

The relationship between the dimensions of the strategic cohesion and achieving the organizational prosperity/ Applied research in the National Insurance Company

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Abstract:

The research aims to explain the nature of the relationship between the dimensions of strategic cohesion, represented by (strategic logic, organizational excitement, organizational founding, organizational synergy) and organizational prosperity, represented by (intellectual capital, innovation, infrastructure, organizational agility, and sustainable competitive advantage) in the National Insurance Company. The questionnaire was adopted as a tool for collecting data and information from a sample of (64) who were in the position of (General Manager, Branch Manager, Department Manager, Department Manager, Division Officer, Unit Officer) and the statistical program (SPSS v.25) was used. The research reached a number of conclusions, the most prominent of which were: - There is a moderate positive correlation between strategic cohesion and organizational prosperity, and there are also differences in the research sample's response to the questionnaire items according to personal variables (job position). The research recommends increasing awareness and education to enhance the role and importance of strategic cohesion in the minds of employees of the researched company in achieving organizational prosperity, through holding seminars, conferences and organizing workshops in this regard.

Keywords - Dimensions of strategic cohesion, Organizational prosperity

Introduction:

Strategic cohesion is an integrated approach that most organizations seek to ensure the development of efficient and coherent strategies, focusing on strategic logic, organizational excitement, organizational founding, and organizational synergy by their leaders to work to enhance the spirit of work, harmony, and communication among employees to achieve a unified goal, which is survival and success, and in return, organizational prosperity has become It depends to a large extent on the extent of the organization's ability to achieve superiority and distinction with the capabilities it possesses in intellectual capital, innovation, infrastructure, organizational agility, and sustainable competitive advantage. Here, the role of the organization's strategic cohesion is highlighted as it is one of the healthy aspects of organizations, whether industrial or service, leading to organizational prosperity. This research, which deals with a vital topic, came through four sections. The first section was concerned with the research methodology, while the second section was concerned with the theoretical framing of the research. The third section was concerned with statistical description and testing of research hypotheses. As for the fourth section, it was concerned with the most important conclusions and recommendations reached by the research.

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The first section:- Research methodology

First: - The research problem: The research problem was generated through the researcher's observation during her visits to the researched company that there was a weakness within the level of interest and practice of strategic cohesion by its leaders, through which the company could achieve organizational prosperity, and therefore the research problem was embodied in answering the following main question:

Do the dimensions of strategic cohesion lead to maximizing the company's organizational prosperity?

Second: - The importance of research

- 1-Providing and enriching scientific knowledge to be a starting point for researchers to pay attention to these two variables and expand their study in all fields.
- 2- An attempt to direct the attention of officials in the insurance company under investigation to achieve organizational prosperity by employing strategic cohesion.
- 3- The research sheds light on an important sector, which is the insurance sector, which is a vital artery for revitalizing the economy in the country.

Third: - Research objectives

- 1-Determine the degree of order of the dimensions of strategic cohesion and the dimensions of organizational prosperity in the researched company.
- 2-Explaining the nature of the correlation between the dimensions of strategic cohesion and organizational prosperity.

Fourth: Hypothetical research plan: Figure (1) shows the hypothetical research plan, which contains the two main variables- :

- 1-The independent strategic cohesion variable (x) and its dimensions represented by (strategic logic, organizational excitement, regulatory foundry, organizational synergy).
- 2- The dependent variable organizational prosperity (y) and its dimensions represented by (intellectual capital, innovation, infrastructure, organizational agility, and sustainable competitive advantage).

