



## The Impact of Organizational Innovation Climate on Sustainable Competitive Advantage- Empirical Study

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### Abstract:

The problem of the research is that some companies lack the mechanisms and policies that to enhance the loyalty of these valuable resources, which led to difficulties in generating knowledge, producing, storing, investing and investing information to achieve a sustainable competitive advantage. In addition, companies are still working with the traditional wage system (monthly salaries), which makes people not think about adding value to work. The research aims to determine the level of variables for researchers to clarify the impact of the organizational innovation climate on sustainable competitive advantage. The Qualitative approach is used based on research. The research was applied in Internet Companies (Earth Link, Al-Hayat, Al-Jazeera, Hala Al-Rafidain, Orient, Sobriel, and Dish Net) in the city of Baghdad. A sample of (167) individuals in the aforementioned companies was chosen, relying on the methodology of this research, which is the survey methodology that relies on analyzing the questionnaire based on theoretical hypotheses that have been proven through practical tests and comparing the results between them.

The research finds that dimensions are available regarding the climate of organizational innovation and sustainable competitive advantage. The results show that there is an impact of the organizational innovation climate on the sustainable competitive advantage

**Paper type:** Research paper

**Keywords:** organizational innovation climate, sustainable competitive advantage

## 1. Introduction

In line with the requirements of the business environment and its reflection on the Iraqi environment, the researchers chose the most important pillar in the technology sector, which is knowledgeable human resources and how organizations deal with them. The researchers desire to know the level of organizational innovation climate for Internet sector companies and how these two elements affect the possibility of achieving a sustainable competitive advantage. The justification for choosing the topic of the research is that this topic is vital, controversial and recent for the Iraqi technological sector or the Internet sector on a large scale, especially after the year (2003) and the unprecedented openness of Iraqi markets to neighbouring and global countries and attracting people with knowledge and digital skills. The sector is one of the important sectors that has direct contact with the needs and desires of customers and the transformation of the services provided by companies from necessary services to entertainment. Consequently, the study introduces an important question, which is "To what extent is the organizational creativity climate capable of achieving the sustainable competitive advantage?". The creative climate or the provision of creative means of support, as the modern literature in the field of business administration considers individuals with knowledge and a climate of creativity as one of the necessary means that provide an opportunity to produce rare or innovative services. In addition, competitors cannot imitate, replace, or transfer them easily. This in turn increases the ability of the organization to maximise its competitive strength.

The researchers seek to clarify the justification for choosing the sector under study. It is necessary to choose the appropriate sector for the research variables from among several sectors. The search and investigation reveal that the Internet companies in Iraq represent the appropriate research community, and the Ministry of Communications is used to determine the number of continuous companies, which are (33) companies. The selection of companies is due to the continuous field trips to detect these companies by the researcher, and assistance was provided by companies to the researchers in locating companies spread throughout Iraq. Some companies agreed to conduct the study and spread it all over Iraq. In cooperation with the Planning and Follow-up Department in the Ministry of Communications, the researchers distributed the questionnaire to (7) companies, as their departments agreed to provide data, distribute questionnaires, and review the financial records.

### 1.1 literature review

There are many studies that dealt with the organizational innovation climate. The most prominent study is Chou and other's study (2010) which developed a measure of the organizational innovation climate. This study aimed to analyze the correlation between the climate of organizational creativity for teachers of technical and vocational schools, computer self-efficacy, and employees of continuous e-learning in Taiwan. In addition, Luo et.al (2018) clarify the relationship between extraversion and creativity among employees and to know the mediating effect of the organizational innovation climate. Ibrahim, et.al (2018) suggested that there is an effect of the organizational innovation climate on the creative behavior among workers in the electronics sector. In addition, Pa'wan, (2018) reviewed the knowledge of the impact of the organizational innovation climate on organizational commitment in Malaysian higher education institutions. Gutu (2020) also studied the importance of leadership on the organizational innovation climate. The aim of the study is to know the relationship between the transformational leadership style and the organizational climate perceived for creativity within software companies. The study's results show the impact of leadership on the climate of creativity in software companies. Furthermore, the results of Alfawaire & Atan (2021) study revealed the importance of the climate of creativity as a mediating variable to achieve sustainable competitive advantage.—Banmairuroy et.al, (2022) concluded that knowledge leadership and human resource development indirectly affect sustainable competitive advantage through the constituent factors of organizational innovation.

