



THE IMPACT OF SOFT SKILLS ON ORGANIZATIONAL ARCHITECTURE / AN ANALYTICAL STUDY AT AL-RIFAI TEACHING HOSPITAL

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Article history:	Abstract:
Received: 6 th March 2024 Accepted: 4 th April 2024	The current research aims to identify On the nature of the relationship between soft skills and organization architecture,AndThe research problem was to look for leadership styles with capabilities and skills capable of bringing about the required changes, in line with the specificity of health organizations for their major role in improving the quality of services provided to a wide segment of the public in a way that contributes to the continuity of the organization.By providing services,And it was Questionnaire form a toolA major method for collecting data and information that was distributed to the sample, as it amounted to (50) An employee in the divisions and departments of Al-Rifai Teaching Hospital. The data was analyzed using a combination of descriptive and inferential statistical methods, including (standard deviation, arithmetic mean, relative importance,linear regression,Pearson correlation coefficient (through the statistical package)SPSS V 28, Excel). The research reached a set of conclusions, including:.

Keywords: Soft Skills, Organizational Architecture, Communication Skill, Initiative Skill, Team Building Skill.

THE INTRODUCTION

Soft skills are one of the strategic and human conceptsIn contemporary times, it is of great importance to public and private organizations for their distinctive role in assisting workers in the environment in which they work within the boundaries of the organization, and thus building the organization's reputation and continuing to provide services to the public. This importance has increased due to the environmental changes it faces, which makes it necessary for organizations to develop skills. Soft for workers at all administrative levels within the organization, as they are responsible for investing available resources, as wellNoOrganizations can determine their path without a set of indicators to guide their assessmentsTherefore, the absence of such indicators will lead to random movement, conflict of interests, and failure to achieve the desired goals. Therefore, organizations need specific indicators that help them adapt to environmental changes and achieve their goals. Hence, the importance of research emerges to look for leadership styles with capabilities and skills capable of creating The required changes, in line with the specificity of health organizations and their major role in improving the quality of services provided to a wide segment of the public in a way that contributes to the continuity of the organization.

THE FIRST TOPIC/METHODOLOGYTHE STUDY

First/problemthe study

The health organization faces many changes, obstacles, and challenges because it operates in an unstable environment, which requires organizations to maintain their survival, growth, and continuity. To confront these changes, they must exploit all their capabilities, capabilities, and available material and human resources, and discover new capabilities and invest in them in a way that ensures increased efficiency and effectiveness of the organization in long time ,And fromwhereThe importance of research looks forward To create aLeadership styles with capabilities and skills capable of bringing about the required changes, in line with the specificity of health organizations for their major role in improving the quality of services provided to a wide segment of the public in a way that contributes to the continuity of the organization.By providing services. In light of the above, a problem arisesThe studyinPointsThe following:

- 1- What is the nature of the relationship between soft skills and organization architecture?
- 2- What is the availability of soft skills at Al-Rifai Teaching Hospital?
- 3- What level do soft skills affect (communication skill, initiative skill, team building skill).



- 4- What is the level of Al-Rifai Teaching Hospital's achievement of the organizational architecture? (Organizational structure, organizational culture, strategic plan) In hospital work.

Secondly: Importance of the study

The importance is evident in the study. It is of field importance as a description of the health service overlooking essential for every human being, which are as follows:

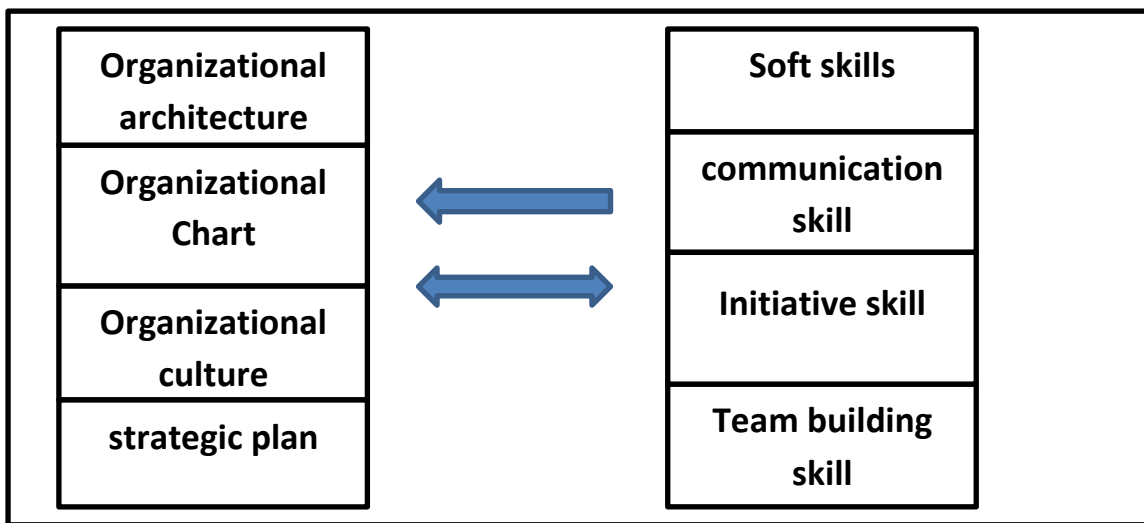
- 1- Lie the importance of variables in the study. Which will be studied is one of the basic components of the success of organizations.
- 2- Variables help the study of Al-Rifai Teaching Hospital in facing the changes and challenges it faces.
- 3- To focus the study on a vital sector such as the health sector, which plays an important role at the health level.
- 4- Providing the scientific foundations that the researched organization can benefit from in developing distinct strategies to ensure that skills are directed towards achieving the organization's goal.

Third: Objectives of the study

- 1- Identify the nature of the relationship between soft skills and... the organizational architecture.
- 2- Identify the availability of soft skills at Al-Rifai Teaching Hospital.
- 3- Identify the level of impact of soft skills dimensions on organizational architecture.
- 4- Identify the level of Al-Rifai Teaching Hospital's achievement of the organizational architecture.

Fourth: Hypothetical research plan

Figure (1) shows the correlation and influence between the research variables:



The figure (1) Hypothetic Research Chart

Fifth: Hypotheses of the study

- **Main hypothesis** There is a statistically significant effect of the dimensions of soft skills (communication skill, initiative skill, skill of building work teams) on the organizational architecture and its dimensions (organizational structure, organizational culture, strategic plan), which branch from the main hypothesis. The sub-hypotheses:
 - 1- The dimensions of soft skills together have a significant impact on the organizational structure.
 - 2- The dimensions of soft skills together have a significant impact on organizational culture.
 - 3- Together, the soft skills dimensions have a significant impact on the strategic plan.
- **Main hypothesis** There is a statistically significant relationship to the dimensions of soft skills (communication skill, initiative skill, skill of building work teams) in the organizational architecture and its dimensions (organizational structure, organizational culture, strategic plan) and sub-hypotheses branch out from the main hypothesis:
 - 1- There is a significant relationship between the dimensions of soft skills and organizational structure.
 - 2- There is a significant relationship between the dimensions of soft skills and organizational culture.
 - 3- There is a significant relationship between the dimensions of soft skills and the strategic plan.

Sixth: Limit of the study



a-Spatial boundaries: The research was applied in the divisions and departments of Al-Rifai Teaching Hospital.
 b-Time limits: The researcher continued to collect data in the researched organization from 1/2/2024 to 1/5/2024.