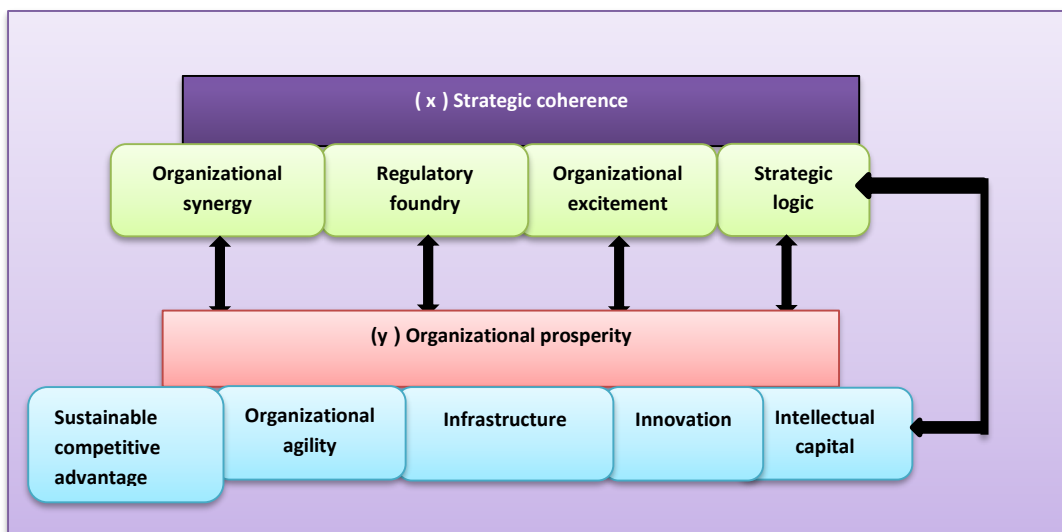


Figure (1) Hypothetical research chart

The first main hypothesis: - There is a significant, statistically significant correlation between overall strategic cohesion and organizational prosperity, and the following sub-hypotheses emerge from it:

- A-There is a significant, statistically significant correlation between strategic logic and organizational prosperity.
- B-There is a statistically significant correlation between organizational excitement and organizational prosperity.
- c -There is a statistically significant correlation between organizational founding and organizational prosperity.
- D-There is a significant, statistically significant correlation between organizational solidarity and organizational prosperity.

Sixth: Research Methodology: The research relied on the descriptive analytical method of information as the appropriate method for research that shows the nature of the relationship between variables in order to produce results that contribute to understanding and interpreting the phenomenon investigated and broadly enrich its basic aspects.

Seventh: Limits of research

- 1 - Spatial boundaries: represented by the National Insurance Company, which is located within the geographical area of Baghdad Governorate.
- 2- Time limits: The period for conducting the research extends from (1/15/2023) to (8/11/2023).
- 3- Human limits: It includes officials in the surveyed company who hold job positions, namely (general manager, department manager, department manager, division official, unit official).

Eighth: - The research community: The research adopted the method of comprehensive inventory of the community of responsible leaders in the researched company and in the functional positions of (general manager, department manager, m. department manager, division official, unit official), who numbered (64) respondents, as shown. In Table (1).

Table (1) Personal information of the research community		
The ratio	Repetition	Gender
37.5	24	male
62.5	40	feminine
100.0	64	the total
The ratio	Repetition	the age
10.9	7	25- Less than 35 years old
21.9	14	35 - less than 45 years old
67.2	43	45 years and over
100.0	64	the total
The ratio	Repetition	Qualification
3.1	2	Preparatory school
20.3	13	diploma
68.8	44	Bachelor's
1.6	1	Higher Diploma
6.3	4	Master's
100.0	64	the total
The ratio	Repetition	Career location
1.6	1	Director general
10.9	7	Branch Manager
46.9	30	Director of the Department
10.9	7	Assistant department manager
18.8	12	Division official
10.9	7	Unit official
100.0	64	the total
The ratio	Repetition	Number of years of service
3.1	2	Less than 10 years
25.0	16	10 – Less than 20 years
39.1	25	20 - less than 30 years old
32.8	21	30 six or more
100.0	64	the total

Ninth: Research Tool: The questionnaire was adopted as a main tool for collecting data and information on the field aspect of the research. After the researcher was acquainted with the literature related to the subject, she prepared the questionnaire's paragraphs and adapted them in accordance with the objectives of the current research, as it included (20) paragraphs related to the dimensions of strategic cohesion and (25) An item related to the dimensions of organizational prosperity, so the total number of items in the questionnaire became (45) items, on a five-point Likert scale (very high, high, medium, low, very low) and with weights (1,2,3,4,5) respectively.