There are many studies dealt with the sustainable competitive advantage. The most important of these studies is Foon and Nair's study (2010) which created a new theoretical approach to the sustainability of competitive advantage. This study also developed a new measure aimed at rethinking sustainable competition in the context of the 21st century. The concept of advantage and how to distinguish dimensions and indicators of the sustainability of competitive advantage in the past. Lee et al. (2016) raised the importance of social responsibility skills for companies with the sustainable competitive advantage. Hamad (2020) also raised the importance of customer roles through the voice of customers and attention to their needs. Pei et.al (2020) explained that the multiplicity of purchase positions and renewed customer cases constituted a source of concern for companies in how to obtain their satisfaction and persuade them by various means and methods. Zhang et.al (2022) suggested that it checks the capabilities or resources that the organization possesses and current or potential competitors find it difficult to replicate because of the quality it possesses that exceeds competitors. Mugoni et.al (2023) concluded that relying on the knowledge-based view of the company and the theory of resources and capabilities is the main support for sustainable competitive advantage.

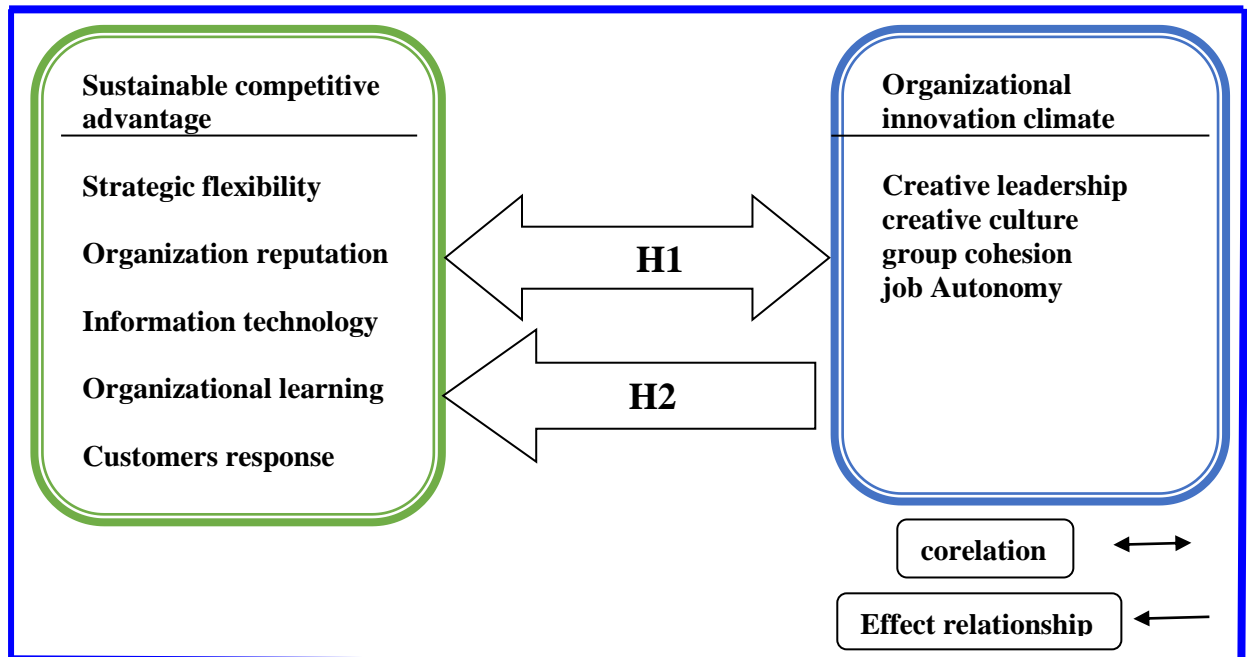
The research seeks to answer the following question: "To what extent is the organizational creativity climate capable of achieving the sustainable competitive advantage?" In light of the research problem, the following questions can be answered

- A: What are the managers of the analyzed organization's perception of the organizational creativity climate?
- B. To what extent do the interviewed organization's executives understand the sustainable competitive advantage?
- C. How are innovation environments and the sustainability of competitive advantage lasted?
- D. To what extent does an organization's innovation climate affect the sustainable competitive advantage?