Seventh: Data collection methods

- 1- The theoretical aspect: Arab and foreign sources that studied the research variables and so on were adopted. The Internet has a wealth of articles, letters, and theses. Arab and foreign research related to MTGS was searched.
- 2- The practical aspect: Relying on the questionnaire as a tool through which the opinions of the research sample are surveyed to obtain information related to the research. It consisted of (18) paragraphs. Two variables, six sub-dimensions were adopted. Five-point Likert scale that scales with weights from (5,4,3,2,1). What? Fill in on the paragraphs (completely agree, agree, neutral, disagree, completely disagree), and the approval was made. Ready-made metrics for search variables which is shown in the table (1)

Eighth/ Society the study and the sample

Schedule (1) Metrics used		
source (scale)	The dimensions investigated	Variables
(2017: Sherwan & Zana)	Communication skill, initiative skill, team building skill	Soft skills
(righteous :2020)	Organizational structure, organizational culture, strategic plan	Organizational architecture

The field aspect of the research was applied at Al-Rifai Teaching Hospital, as it is the only hospital in Al-Rifai district and is considered the backbone of the district in terms of providing health services. The sample was randomly selected from the study population because the most capable of answering the research paragraphs, and the sample members reached (50) Employees from all departments, divisions, lobbies and operating rooms within the hospital. The researcher distributed (65) questionnaire forms, and (51) questionnaires were retrieved, while one of them was not subject to analysis, so that the net sample was (50) observations. :

Schedule (2) Describe the characteristics of a sample the study							
Certificate					Sex		the details
the total	Higher Diploma	Bachelor's	diploma	Preparatory school	feminine	male	
50	20	9	1	20	30	20	the number
100%	40%	18%	2%	40%	60%	40%	The ratio
the age				Functional service			
the total	The ratio	the number	the age	the total	The ratio	the number	Years of service
100%	52%	26	30 or less	100%	32%	16	5 or less
	4%	2	31-35		8%	4	6-10
	2%	1	36-40		8%	4	11-15
	16%	8	41-50		20%	10	16-20
	26%	13	51 or more		32%	16	more 21

Ninth: Statistical methods

The researcher used statistical description that included (standard deviation, arithmetic mean, coefficient of variation, and relative importance).

The second topic /the theoretical side

First/the concept of soft skills

If we look at the administrative literature, we notice an increase in interest in soft skills in recent years, and a focus on them, whether by researchers or organizations in the business market, because of their important roles in the performance of employees and thus in the performance of the organization as a whole. Through this, soft skills can be defined as the personal traits, motivations, goals, and preferences that evaluate the labor market and all fields (Al-



Jarjari et al.,5: 2022). Soft skills are intangible, but quite expressive, they are not measured but rather felt. Unlike organizational structure management, it deals with managing the organizational behavior and expectations of key people associated with a task, and thus soft skills define a manager's skills in strengthening internal organization within an organization (2015: 27,Soon&Zulqarnain). It is also defined as a set of personal qualities, habits, attitudes, and social values that make a person a good employee and a humble coworker. That is, the term soft skills is synonymous with basic skills, basic competencies, and personal skills (2:2018, Aldulaimi). While some people believe that soft skills are only communication skills, soft skills are everything related to skills, abilities, personal traits, attitudes, and behaviors that help soft skills that are not related to the field, and therefore it is a group of service skills such as leading work teams, motivation, and time management. They are called management owners with personal, social and emotional skills (Abu Zaid,405: 2022). Soft skills are defined as abilities related to personality, traits, and positive competencies that enhance personal relationships, job performance, and give value to the market. They include the skills of employees' ability to listen well and communicate effectively, deal with disputes and conflicts within the organization, think critically, work within single work teams, and manage time (Al Ali, 338, 2020). And specify (Willi et al.,13) Four dimensions of soft skills:

1- **Communication skill**It means dealing with leaders and workers in the organization with kindness, as well as dealing with beneficiaries in a good and courteous manner, and therefore it is the ability to speak fluently, the skill of listening and listening, and the ability to provide feedback, form good social relationships within the organization, and motivate others (2013: 1183, Ngang & Saowanee).