Tenth: The statistical methods used: The statistical program (SPSS v.25) was adopted in calculating (weighted arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, z-test).

The second section: The theoretical framing of the research

First: Definition of strategic cohesion: (Shirvani & Iranban, 2013:3010) defined strategic cohesion as: the growth and progress of the organization in all its various aspects, achieving balance among all its internal and external parts, and adhering to all the basic principles of comprehensive quality management and the self-evaluation system in a way that increases the probability The success of the organization in the long term, as for (Al-Abadi et al., 2016: 216), it represents that it is an effective tool to ensure that the work environment is stable, harmonious, and extremely important for the performance of successful business operations, and it is always targeted by competitors, and finally, it is defined by (Al-Daami, 2019: 71). It is the consistency of strategic choices across the business and functional levels of strategy within the organization.

Second: The importance of strategic cohesion:

Both (Nath & Sudharshan, 1994:47) and (Lusiani & Langley, 2018: 19) determined that the importance of strategic cohesion is represented in the following:

1. Achieving broad organizational commitment of employees, as well as a common understanding of specific strategic goals.
2. Enable better organizational decision making, monitor results, and take responsibility for developing a system for collecting data, monitoring operations, and measuring performance.
3. Improving the quality of services provided to customers, which contributes to improving organizational performance such as increasing sales and profits, achieving a competitive advantage and reducing the costs incurred by the company in its various operations (Musa & Lafta, 2021:1118).

Third: Dimensions of strategic cohesion: The current research relied on the dimensions proposed by (Black et al, 2007) and (Lusiani & Langley, 2018) for strategic cohesion, and these dimensions can be explained as follows- :

- 1- Strategic logic: It is a series of proposed actions that are linked to each other, and seek to achieve the company's goals. The strategic logic is the basic justification for achieving the company's goals of value creation and distribution (Manhal et al., 2015:232), but (Bettis & Prahalad 1995:7) has Strategic logic is defined as the ability to analyze and study the business that helps to significantly restructure the company's business performance by rebuilding its own model and then increasing the efficiency of the company's performance in conducting service or financial business (Al-Ardhi et al., 2015:233). Likewise, logic the strategic approach leads to increasing the organization's ability to achieve goals, identify opportunities, invest in them, diagnose and address them, and make the organization capable of implementing and applying a system that reduces the level of losses, decision-making, planning, improvement, and organizational efficiency (Makki & Lafta, 2022:9396). (Nima & Abdulrahman, 2021: 235).

- 2- Organizational excitement: Excitement begins with leadership as it is one of the behaviors and patterns that enhance administrative work (Bowen & Lawler, 1995:73). Motivating workers is an aspect of organizational excitement, which enables managers to use it to encourage workers to raise their level of performance and efficiency (Reena & Ahmed, 2009: 279), as motivation and excitement are one of the qualities that must be present in the leadership that undertakes the duties of a manager in the organization, including motivating workers (Manmohan, 2013: 25), and adopting a motivation strategy leads to trust between management and workers and their participation in making decisions and breaking boundaries. Internal administrative and organizational management between management and workers, and achieving integration and interdependence (Taher & Lafta, 2021:1825).
- 3-Organizational casting: Organizational casting is one of the basic tasks required for any organization, especially in the field of production processes and product quality (Srivastava: 47, 2010). Organizational casting is strongly linked to the culture of the organization to achieve proactive operations by senior management, 189: 2006. Urrabazo), as organizational culture leads to the stability of the organization through cooperation among everyone in order to achieve the organization's goals (Hadeef and Balahi, 2019: 201), so the organization's culture is a strategic resource for achieving and enhancing organizational performance (Zhengetal, 2010: 763).), as dialogue is an essential part of the organization's culture and one of the best methods for learning strategy in light of comparison and meeting of opinions, and this will be reflected in decision-making and developments in the organization's internal environment (Abbas & Mohamed, 2021: 56).
- 4- Organizational cooperation: Successful strategic cohesion is characterized by effective organizational cooperation between the various departments of the organization, and the success of management depends on the amount of understanding of communication, which is a necessary process in coordinating the efforts of the various activities of the organization and its workers (Al-Anazi, 2010: 13). Communication leads to Organizational communication plays a major role in helping the organization carry out all its tasks and duties within the organization (Hussein, 2014: 18), as communications work to strengthen team spirit, empower workers, give them powers, and build relationships to achieve the foundations of loyalty and belonging (Majeed & Lafta, 2022:7022).