The research objective is to determine the level of interest in organizational innovation climate and the sustainability of competitive advantage of related organizations by diagnosing the reality and relative importance of organizational innovation. The study also attempted to examine the correlation between organizational innovation climate and sustained competitive advantage. the study also attempts to examine the impact between institutional innovation climate and the sustainable competitive advantage

## 2. Material and Methods

### 2.1 Hypothetical research plan



**Figure (1) shows the hypothesis diagram of the research**

### 2.2 Research hypotheses

The first main hypothesis: there is a statistically significant correlation between the climate of organizational innovation and the sustainable competitive advantage, and the following sub-hypotheses emerge from it:

- A- There is a statistically significant correlation between innovation leadership and the sustainable competitive advantage
- B- There is a statistically significant correlation between innovation culture and the sustainable competitive advantage.
- C- There is a statistically significant correlation between group cohesion and the sustainable competitive advantage.
- D- There is a statistically significant correlation between functional independence and sustainable competitive

The second main hypothesis: there is a statistically significant effect relationship of the organizational innovation climate on the sustainable competitive advantage, and the following sub-hypotheses emerge from it:

- A- There is a statistically significant effect of innovation leadership on the sustainable competitive advantage.
- B- Innovation culture has a statistically significant effect on sustainable competitive advantage
- C- Group cohesion has a statistically significant effect on sustainable competitive advantage
- D- Functional independence has a statistically significant effect on sustainable competitive advantage.

### 2.3 Organizational innovation climate

Drucker believes that the principles of creativity at the level of organizations are works or studies. There is a need for organizations that seek to develop and do them (Muslim 2015). The term organizational innovation climate aims to embody the culture of the organization in creative production through climate-specific factors. Moultrie and Young (2009) studied adopting the principle of participation, training employees, giving priority to research and development, leaning towards the decentralized organization, adopting objective systems for evaluating performance, interaction and integration between the organizational entity and various activities, supporting administrative leadership and working to create the appropriate environment for creativity and the importance of senior management with the importance of providing the necessary funds and equipment to carry out research and development operations and implement proposed creative ideas, honoring and developing creators, creating a social organizational climate that contributes to developing and encouraging creativity, and creating values and practices that accept meaningful change (Darwish,2014). Creativity combines three things, which are talent, ingenuity, and knowledge. The organizational innovation climate is defined as the behavioral traits that stimulate creativity, such as adventure, openness, freedom, and psychological comfort that work to develop the organization by creating new products and processes (Chou et.al 2010). The organizational innovation climate is defined as employees' awareness of organizational policies, organizational flows, management behaviors, and other factors that directly or indirectly support the organization's creativity, as well as the way organization members understand what is important to a creative organization and should develop it (Gogoi et.al, 2022). Jing and Zhou (2010) claim that the organizational innovation climate is the shared perceptions of group members about creative policies, practices, procedures, and other organizational environment. McLean (2005) indicated that it is an orientation of organizational culture and represents a set of attitudes, feelings and behaviors that characterize organizational life. Ghosh (2015) indicated that it is the workplace atmosphere that includes factors of the social and environmental context of the organization such as employee care, pleasant atmosphere, openness of communication, emotional and functional support provided by supervisors to their employees, willingness of employees to exchange experiences, ideas and responsibilities in the creative process, and orientation towards risks.

The researchers believe that the scale of their study is united by relying on the scale of Chou et, al (2010) and they are (creative leadership, creative culture, functional independence and group cohesion). Resources, challenges or organizational encouragement and encouragement of supervisors are the priorities of innovation leadership and the commitment of senior management to that and an abbreviation for the ramifications and diversity of particles. In addition, the dependent dimensions are more consistent with the current environment. The researchers and theorists invite to apply the culture and innovation leadership and the flexibility of work with functional independence and the call for joint action and cohesion between working individuals.