2- **Initiative skill**Initiative skill is considered one of the internal motivations of employees, and is affected by a number of factors. Initiative plays an important role in the organization's effectiveness and performance, both from an applied and theoretical perspective.2013:164,Marques).

3- **Team building skill:** It is the ability to manage and represent the group in the workers' environment, and the ability to implement roles effectively, and therefore it is the ability to build a cooperative work team at work and follow instructions and rules (Rao, 29: 2022).

Second: The concept of organizational architecture

The concept of organizational architecture is used to describe the structures that are applied in industrial fields, products, and organizations. Many scholars in management introduced the concept of organizational architecture to conceptualize organizations as systems consisting of elements that interact with each other and the external environment to determine development paths for organizations (Flih,462: 2023), while organizational architecture is known in its general sense as a term that expresses itaAll workinorganizations throughthe jobEssential asSpecificinSee andOrganization's mission,AndCommunication between the organizational structure and other parts (1330: 2014, Sajid & Ahsan), in addition to the primary goal for which organizational architecture was created, which is to enable it to create value for all employees in addition to empowering itself for development and survival (Brickley & Zimmerman, 1821: 2002), while (Niemi & Pekkola, 6: 2016) as the system that supports the organizational structure of the organization in addition to the priorities and behavior of employees by containing all the components that constitute the general system of the organization. In addition (Al-Hakim & Al-Nasrawi, 19:2017) the basic organization of the system that is embodied in its content and its relationship with each other in the environment and therefore as a coherent set of principles, methods and models that are used in the design and verification of the organizational structure, business processes, equipment and infrastructure. Where it is described (Weick,2:2004It is the general description of all administrative and strategic contents of the organization along with the description of the functional and applied organizational structure of the organization, which includes the relationship with all tangible resources necessary for the process of continuous development. Through the above, the researcher sees that organizational architecture is a complex integrated system that includes all the basic elements present within the organization for survival, and therefore it includes the organizational structure, organizational culture, and strategic plan.

Third: Dimensions of organizational architecture:Most researchers agreed on the dimensions of organizational architecture, which are:

1 - **Organizational structure:** The process of understanding the organization and the external environment is necessary in order to know the network of stakeholders and their positions in the organizational structure to know the level of their decisions and authority in the organization. Through this, the processes of control and motivation that shape the behaviors of employees in the organization are carried out, in addition to responding to circumstances and the external environment. and technology used,throughthatI mean, aThe organizational structure istheSystemtheFormal of the tasks and relationships that controlI workindividuals and the use of resources to achieve organizational goals (Kemshall & Waterson, 1997:5..

2- **Organizational culture:** Organizational culture is described as a set of common beliefs, standards, values and expectations to which the organization's members adhere, becoming standards that clarify the type of relationship



and desirable and undesirable behavior. Thus, the need is clearly generated for an organizational architecture that supports the relationships and individuals in the organization to support them and interact, as well as consistency with Other organizations, where the social architecture is generated, which is represented by a network of relational connections in the organization's climate and surroundings, so that knowledge is created and disseminated in organizational contexts through dynamic interactions and complex activities between all actors, organizations and social environments (Al-Hakim & Al-Nasrawi, 20: 2017)

3- The strategic plan: The strategic plan is defined as an action plan for managing the organization and planning, coordinating and implementing organizational processes, that is, it is the competitive moves and work approaches that are implemented by the organizations' managers in order to grow the business, attract customers and satisfy them, and achieve high levels of distinguished performance that achieve great value and competitive ability (Silverman, 2:1997)

The third topic/the practical aspect

1- Display and analyze the results of the research variables

a- Soft skills This axis was based on three dimensions: (communication skills, initiative skills, and work team building skills), as shown in the table.(3) The soft skills were of a moderate degree, and this was reflected in the value the middle Arithmetic, standard deviation and coefficient of variation And Relative importance, and the results reached indicate that human resources are in Al-Rifai Teaching Hospital Possess soft skills from the point of view of the research sample, and this is reflected in the value of the arithmetic mean, which was an amount (2.147), with a standard deviation of (0.534) and a coefficient of variation of (0.246), as is clear in Table (3).

