	%63	2.27	1.51	%48	
Overall Index		3.15	%63	2.25	1.50	%47	

Calculator results

Table No. (1) includes the arithmetic media, relative importance, variance, standard deviation, coefficient of variation, and order for each paragraph of the questionnaire form for the dependent variable (green innovation). The first dimension (green process innovation) in the form contained three paragraphs, and it was The general index of the arithmetic mean was (3.11), while the general index of the standard deviation was (1.47), the relative importance was (62%), the general index of variance was (2.15), and the coefficient of variation was (47%). The second dimension was (innovation of green products) and contained three paragraphs, and it was the general indicator For the arithmetic mean (3.19), while the general index of standard deviation was (1.52), the relative importance was (64%), the general index of variance was (2.32), and the coefficient of variation was (48%), and the first paragraph ((X4), for the second dimension, the questionnaire form, achieved first place. While the results of the dimension were The third (green organizational innovation) according to the general index of the arithmetic mean (3.14), while the general index of the standard deviation was (1.51), the relative importance was (63%), the general index of variance was (2.27), and the coefficient of variation was (48%). As for the results of the total index of the arithmetic mean For the dependent variable of green innovation (3.15), the total standard deviation index (1.50), the total variance index (2.25), the total relative importance of green innovation (63%), and the total coefficient of variation (47%).

Table No. (3) Correlation between strategic alignment and green innovation

Dependent variable Independent variable	Green innovation			
	R	Calculated T- value	Tabular T - value	Morale Level
Organizational structure alignment	0.88	20.71	10.96	0.05
Information technology alignment	0.92	23.08		
Communication alignment	0.93	28.29		
Organizational culture alignment	0.90	24.03		
Human resources alignment	0.89	20.81		
Strategic alignment	0.90	20.81		
Decision (result)	The connection positive , strong and moral			

Calculator results

The results of Table No. (3) indicate the existence of a positive and strong relationship between strategic alignment and green innovation with statistical significance at a significant level of (0.05), as the value of the simple correlation coefficient (R) between them reached (0.90 %), and the value of (calculated(T) 20. 81), which is greater than(Table value), amounting to (10.96), and based on the results of Table No. (3), the first hypothesis is accepted (the existence of a significant correlation between strategic alignment and green innovation

Table No. (4) Results of estimating the simple linear regression model between strategic alignment and green innovation

Dependent variable Independent Variable	Green innovation			
	R2	Calculated F - value	Tabular F - value	Confidence score
Organizational structure alignment	% 80.5	10.32	10.1	0.05
Information technology alignment	% 81.6	13.29		
Communication alignment	% 87.3	20.57		
Organizational culture	% 82.13	14.73		

alignment				
Human resources alignment	% 83.14	15.17		
Strategic alignment	% 82.93	14.82		
Decision result) (	Strong and moral influence			

Calculator results

The final results of Table No. (4) show the following:

1-The calculated value of (F) for strategic alignment amounted to (14.82), which is greater than the tabular value of (F) of (10.1) at a significant level of (0.05). This means that there is a statistically significant effect between strategic alignment and green innovation, with a confidence level of (95%).

2-Through the interpretation factor (R²) of (82. 93%), it is clear that strategic alignment and green innovation are able to explain (82. 93%) of the variables that affect green innovation, while the percentage (17.07%) is attributed to the contribution of the influence of some other variables not included in the current research, and based on that, the second hypothesis was accepted (the existence of a moral influence between strategic alignment and green innovation).

Section Four: Conclusions and Recommendations

First: Conclusions

- 1- The value of the simple correlation coefficient (R) between the independent variable (strategic alignment) and the dependent variable (green innovation) was (0.90%), which indicates the presence of a statistically significant correlation at a significant level (0.05).
- 2- There is a statistically significant effect between (strategic alignment) and (green innovation) at a confidence level of (95%), as the calculated value of (F) for strategic alignment was (14.28), which is greater than the tabular value of (F), which is (10.1) at a significance level of (0.05).
- 3- Through the rapid transformations taking place in society, knowledge organizations in general and the research organization in particular bear a great responsibility to overcome obstacles and achieve ambition So that it is always ahead in its vision over other existing organizations in society, as it is the basis that provides those organizations with the specializations and qualifications they need, To focus on the results that the individual reaches while doing the work as long as Performance is linked to human behavior, procedures and techniques that are directed towards desired achievements through the important interconnection with strategic alignment used as an input to achieving green innovation that is friendly to the sustainable environment.
- 4- There is a strategic alignment that is closely linked to the nature of the work that the individual does, awareness of the processes he goes through until the desired achievement is achieved, and knowledge of the organization's management and its importance despite their possession of this important resource On how to innovate green, achieve and maintain the organization's strategy, and encourage working individuals to follow the method of brainstorming ideas to stimulate their creative abilities.

Second: Recommendations

- 1- The necessity of building a solid intellectual base in the organization and working to develop it by comparing the current situation of the organization with the goal it seeks to achieve.
- 2- Developing employees' competencies and capabilities by assigning them new, difficult tasks.
- 3- The need to pay attention to the strategic alignment of any organization by allowing employees to express their opinions and suggestions regarding developing work in it, while encouraging direct dialogue between the organization's management and them for the purpose

of maturing creative ideas This is done through friendly meetings and gatherings that enable employees to launch their ideas, where the final result of this payment is the organization's efficiency.

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