Fourth: Definition of organizational prosperity: Defined by (Mushtaq, 2017: 786) the organization's insistence on growth, development and progress on an upward path and not merely remaining on the path to success or maintaining the status quo, as defined by (Legzain et al, 2015: 1292) the path it seeks. The organization can reach it through the values, attitudes, and expectations of some of the organization's employees, which are compatible with the organization's vision, their organizational commitment, and achieving well-being. As for (Al-Awsa and Jawad, 2019: 127) (Omair, 2019: 139), they explained that it is The organization is distinguished comprehensively through the strategic capabilities and capabilities it possesses in various fields and the extent of its response to dangerous changes, and maintaining its distinction and uniqueness in the work environment. The insurance activity of the researched company is essential to the prosperity of the country's national economy through increasing investments and maximizing profits (2022: 1 Al-Mamouri Al-Sadi&). (Mahmoud Welfatah, 2021: 22)

Fifth: The importance of organizational prosperity: The importance of organizational prosperity can be explained as stated by (Hamid et al., 2021: 316) as follows- :

- 1-Organizational prosperity contributes to the work feeling of progress and momentum as a result of learning and vitality, which reflects positively on employees, and increases organizational sustainability.
- 2- It works to significantly develop employees and provide them with a sense of life, vitality, and aspiration for everything new.
- 3-It provides organizations with the appropriate environment that gives workers opportunities for growth and development, and increases the competencies and capabilities necessary to overcome the current situation.

As organizational prosperity has an effective role in the organization in accordance with regulatory requirements and standards and to maintain continuous communication with the entire insured audience, increase the purchase of insurance services, and confront all risks in a timely manner when they occur (Jawad & Ibraheem, 2021:5471).

Sixth: Dimensions of organizational prosperity: The current research was based on the models of (Besley et al, 2013) and (Al-Shaibani, 2014) and these dimensions can be explained as follows: -

- 1- Intellectual capital: Its definition (Al, 2012:10360) et (Club) is clearer as the mental and intellectual capabilities of the organization's employees who have the potential to invest them in achieving the maximum increase in its market value and increasing the level of growth (Jurezak, 2008:36).

Whereas (Chen et al, 2005:159) defined it as enhancing the organization's market value by employing the human and structural capital that the organization owns to achieve the level of efficiency and improve financial performance (Al-Mutairi and Al-Zaidi, 2021:152: ()), as financial sums must be invested to carry out human resources training And building qualified and trained technicians and administrators for the purpose of providing insurance services to the insured population and obtaining information that helps in making decisions to develop and advance this sector (SAHIB & HAMDAN, 2021:2105). (Hamed & Jawad, 2023: 3)