schedule(3) Statistically T Descriptive Dimens

Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Soft skills	T
71%	0.289	0.610	2.110	communication skills	1
70%	0.303	0.723	2.390	Initiative skills	2
56%	0.435	0.879	2.020	Team building skills	3
	0.246	0.534	2.174	Total values	

Source: Program outputs (SPSS V26)

As for the dimensional level We notice In the table there are close ratios between the values the middle Arithmetic Initiative skills achieved the highest mean of (2.39) and a standard deviation of (0.723), which indicates the consistency of sample answers. the study, and the coefficient of variation (0.303) And it was Importance Relativity (70%), which makes this dimension rank second in importance among the dimensions of soft skills. As for communication skills, the arithmetic mean was (2.11), the standard deviation was (0.61), the coefficient of variation was (0.289), and the highest relative importance compared to other skills, as it reached (71%), while team building skills achieved the lowest mean Calculate the amount (2.02) and the standard deviation (0.87) and He was The coefficient of variation (0.435) and the relative importance of this dimension reached (56%), which is the lowest compared to other soft skills.

b-Organizational architecture This axis was based on three dimensions: (organizational structure, organizational culture, and strategic plan), as shown in the table(4) The organizational architecture was moderate, and this was reflected in its value the middle Arithmetic And deviation Standard The coefficient of variation and relative importance, as the results indicate that the arithmetic mean reached (2.464) while He was standard deviation (0.777) and coefficient unless Difference reach (0.315).

schedule(4) Statistically T Descriptive Dimensio

Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Organizational architecture	T
60%	0.400	1.006	2.513	Organizational Chart	1
61%	0.388	0.974	2.513	Organizational culture	2
64%	0.359	0.850	2.367	strategic plan	3
	0.315	0.777	2.464	Total values	



Source: Program outputs(SPSS V26)

We notice in the table above Relative proximity in Value the means between the dimensions, and it becomes clear that the dimensions of organizational structure and organizational culture achieved an equal arithmetic mean of (2.513) and a standard deviation of (0.974 and (1.006) for the two dimensions, respectively, which indicates the presence of moderate dispersion in the answers. Respondents The coefficient of variation was (0.388 and (0.400) respectively for the two dimensions and the level of importance was (61%) and (60%). As for the strategic plan dimension, it achieved an arithmetic mean of (2.367) and a standard deviation of (0.359), which indicates greater consistency than the other dimensions of the architecture variable. Organizational, and the coefficient of variation reached (0.359), which made this dimension ranked first in terms of relative importance, which reached (64%).

2- The relationship between soft skills and their dimensions with the organizational architecture and its dimensions:

The table appears (5) Engagement A strong, positive moral between soft skills and organizational architecture, as its value reached (0.362**) is a positive value greater than (0.05), which indicates the presence of a strong correlation with a significance level of (000), which is less than (0.05), which means that the calculated (t) value is greater than the tabular one, and when reviewing the correlation values of the dimensions with each other We find that all of these correlations are positive and at a level of significance (0.01) and that all Sign. values are less than (0.05), meaning that the calculated (t) values are greater than the tabulated ones.

Schedule (5) Correlation matrix between the dimensions of soft skills and the organizational architecture

Team building skills	Initiative skills	communication skills	Soft skills	
			Degree of correlation	Organizational architecture
0.529	**0.338	0.421	Degree of correlation	Organizational Chart
000	000	000	Moral	
0.404**	0.373**	0.341**	Link	Organizational culture
000	000	000	Moral	
0.431**	0.435**	0.379**	Degree of correlation	strategic plan
000	000	000	Moral	
Moral level	**0.362		<i>Total correlation</i>	