### 2.4 sustainable competitive advantage

The concept of the sustainable competitive advantage is a major issue in the field of strategic management, marketing and organization theory in the last half of the twentieth century. Salimi, et.al, (2020) developed a perspective from several perspectives, as it shifted from the perspective of the industry to the perspective of the organization. The perspective of the industry stresses the necessity of market power and intensity. The resource-based perspective focuses on organizational efficiency (Lado et.al,1992). The perspectives provided strong foundations for researchers in organization theory, strategic management and marketing to dismantle the subject in a more elaborate and clear form (Chereau, 2012). In the same context, Yan et.al (2018) believe that sustainable competitive advantage has two characteristics. The first is possession of a certain point in a long period of continuity and maintenance.

The second is that it is a continuous combination of many short advantages. In order to say that the organization has a sustainable competitive advantage, Coyne (1986) set three conditions for its possession. The first is the awareness of customers that there is a constant difference in the important characteristics between the organization's product and its competitors. The second is that this difference is a direct result that gave the organization the ability to create a gap between the product that it produces and the products of its competitors. The third is continuity of difference in important characteristics in products and continuous innovation over a long period of time. Many researchers described the sustainable competitive advantages as a multi-dimensional and relative concept without a globally approved definition, as researchers and practitioners in management are not in complete agreement with regard to the determinants of competitiveness and its sources inside or outside the organization or the material or intangible nature of sources of competitive advantage are subjects of intellectual debate. In regard to definitions of the sustainable competitive advantage, Clemons (1986) defined it as an organization that obtains a return on investment greater than the industry standard and persists long enough to change the nature or relative strength of industry competition despite market entry and repeated attempts by competitors. Barney (1991) defined it as the implementation of a value-creating strategy that is not simultaneously implemented by any current or potential competitor and when other organizations are unable to replicate the benefits of this strategy. Bharadwa et al., (1993) indicated that it is a set of unique resources (assets) and skills (abilities) that the organization possesses and distinguishes it from other competing organizations. Pitts and Lei (1996) refer to it as the ability of the organization to exploit its internal sources of strength in the performance of its activities to create value that competitors cannot achieve. Kazem and Lynch (1999) believe that it is the continuity and continuity of the organization in achieving excellence through continuous and permanent renewal and development of resources. In the same context, Macmillan and Tampose (2000) indicate that the sustainable competitive advantage is the basic capabilities and managerial or technical sub-system present in various technologies and processes, which is a unique resource for obtaining a competitive advantage. Peteraf et al. (2003) argue it is the organization's performance in creating economic value greater than current or potential competitors. As for the dimensions of the sustainable competitive advantage, Foon and Nair (2010) adopted the dimensions (strategic flexibility, organizational reputation, information technology, customer response, quality, and organizational learning). These dimensions are most suitable for the nature of competition in the modern era and the field of research because the environment is more changing in the technological aspect, and it is the most competitive organizations or organizations at the present time.

### 3. Discussion of Results

#### 3.1 Correlation hypothesis test

Hypothesis testing can be explained as follows

**Table (1) tests the link hypothesis of the sustainability of competitive advantage and organizational innovation climate**

| Variables                         |                       |                         |                        |                    |                         |                                       |
|-----------------------------------|-----------------------|-------------------------|------------------------|--------------------|-------------------------|---------------------------------------|
|                                   | Strategic flexibility | Organization reputation | Information technology | Customers response | Organizational learning | The sustainable competitive advantage |
| Innovation leadership             | 0.210**               | 0.088                   | 0.005                  | 0.237**            | 0.242**                 | 0.225**                               |
| Innovation culture                | 0.224**               | 0.143                   | 0.134                  | 0.266**            | 0.237**                 | 0.287**                               |
| Group cohesion                    | 0.477**               | 0.379**                 | 0.347**                | 0.382**            | 0.343**                 | 0.537**                               |
| Job Autonomy                      | 0.565**               | 0.464**                 | 0.499**                | 0.359**            | 0.252**                 | 0.591**                               |
| Organizational innovation climate | 0.473**               | 0.344**                 | 0.317**                | 0.400**            | 0.344**                 | 0.526**                               |
| N =167                            | significant at 0.05   |                         |                        |                    |                         |                                       |