- 2- Innovation: (Sternberg, 1999) indicates that it is the ability to produce new and appropriate work, the creation of a new, valuable and useful product, service, idea, procedure, or process by individuals working together in a complex social system. Either (Idrisi, 2016:3) It was explained that it is the organization's ability to come up with something new that adds greater value and faster than competitors in the market (Aref & Saeed, 2020:54). This means that the innovative organization is the first to come up with the new idea or come up with the new product or Access to the market (Salman & Al-Nasir, 2016: 169), and Fatih (2012: 14) pointed out a mission, which is that working individuals represent the resource of innovation and the ability to do things in a way that is more important than the rest of the resources, whether in the operations that the organization possesses, including It includes financial, production, or service resources (Al-Jaafari & Muhammad, 2020: 248) (Shaaban & Hussein, 2020: 41).
- 3- Infrastructure: Infrastructure is an interconnected group of basic elements in every organization, through which the necessary structural support is provided for the success of these organizations and the proper conduct of their operations, including green infrastructure, logistical infrastructure, and information and communications technology (Nasrallah and Abu Ziadeh, 2018: 6), and (Ward, 2012: 40) explained that infrastructure measures the degree of information sharing between individuals within their organization from the top of the organizational pyramid to the bottom of the organization, and infrastructure is also the bridge responsible for linking old and new knowledge in the organization. And to translate them into actual work reality, and to apply skills, tools and techniques to insurance activities in accordance with standards and practices for the purpose of achieving the organization's goals (Dawood & Ahmed, 2023:5).

- 4- Organizational agility: It is the organization's ability to respond dynamically to complex, turbulent and uncertain internal and external factors that require change to maintain high levels of performance (Young, 2013:7), and (Al-Quraishi, 2017: 7) explained that it is the flexibility and speed that gives the organization the ability To change its business in order to respond to the changes occurring in its markets, as (ofogebu & Akanbi, 2012:153) explained that it is the decisive reaction by senior management to respond quickly to change to maintain competitive advantage through detection, inquiry, sensing and anticipation (Shahwani et al, 2020: 61).
- 5- Sustainable competitive advantage: (Mahmoud, 2017: 242) indicated that it is the characteristics that distinguish the organization from its competitors and also the process of achieving and enhancing organizational success for their organization in light of globalization and all technological changes characterized by speed in the environments (Husain & Alkhafaji, 2022: 1), and is reflected in the efficiency of the organization's performance of its activities, or in the value of what it provides to customers, or in both (Omer et al., 2021: 91), as (Othman, 2019: 187) explained that it is the implementation of a value-creating strategy that is not imitated, that is, it is the unique position Which the organization develops towards its competitors, as sustainability is achieved through the hard work carried out by a group of working individuals so that the work of each of them is supportive on the basis of its existence, which affects the organization's performance because sustainability is a major and vital requirement for dealing with outputs with a high level of accuracy and organization in Modern Organizations (4147: Abd Ali & Lafta, 2021). (Hamed & Hanan, 2018: 174).

The third section: statistical description and testing of research hypotheses

First: a statistical description of the strategic cohesion variable

It is clear from the results of Table (2) that:

- 1- The strategic cohesion variable achieved an overall mean value of (2.791)◦ with a standard deviation of (0.278)◦ and a coefficient of variation of (9.961)◦ as these results indicate an average degree of response expressed by the respondents towards all dimensions of strategic cohesion, and for the purpose of clarifying any of the dimensions. More important than others, the results showed that the total dimension (strategic logic) came in first place with a coefficient of variation (10.896), with a weighted arithmetic mean of (2.891) and a standard deviation of (0.315), then it came in second place after organizational excitement. On the coefficient of variation (12.295) with a weighted arithmetic mean of (2.806) and a standard deviation of (0.345), it came after regulatory foundry in third place, as its coefficient of variation reached (12.393) and a weighted arithmetic mean of (2.800) and a standard deviation of (0.347). After organizational synergy, it ranked fourth and last, as its coefficient of variation reached (14.029), with a weighted arithmetic mean of (2.666), and a standard deviation of (0.374). The results indicate that the company should pay more attention to all activities, especially those based on communications, horizontal and vertical, Enhancing the communication skills of employees, which has positive effects on the effectiveness of administrative communication.