The results show that all correlations between the sub-dimensions between the variables and their relationships with each other and with the two main axes are as follows:

a-communication skills It appears in the table above that the highest correlation for this dimension with the organizational architecture variable was (**0.421) through the organizational structure, which is a positive value greater than (0.05) which indicates a moderate degree of correlation with a significance level of (000) which is less than (0.05), while the lowest correlation value for this dimension with the organizational architecture was (0.341**) through the organizational culture dimension, which is a positive value greater than (0.05). This indicates a moderate degree of correlation with a significance level of (000).

b-Initiative skills It represents the second dimension of soft skills, and it appears in the table above that the highest amount of correlation with organizational architecture was (0.435**) through the strategic plan, which is a positive value greater than (0.05), which indicates a moderate degree of correlation with a significance level of (000), which is less than (0.05). While the lowest correlation value was (0.388**) through the organizational structure, which is a positive value greater than (0.05), which indicates the presence of a moderate degree of correlation with a significance level of (000).

c-Team building skills The above table shows that the highest correlation for this dimension was (0.529**) through the organizational structure, which is a positive value greater than (0.05), which indicates a moderate degree of correlation with a significance level of (000), which is less than (0.05), while the lowest correlation value for this



dimension was with the organizational architecture by (0.404**).) through organizational culture, which is a positive value greater than (0.05), which indicates a moderate degree of correlation with a significance level of (000).

3- **Main hypothesis** Which states that there is a significant effect of the dimensions of soft skills combined in the organizational architecture: Results are in The regression equation estimates a simple linear regression that like The value of the impact of soft skills and their combined dimensions on the dimensions of organizational architecture independently, and sub-hypotheses branched out from them, as the main hypothesis stated (soft skills have a significant impact on organizational architecture), as the relationship will be analyzed according to a simple linear regression model as follows:

$$Y = a + \beta(X)$$

$$Y = 1.138 + 0.527 (\text{soft skills})$$

through a Regression model the previous It turns out that the limit value is a constant She was (1.138) while the value of the β coefficient was she (0.527), and the calculated F value shows a significant effect, as its value reached (7.26), which is greater than the tabulated (F) value of (4.08) at a significance level of (0.05), and this indicates to Soft skills have an impact with a degree of confidence reaching (0.95) in organizational architecture, while appeared value The calculated t (2.69) is a function Statistic In a moral sense (0.010), which indicates that soft skills have the ability to influence the organizational architecture if they are invested correctly and give them the strengths to become distinguished organizations. In addition, the value of the explanation coefficient (R²) was (0.131) and indicates that soft skills explain (13%) of the organizational architecture, while the remaining percentage (87%) is due to other variables not included. By studying, And it may be It relates to the sub-hypotheses that show the effect of the interpretive dimensions (communication skills, initiative skills, and work team building skills) combined on the dimensions of the organizational architecture individually, which emerged from the main hypothesis, which is as follows:

a-Testing the first sub-hypothesis Which stipulates (the dimensions of soft skills together have a significant impact on the organizational architecture), It will be done Analyze the relationship according a Multiple linear regression model and as Next:

$$Y = a + \beta_1(X) + \beta_2(X) + \beta_3(X)$$

$$Y = 1.615 + (-0.41) (\text{communication skills}) + 0.054 (\text{initiative skills}) + 0.400 (\text{team building skills})$$

The table indicates (6) there Moral effect Which is what It showed value F calculated that She was (4.368) which is greater than the value of (F) tabular amounting to (4.08) at the level of significance (0.05), and this indicates that the dimensions of the task R The soft tools combined influence a degree of confidence amounting to (0.95), and this indicates the role that these dimensions play in the process of building the organization by determining the skills required according to For potential available resources, allocate them efficiently, and work to invest them effectively to achieve a high level of performance. In addition, the value of the interpretation factor (R²) was valued at (0.222) and indicates that these dimensions together explain (22%) of the organizational architecture, while the remaining percentage (78%) is due to other variables not included in the research.