According to Table (1), it is clear that:

A- Discussion and interpretation of the correlations between innovation leadership and dimensions of sustainable competitive advantage. The dimensions are clear from Table (1), and there is a correlation between innovation leadership and three dimensions of the sustainability of competitive advantage at a significant level (0.000) and they are strategic flexibility, customer response and organizational learning, as the values are (0.210 \*\*, 0.237\*\*, 0.242\*\*) respectively, which are positive direct relationships, and the highest relationship of innovation leadership was with the organizational learning dimension, as it reached (0.242\*\*) and at a significant level (0.002). This indicates that the leadership or heads of departments are working to benefit from the experiences of other companies, and they learn from the problems that occur in order to solve them. In addition, they send employees to visit other companies at home or abroad. There are dimensions of the competitive advantage that are not related to it, which are the reputation of the company and information technology, as the values are (0.005, 0.088). In general, the correlation value between innovation leadership and the sustainable competitive advantage is (0.225\*\*) at a significant level (0.004). Based on this result, it can be said that innovation leadership plays an important role in achieving the sustainability of competitive advantage because creativity is the cornerstone of competition and creative ideas, which are the main motive for achieving profits. It gives a strong indication for accepting the first sub-hypothesis (there is a significant correlation between innovation leadership and the sustainable competitive advantage).

B- Discussion and interpretation of the correlations between innovation culture and the sustainability of competitive advantage and its dimensions: It is clear from Table (1) that there is a correlation between innovation culture and the three dimensions of the sustainability of competitive advantage at a significant level (0.000), namely strategic flexibility, response to customers and organizational learning, as the values are (0.224 \*\*, 0.266\*\*, 0.237\*\*) respectively, which are positive direct relationships, and the highest relationship of group cohesion was with the response to customers, as it is (0.266\*\*) and a significant level (0.000). This indicates that the innovation culture applies to all departments, including offices front-end and speedy implementation of requests and responses to customer complaints and knowledge of

their desires through communication or direct. This means that culture is included in all the details of the company and all departments. There are dimensions of innovation leadership, which are the reputation of the company and information technology, that were not related to it, as the values are (0.143, 0.134). In general, the value of the correlation between innovation culture and the sustainable competitive advantage is (0.287\*\*) at a significant level (0.000). Based on this result, it can be said that the innovation culture is important for the sustainability of competitive advantage through customs, traditions, rituals and ceremonies, encouraging billboards, honoring creators, holding annual parties for workers with creativity and stimulating them. All this gives a competitive advantage in the business market, and this gives evidence of what has been discussed and to accept the second sub-hypothesis (there is a significant correlation between innovation culture and the sustainable competitive advantage).

C- Discussion and interpretation of the correlations between group cohesion and the sustainability of competitive advantage and its dimensions: It is clear from Table (1) that there is a correlation between group cohesion and all dimensions of the sustainability of competitive advantage at a significant level (0.000). The values are (0.224\*, 0.266\*\*, 0.237\*\*, 0.382\*\*, 0.343\*\*), respectively, which are positive direct relationships. It indicates that cooperation between individuals working in the performance of daily work makes the exchange of information easier and the acquisition of experiences through sharing and transfer of knowledge. It contributes in overcoming obstacles and difficulties when the group is cohesive because it is stronger in understanding the general situation of the internal and external environment and the cross-pollination of ideas. In general, the value of the correlation between group cohesion and competitive advantage is (0.537\*\*) at a significant level of (0.000). Based on this result, it can be said that the cohesion of groups, the building of work teams or groups of practice, and the exchange of visions and ideas create a positive and creative atmosphere, and the company creates a suitable atmosphere for work. Each individual performs a certain function and the exchange of function creates important morale for the other members and evidence of what has been discussed, as this gives a strong indication for accepting the third sub-hypothesis (there is a significant correlation between group cohesion and the sustainable competitive advantage).