Table (2) Ranking of strategic cohesion and its dimensions according to the relative coefficient of variation

rank	coefficient of variation	standard deviation	Weighted arithmetic mean	Dimensions of strategic cohesion	T
the first	10.896	0.315	2.891	Strategic logic	1
the second	12.295	0.345	2.806	Organizational excitement	2
the third	12.393	0.347	2.800	Regulatory foundry	3
the fourth	14.029	0.374	2.666	Organizational synergy	4
the first	9.961	0.278	2.791	Strategic coherence	

Second: Descriptive statistics for the organizational prosperity variable

It is clear from the results of Table (2) that:

Overall, the organizational prosperity variable achieved an arithmetic mean of (2.631), an average level with a standard deviation of (0.337), and a coefficient of variation of (12.816). As for the dimensions, the sustainable competitive advantage dimension came in first place in terms of the relative importance of the dimensions of the organizational prosperity variable. With a coefficient of variation of (13.979), a weighted arithmetic means of (2.805) and a standard deviation of (0.392), then it comes in second place after innovation. It obtained a coefficient of variation of (15.515) and a weighted arithmetic mean of (2.634) and a standard deviation of (0.409). After intellectual capital, it came in third place, as its coefficient of variation reached (17.027) with a weighted arithmetic mean of (2.566) and a standard deviation of (0.437). It came after infrastructure in fourth place, as its coefficient of variation reached (17.228), with a weighted arithmetic mean. It reached (2.600), with a standard deviation of (0.448), and came after organizational agility in fifth and last place in terms of relative importance to the dimensions of the organizational prosperity variable, as its coefficient of variation reached (19.262), with a weighted arithmetic mean of (2.550), and with a standard deviation of (0.491). The results indicate that the insurance company should pay more attention to this dimension, as its importance lies in providing operational operations with the ability to complete them correctly and quickly at the lowest costs, and to invest in the available opportunities creatively through their interconnected capabilities represented in readiness to respond to the insured and readiness to respond. For strategic alliance and operational response readiness.

Table (3) Ranking of organizational prosperity and its dimensions according to the relative coefficient of variation

rank	coefficient of variation	standard deviation	Weighted arithmetic mean	Dimensions of the organizational prosperity variable	T
the first	13.979	0.392	2.805	Sustainable competitive advantage	1
the second	15.515	0.409	2.634	Innovation	2
the third	17.027	0.437	2.566	Intellectual capital	3
the fourth	17.228	0.448	2.600	Infrastructure	4
Fifth	19.262	0.491	2.550	Organizational agility	5
the second	12.816	0.337		Organizational prosperity variable	

Third: Testing research hypotheses

1- To test the first main hypothesis, which states (there is a significant, statistically significant correlation between strategic cohesion in general and organizational prosperity) and Table (4) displays the relationship between the investigated variables as follows: -

Table 4: Correlation values between the dimensions of strategic cohesion and organizational prosperity

the decision	Z Calculated	Correlation value and (level. Significance)		Dimensions of the strategic cohesion variable	Dependent variable	
Accept the alternative hypothesis	4.342	0.505**	R	Strategic logic	organizational prosperity	
		0.000	Sig			
Accept the alternative hypothesis	2.935	0.359**	R	Organizational excitement		
		0.004	Sig			
Accept the alternative hypothesis	4.675	0.536**	R	Regulatory foundry		
		0.000	Sig			
Accept the alternative hypothesis	5.139	0.577**	R	Organizational synergy		
		0.000	Sig			
Accept the alternative hypothesis	5.599	0.615**	R	Strategic coherence		
		0.000	Sig			
64= Community size /// 0.01 The correlation is at a significant level **/// 1.96= Tabulation z						

It is clear from the results of Table (4) that there is a positive direct correlation between strategic cohesion and organizational prosperity, as it reached (0.615**) at a significance level of (0.000), where the calculated (Z) value was (5.599), which is greater than the tabulated (Z) value. (1.96), and the result indicates that the more the company's management pays attention to a group of activities that contribute to enabling it to identify processes that are compatible with its work environment to enhance the insurance tool, the more this contributes to achieving its organizational prosperity, and this result confirms the acceptance of the main research hypothesis.