Schedule (6) Evaluate the impact of the combined dimensions of soft skills on organizational architecture

indication	Sig	value t calculated	The value of the marginal slope coefficient β	value F calculated	The value of the coefficient of determination R ²	Fixed limit value a	Dependent variable	Dimensions of soft skills
Insignificant	0.820	-0.229	-0.41	4.360	0.222	1.165	Organizational architecture	communication skills
Insignificant	0.742	0.331	0.054					Initiative skills



moral	0.002	4.133	0.625					Team building skills
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Source: Program outputs SPSS V26

As for the level of study variables The table above shows that the value of the fixed limit reached (1.165), as the previous table shows that the value of the effect of work team building skills on the organizational structure is significant, reaching (0.625) and This is what I showed Calculated For this dimension and that She was (4.133) which is greater than the value The tabular t is (2.24) which is greater than (0.05). While the effect of the dimensions (communication skills and initiative skills) was insignificant on the organizational structure, as the amount of that effect was (-0.41 and 0.054), respectively. Where it showed The calculated t reached (-0.229 and 0.331), which is smaller than the tabular one, and with a significant significance, it reached (0.820 and 0.742), which is greater than (0.05).

b-Testing the second sub-hypothesis Which stipulates (the dimensions of soft skills together have a significant impact on the organizational structure), where The relationship is analyzed according to a model a Multiple linear regression as follows:

$$Y = a + \beta_1(X) + \beta_2(X) + \beta_3(X)$$

$$Y = 1.893 + (-0.303) (\text{communication skills}) + (-0.001) (\text{initiative skills}) + 0.625 (\text{team building skills})$$

The table indicates (7) That the effect is significant, and this is indicated by the calculated F value of (6.983), which is greater than the tabulated (F) value of (2.84) at the significance level of (0.05). Where it indicates that The dimensions of communication skills combined affect a degree of confidence amounting to (0.95), and this indicates the role that these dimensions play in the effectiveness of the organizational architecture by determining the goals to be achieved and the efficient allocation of available resources to achieve those goals, which is reflected in the organizational architecture. In addition, the value of the interpretation coefficient (R²) was (0.313). Weddle However, these dimensions together explain the percentage (31.3%) of the processes of building organizational culture, as for the percentages The rest amounting to (68.7%) I rode Oud into variables Other .

Schedule (7) Evaluate the impact of the combined soft skills dimensions on the organizational structure

indication	Sig	value calculated	The value of the marginal slope coefficient β	value F calculated	The value of the coefficient of determination R ²	Fixed limit value a	Dependent variable	Dimensions of soft skills
Insignificant	0.174	-1.382	-0.303	6.983	0.313	1.893	Organizational Chart	communication skills
Insignificant	0.997	-0.003	-0.001					Initiative skills
moral	000	4.133	0.625					Team building skills

Source: Program outputs SPSS V26

As for the level Subvariables The table may show that the values are: H The fixed limit reached (1.893), as the previous table shows that the value of the effect of work team building skills on the organizational structure is significant, reaching (0.625), and this What you explained Valuable H The calculated t for this dimension reached (4.133), which is



greater than the value of tScheduledWhich is by (2.24), which is greater than (0.05).LostThe effect of the dimensions (communication skills and initiative skills) was insignificant on the organizational structure, as the amount of that effect reached (-0.303 and -0.001), and this is what was shown by the valueThe calculated t reached (-1.382 and -0.003), which is smaller than the tabular one, and with a significant significance of (0.174 and 0.997), which is greater than (0.05).