D- Discussion and interpretation of the correlations between functional independence and the sustainability of competitive advantage and its dimensions: It is clear from Table (1) that there is a correlation between functional independence and all dimensions of sustainability of competitive advantage, which are strategic flexibility, company reputation and information technology, the response to customers and organizational learning, at a significant level (0.000), as the values are (0.565\*\*, 0.464\*\*, 0.499\*\*, 0.359\*\*, 0.252\*\*), respectively, which are positive direct relationships. This indicates that giving freedom to individuals by the leadership and granting them all powers relieves the pressure on their shoulders and makes room for unleashing their intellectual faculties and talents. Also, the sector environment encourages flexibility and remote work because transactions are carried out by computers and electronic programs. As for the overall relationship between functional independence and the sustainable competitive advantage, the value of the correlation between them is (0.591\*\*) at a significant level (0.000). In a space to search for what is new and motivated by creativity and continuous innovation of organizational vision and processes, and this is evidence of what has been discussed, it gives a strong indication for accepting the fourth sub-hypothesis (there is a significant correlation between functional independence and the sustainable competitive advantage).



Referring to Table (1), there is a relationship between the organizational innovation climate and the sustainability of competitive advantage at a significant level (0.000) and with a correlation value of (0.526\*\*). Leaders, individuals, culture and groups create a competitive advantage that directs the company towards the advantage of monopolizing operations, programs and services provided to customers and thus earning more profits and continuing to adopt new methods that support the survival of companies for the longest possible period. In light of these data, the second main hypothesis is accepted (there is a correlation between the climate of the creative organization and the sustainable competitive advantage). The research agrees with the research of (Banmayuroy, et.al, 2022).

### 3.2 Impact hypothesis test

In this test, the researchers demonstrate the effect between hypotheses

**Table (2) Impact hypothesis test**

| Variables                         | The sustainable competitive advantage |             |                |                    |                 |       |
|-----------------------------------|---------------------------------------|-------------|----------------|--------------------|-----------------|-------|
|                                   | (a)                                   | ( $\beta$ ) | R <sup>2</sup> | The calculated (F) | The tabular (f) | Sig   |
| Innovation leadership             | 2.419                                 | 0.526       | 0.277          | 63.095             | 6.79            | 0.000 |
| Innovation culture                | 3.594                                 | 0.000       | 0.050          | 8.766              | 6.79            | 0.004 |
| Group cohesion                    | 3.527                                 | -0.057      | 0.083          | 14.845             | 6.79            | 0.000 |
| Job Autonomy                      | 2.663                                 | 0.330       | 0.288          | 66.736             | 6.79            | 0.000 |
| Organizational innovation climate | 2.702                                 | 0.415       | 0.349          | 88.377             | 6.79            | 0.000 |
| N =167                            | significant at 0.05                   |             |                |                    |                 |       |

A- Based on the results of Table (2), the calculated (F) value for innovation leadership on the sustainability of competitive advantage was (8.766), which is greater than the tabular (F) value of (6.79) at the level of significance (0.01), i.e. with degree confidence (99%). This means that innovation leadership has an impact on achieving the sustainable competitive advantage. Through the value of the coefficient of determination (R<sup>2</sup>) amounting to (0.050), it is clear that the innovation leadership dimension explains (5%) of the variables that occur in the sustainable competitive advantage, while the remaining percentage (95%) is due to other variables that are not included in the research model. It is evident through the value of the marginal tendency coefficient ( $\beta$ ) of (0.000) that increasing innovation leadership by one unit will lead to an increase in the sustainability of competitive advantage by (0%). The value of the constant (a) in the equation was (3.594). When the innovation leadership dimension is equal to zero, the sustainability of competitive advantage will not be less than this value, as shown in the following equation:  $Y = 3.594 + 0.00(X)$ . This means that the leadership has the ability to support creativity by urging workers to be creative by providing rewards or letters of thanks and appreciation or honoring as a form of motivation and support for them. Thus, the first sub-hypothesis was accepted (there is a significant effect of innovation leadership on the sustainable competitive advantage).