2- Testing the sub-hypothesis

To test the sub-hypotheses, the results of Table (4) show the following:

a- The value of the correlation coefficient between the strategic logic dimension and organizational prosperity was (0.505**). This result indicates that the more the company's management pays attention to its vision and future outlook and constantly strives to know its reality and periodically analyze the internal and external work environment, the more this contributes to achieving organizational prosperity. It has, and the calculated z value of (4.342) is greater than the tabulated z value of (1.96), and this confirms the acceptance of the first sub-hypothesis.

b- The value of the correlation coefficient between the dimension of organizational excitement and organizational prosperity was (0.359**), and this result indicates that the more the company cares about showing respect and appreciation to its employees and making them feel confident in their abilities to achieve the company's goals efficiently and effectively, the more this will contribute to achieving its organizational prosperity. Also, the calculated z value of (1.96) is greater than its tabulated value of (7.935), and therefore the second alternative sub-hypothesis is accepted.

c- The value of the correlation coefficient between the organizational foundry dimension and organizational prosperity was (0.536**), and this result indicates that the more the company's management is keen on preparing and documenting business rules for performing insurance activities and issuing insurance documents, the more this will contribute to achieving its

organizational prosperity. Also, the calculated z value of (4.675) is greater than its tabulated value of (1.96), and this indicates acceptance of the third alternative sub-hypothesis.

d- The value of the correlation coefficient between the dimension of organizational synergy and organizational prosperity was (0.577**), and the result indicates that the more the company's management analyzes the information in detail and secures an internal communications network that works on effective coordination and integration of activities and tasks to achieve insurance goals, the more this contributes to Achieving organizational prosperity, and the calculated z value (5.139) is greater than its tabulated value of (1.96), which confirms the acceptance of the fourth sub-hypothesis.

Section Four: Conclusions and recommendations

First: Conclusions

- 1-There is agreement by the research community to a moderate degree on the paragraphs of each of the variables: strategic cohesion and organizational prosperity.
- 2-The ranking of the dimensions of strategic cohesion, from the perspective of the respondents, was in descending order, as follows: - (Strategic logic and organizational excitement) ranked first and second, respectively, while the ranking level for the dimensions (organizational casting and organizational synergy) was at the third and fourth levels, respectively, which calls on the company to improve them further in the future.
- 3-The dimensions of organizational prosperity were arranged from the perspective of the respondents in descending order (sustainable competitive advantage, followed by innovation) at the first and second levels, respectively, and then (intellectual capital, infrastructure, and finally organizational agility) at the third, fourth, and fifth levels, respectively. Which requires the researched company to reconsider its improvement and development in the future.
- 4-The results revealed that there is a direct and positive correlation between strategic cohesion and organizational prosperity of the investigated company, with a value of (0.615). This gives an indication of the extent of the significant positive correlation of strategic cohesion in achieving organizational prosperity for the National Insurance Company.

Second: Recommendations

- 1.The research recommends that the management of the researched company pay attention to practicing strategic cohesion for its effective role in achieving survival and success in order to reach organizational prosperity.
- 2.Motivating employees and encouraging them to develop their own abilities, and encouraging them to develop team spirit through teamwork for the purpose of increasing cohesion and communication among them to achieve the company's goals.
- 3.Working to increase the company's interest in its organizational culture, which distinguishes it from other companies and which leads to demonstrating its identity and acquired experience to improve its performance and achieve its insurance goals and its optimal use of functional excellence to serve the company's interest by adopting advanced electronic systems and programs.
- 4.Improving administrative capabilities by resorting to documenting approved work rules and procedures in an efficient and effective manner, and providing simplified and appropriate procedures for the insured in the field of issuing documents and paying premiums and compensation, as well as providing staff that can bear the workload.

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