C - Hypothesis testing **HSub-thirdH**Which appeared (The dimensions of soft skills together have a significant effect on organizational culture), as the relationship will be analyzed according to the multiple linear regression model as follows:

$$Y = a + \beta_1(X) + \beta_2(X) + \beta_3(X)$$

$$Y = 1.004 + 0.167 (\text{communication skills}) + 0.127 (\text{initiative skills}) + 0.403 (\text{team building skills})$$

The table indicates (8)thereMoral effectAndWhat is indicated by the valueFThe calculated oneWhich amounted to (3.641), which is greater than the value of (F) tabular amounting to (2.84) at the significance level (0.05),And I meanThe dimensions of soft skills together influence a degree of confidence amounting to (0.95), and this indicates the role that these dimensions play in organizational culture. In addition, the value of the explanation coefficient (R²) was (0.192) and indicates that these dimensions together explain (19.2%) of the organizational culture, while the remaining percentage The amount is (80.8%), so other variables are not includedBy studying.

Schedule (8) Evaluate the impact of the combined soft skills dimensions on organizational culture

indication	Sig	valuet calculated	The value of the marginal slope coefficient β	valueF calculated	The value of the coefficient of determination R ²	Fixed limit valuea	Dependent variable	Soft skills
Insignificant	0.473	0.724	0.167	3.641	0.192	1.044	Organizational culture	communication skills
Insignificant	0.543	0.613	0.127					Initiative skills
moral	0.015	2.535	0.403					Team building skills

Source: Program outputs **SPSS**
V26

As for the levelThe dimension show upschedulethe previousThe value of the fixed limit reached (1.044),ShowThe effect of team building skills was significantT(0.403) In organizational culture this is whatI showed itvalueThe calculated t, which amounted to (2.535), which is greater than the tabulated t, was therefore significant by (0.015), which is less than (0.05), while the effect of (communication skills and initiative skills) on organizational culture was insignificant.may beIt reached (0.167 and 0.127) for each dimension and this is whatI showed itvalueThe calculatedHWhichShe was(0.724 and 0.613) which isaSmaller than aTo be scheduledIts significance reached (0.473 and 0.543), which is greater than (0.05).

D- Testing the fourth sub-hypothesis, which states (TAndThe combined soft skills dimensions in the strategic plan will have a significant impactExplanationRelationshipAccording to formMultiple linear regression as follows:

$$Y = a + \beta_1(X) + \beta_2(X) + \beta_3(X)$$

$$Y = 1.909 + 0.013 (\text{communication skills}) + 0.035 (\text{initiative skills}) + 0.172 (\text{team building skills})$$



The table indicates (9) There is no moral effect According to The calculated F amounted to (0.593), which is less than the value of (F). Scheduled The amount is (2.84) at the significance level (0.05), which indicates that the dimensions of soft skills together do not have a significant impact on the strategic plan.

Section Four: Conclusions and recommendations

1- The search results showed that Al-Rifai Teaching Hospital He dependsonFemale employees and nursesmore thanemployees In administrative and nursing positionsWith a work force characterized by energyatYouth within the productive age limits of those who haveFive years of service and a certificatediplomahigh .

The researcher recommends the administration of Al-Rifai Teaching Hospital BIncreased interestWith youth energies from StaffwhenAssigning them administrative and nursing jobsIn addition to that, there is interest in attracting external talents to achieve a balance between youth energies and those with experience in a way that is compatible with the context of its work..

2- The results of the research showed that there is agreement in the opinions of the research sample that Al-Rifai Teaching Hospital cares about soft skills practices and encourages employees to communicate, communicate, and take initiative, and this stems from the ability of the administrative leadership, as these dimensions obtained the highest arithmetic average according to the agreement of the opinions of the research sample.

The researcher recommends the need to provide leaders with the skill of building work teams so that they can influence others for the better and work in a team spirit.

3- The results showed that Al-Rifai Teaching Hospital has an organizational structure and organizational culture that helps the hospital administration to complete work as quickly as possible and easily deal with all employees, as these dimensions obtained the highest arithmetic average according to the consensus of the research sample.

The researcher recommends that the management of Al-Rifai Teaching Hospital pay attention to the strategic plan as it helps the administration to complete current and future work and develop solutions to problems before they occur.

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