B- From Table (2), the calculated value (F) of the innovation culture on the sustainability of competitive advantage was (14.845), which is greater than the tabular value (F) of (6.79) at a significance level of (0.01), with a confidence level of (99%). This means that innovation culture has an impact on achieving the sustainable competitive advantage. Through the value of the coefficient of determination (R<sup>2</sup>) of (0.083), it is clear that the innovation culture dimension explains (8%) of the variables that occur in the sustainable competitive advantage, while the

remaining percentage (92%) is due to other variables that are not included in the research model. It is clear from the value of (0.057) that increasing the innovation culture by one unit will lead to an increase in the sustainability of competitive advantage by (5%). The value of the constant (a) was in equation (3.527), that is, when the innovation culture dimension is equal to zero, the sustainability of competitive advantage will not be less than this value, as shown in the following equation:  $Y = 3.527 + 0.057 (X)$ . This indicates that the innovation culture through publishing invitations and regulations or conducting competitions and annual honoring of creators helps to create a positive atmosphere that stimulates work. Therefore, the second hypothesis was accepted (there is a significant impact of innovation culture on the sustainable competitive advantage).

C- The calculated value (F) of group cohesion on the sustainability of competitive advantage was (66.736), which is greater than the tabular value (F) of (6.79) at a significant level of (0.01), with a level of confidence (99%). This means cohesion affects the group in achieving sustainable competitive advantage. Through the value of the coefficient of determination ( $R^2$ ) of (0.288), it is clear that after group cohesion explains (28%) of the variables that occur in the sustainable competitive advantage, while the remaining percentage (72%) is due to other variables that were not included in the research model. It is clear from the value of the marginal tendency coefficient of (0.330) that increasing group cohesion by one unit will lead to an increase in the sustainability of competitive advantage by (33%). The value of the constant (a) in the equation was (2.663), which means that when the group cohesion dimension is equal to zero, the sustainability of competitive advantage will not be less than this value. As shown in the following equation:  $Y = 2.663 + 0.330 (X)$ . This indicates that the cohesion and cooperation of the group through the establishment of work teams or formal groups to consolidate relations and accomplish many tasks have an important role in attracting individuals to work in the company and thus creating the sustainable competitive advantage. Thus, the third sub-hypothesis was accepted (there is a significant effect of group cohesion on the sustainable competitive advantage).

D- According to the calculated value of (F) for functional independence in the sustainability of competitive advantage was (88.377), which is greater than the tabular value (F) of (6.79) at the significance level (0.01), with a degree of confidence (99%). This means that group cohesion has an impact on achieving the sustainable competitive advantage. Through the value of the coefficient of determination ( $R^2$ ) of (0.349), it is clear that after group cohesion explains (34%) of the variables that occur in the sustainable competitive advantage, while the remaining percentage (76%) is due to other variables that were not included in the research model. It is clear from the value of the marginal tendency coefficient of (0.415) that increasing group cohesion by one unit will lead to an increase in the sustainability of competitive advantage by (41%). The value of the constant (a) was in equation (2.702), that is, when the functional independence dimension is equal to zero, the sustainability of competitive advantage will not be less than this value, as shown in the following equation:  $Y = 2.702 + 0.415 (X)$ . This indicates the importance of work Modern digital and Internet companies depend on remote work and give a lot of flexibility and the worker is not tied to the workplace, that is, he can perform a course anywhere to accomplish his tasks and not be bound by the daily working hours, and this gives satisfaction and satisfaction to the workers by giving them the opportunity to choose the place from the homes or the company's headquarters to perform their duties. Thus, the fourth sub-hypothesis (there is a significant effect of functional independence on the sustainable competitive advantage) was accepted.

In general, the results of Table (2) showed that the value (F) for the climate of organizational innovation on the sustainability of competitive advantage is (63.095), which is greater than the (F) tabular value of (6.79) at the level of significance (0.01), with a confidence level of (99%). This means that the climate of organizational innovation has an impact on the sustainable competitive advantage. Through the value of the coefficient of determination ( $R^2$ ) of (0.277), it is clear that the climate of organizational innovation explains (28%) of the variables that occur on the sustainable competitive advantage, while the remaining percentage of (72%) is due to

other variables not included in the research model. It is evident through the value of the marginal slope coefficient ( $\beta$ ) of (0.526) that an increase in the organizational innovation climate by one unit will lead to an increase in sustainable advantage by (52%). The value of the constant ( $a$ ) in the equation was (2.419). When the organizational innovation climate is equal to zero, the sustainability of competitive advantage will not be less than this value. As shown in the following equation:  $Y = 2.419 + 0.526 (X)$ . This indicates that the managers of the departments of companies (the research sample) believe that achieving the sustainability of competitive advantage depends on what it possesses of expertise, knowledge, resources, creative techniques, and functional cohesion that enables it to provide the services provided with quality and efficiency faster than competitors. Thus, the fifth main hypothesis is accepted (there is a significant effect of the organizational innovation climate on the sustainable competitive advantage). The research agrees with the research of (Banmairuroy et.al, 2022).

#### 4. Conclusions

The data analysis reveals that companies are interested in spreading the organizational creativity climate through supporting managers (leadership), establishing an innovation culture and teamwork, as well as giving job flexibility and employee independence.

Data analysis shows that teamwork is the most prominent characteristic over individual work and encourages corporate departments to form work teams, teams of practices, and organizational groups to solve problems and exchange ideas and experiences. The analysis also shows that the speed of response to customers is the most important criterion for the competitive advantage because companies offer services related to the Internet and interact with it in the front office, as well as gaining customer confidence through good treatment and trying to gain and satisfy.

It is clear that the possession of advanced information technology is the basis for building an interactive system with knowledgeable individuals and its reflection on the ability to save information and data and to establish a supportive information base that facilitates the flow of work.

It is found that Internet companies have cooperative relations and partnerships with educational institutions and development training institutions in Iraq to provide these companies with qualified individuals to work with them to achieve the sustainable competitive advantage.

It is clear that the climate of organizational creativity is indispensable at the present time in order to gain a competitive advantage. The company is fully aware that traditional methods are useless in moving forward and excelling over similar companies in the same sector.

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## تأثير مناخ الابداع التنظيمي في الميزة التنافسية المستدامة – بحث ميداني

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### مستخلص البحث:

يسعى البحث الى اهداف منها تحديد مستوى المتغيرات في الشركات المبحوثة، الى توضيح تأثير مناخ الابداع التنظيمي بأبعاده في الميزة التنافسية المستدامة من . وتم تطبيق البحث في شركات الانترنت في مدينة بغداد، وتمثلت مشكلة البحث بأفقداد بعض الشركات اليات وسياسات تعزيز مناخ الابداع مما انتج صعوبات توليد المعرفة وإنتاج المعلومات وتخزينها واستثمارها على النحو المناسب تحقيقاً للميزة التنافسية المستدامة ومن خلال ذلك تم إثارة التساؤل الاتي لماذا انخفض اعتماد المديرين لدى الشركات المبحوثة على مناخ الابداع التنظيمي في تحقيق الميزة التنافسية المستدامة؟، وفي ضوءها تم تحديد اهمية واهداف البحث، وصياغة فرضيات الارتباط والتأثير ومعالجة التأثير السلبي والفروق المعنوية لمتغيرات البحث، وتم الاعتماد على تحليل الاستبانة انطلاقاً من الفرضيات النظرية التي يتم إثباتها عبر الإختبارات العملية ومقارنة النتائج بين الشركات السبع، استهدف البحث عينة من (167) فرداً تمثل مجتمع البحث من المديرين في الشركات ورؤساء الاقسام ومعاونيهم وقد أظهرت النتائج وجود علاقات الارتباط والتأثير على مستوى المتغيرات، وتمكن مناخ الابداع التنظيمي من التأثير في الميزة التنافسية المستدامة للشركات قيد البحث

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: مناخ الابداع التنظيمي ، الميزة التنافسية المستدامة

\*البحث مستل من اطروحة دكتوراه