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The Impact of Productive Efficiency in Achieving the Competitiveness of a Business Organization-Field Research at Al-Nisour University College, Iraq

Noor Qusay Abdul Razzaq
Department of Business Administration, Al-Nisour University College, Iraq

ABSTRACT
The research aims to study the role of productive efficiency in achieving the competitiveness of the business organization by testing the relationship models and the effect between them. As embodied, the research problem was in question: What is the role of productive efficiency in achieving the competitiveness of the business organization and what is the reality of the relationship between them in the researched organization? The research was limited to Al-Nisour College, one of Iraq's most important private universities. The research sample consisted of 34 employees, which included individuals working in it at the upper and middle administrative levels and the two teachers. The questionnaire was adopted as a primary measuring tool for the research, in addition to personal interviews to collect data. Used the Cronbach's (Alpha) equation was, where the scale reliability coefficient reached 0.837 and this result is also excellent, indicating that the scale is consistent and internally consistent. The research also relied on the descriptive and analytical approach to display and analyze the data. Several statistical methods were employed to analyze this data (Pearson correlation coefficient, simple regression analysis method, F and t-test). Among the most important conclusions reached by the research: The overall productive efficiency of the researched organization contributed to influencing the market share that achieves the competitiveness of the business organization. As for the most important recommendations made by the research: The organization in question should pay attention to the concepts of productive efficiency. Its dimensions as a method to support and achieve the competitiveness of the business organization include all strategies and activities adopted by the organization in dealing with its capabilities and resources efficiently. Moreover, focus on achieving the economies of scope, size and learning and investing the capabilities of its employees serving by providing services Distinguished and at low costs, which contributes to achieving its market share and the competitiveness of the business organization.

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Key Words
Productive efficiency, Business, The competitiveness of a business organization, College, Iraq

Corresponding Author
Noor Qusay Abdul Razzaq
Department of Business Administration, Al-Nisour University College, Iraq

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INTRODUCTION

Organizations change the size and structure of their business over time. Because they are constantly trying to adapt to the size, nature and characteristics of the markets with which they interact and to compensate for the processes of "Natural selection" that inevitably lead to the elimination of those units that are unable to produce a certain amount of production at the lowest total costs. To survive in the long run, the organization needs to organize its operations in terms of technical and economic efficiency, i.e., it has to maximize the output of factors in the production cycle. Furthermore, to survive Being alive in the long run, the organization needs to organize its operational processes in terms of technical and economic efficiency, i.e., it has to maximize the output of factors in the production cycle. Often growth is driven by the organization's pursuit of survival and continuity by ensuring its competitiveness over its competitors within the same sector, increasing its sales and satisfying its customers to achieve a good market share.

MATERIALS AND METHODS

Research problem: The private education sector is one of the crucial sectors in Iraq. In light of the intense competition and the increase in the number of private universities. And the increasing demand by students. Therefore, it was necessary to study the productive efficiency of the university and know the level of efficient resource utilization and achieve it to reduce costs and does this have a role in achieving a share a good and competitive market. This was the basis of our research problem and a sample was selected (Al-Nusour University College) to present the problem and its branch. Get out of it the following questions:

- Does the university under study have intentional or unintended directions or practices to use cost-reducing methods and thus achieve productive efficiency?
- Do the employees of the studied university have sufficient knowledge about achieving productive efficiency?
- Does the university under study have the ingredients for obtaining the market share that would enable it to withstand the competitive challenges?
- Is there a relationship and a role for productive efficiency in achieving the competitiveness of the business organization?

Importance of research:

- The importance of research stems from the importance of the role represented by productive efficiency in the light of intense competition.
- We seek to understand the relationship between productive efficiency and competitiveness of the business organization
- Shed light on the two variables (productive efficiency through cost reduction methods and business organization competitiveness)

Research aims:

- To highlight the role of productive efficiency and the competitiveness of the business organization at the applied and academic levels to develop recommendations in universities
- We are attempting to define production efficiency due to the importance of universities at present
- Knowing the efficiency of the university in question in its use of cost-reducing methods and thus achieving productive efficiency
- Knowing the extent to which the university in question possesses the market share and thus the time to which it achieves the competitiveness of the business organization

Research hypotheses: Two main hypotheses stem from the research problem:

- **First hypothesis (H1):** There is a morale correlation relationship between the productive efficiency and the competitiveness of the business organization)and from this hypothesis, we can draw the following sub-hypotheses:
  - There is a moral correlation between the economies of scale and the competitiveness of the business organization
  - There is a moral correlation between the economics of learning and the competitiveness of the business organization
  - There is a moral correlation between service design and the competitiveness of the business organization
  - There is a moral correlation between work design and the competitiveness of the business organization
  - There is a moral correlation between the exploitation of production capacity and the competitiveness of the business organization
  - There is a moral correlation between the economies of scope and the competitiveness of the business organization
  - There is a moral correlation between production technology and the competitiveness of the business organization
  - There is a moral correlation between the general efficiency, reducing the cost of materials and labor and the competitiveness of the business organization

- **Second hypothesis (H2):** There is a moral effect of productivity efficiency on the competitiveness of the business organization) and from this hypothesis, we can draw the following sub-hypotheses:

    - There is a moral effect between the economies of scale and the competitiveness of the business organization
    - There is a moral effect between the economics of learning and the competitiveness of the business organization
    - There is a moral effect between the service design and the competitiveness of the business organization
    - There is a moral effect between work design and business organization competitiveness
    - There is a moral effect between the exploitation of production capacity and the competitiveness of the business organization
    - There is a moral effect between the economies of scope and the competitiveness of the business organization
    - There is a moral effect between production technology and the competitiveness of the business organization
    - There is a moral effect between the general efficiency, reducing the cost of materials and labor and the competitiveness of the business organization

Research limits: The research community represent a random sample of the members of Al-Nisour College, private University (staff and professors), with a total of 34 members, (38.23%) of them were Ph.D. holders, (44.11%) were master's degree holders and (17.6%) were bachelor's degree holders and (67.64%) of the sample were teachers. Furthermore, (17.6%) of the model were employees who work in different college departments. The research was carried out during the years 2021 and 2022.

Hypothetical scheme of Research:

- **Concept of productive efficiency and its measures:** When discussing the performance of production units, it is commonly described as more or less efficient or more or less productive[1]. The productivity of a production unit is the ratio of its outputs to its inputs. Both are combined economically reasonably[2]. Productivity differs due to differences in production technology, the efficiency of the production process and the environment in which production occurs. The efficiency of a production unit means to be the comparison between observed and optimal values of its outputs and inputs. The comparison can take the form of a ratio of the maximum potential products obtained from the inputs. Definite or the balance of the minimum capabilities to the observed inputs required to produce the given output or a combination of the two[1]. It has two components: The purely technical or physical component and the customizable or pricecomponent[1,2]

Productive efficiency represents the measurement of the output obtained using specific factors or inputs. It means balancing all production factors covering the most incredible output with the least effort or the least amount of inputs. Productive efficiency consists of

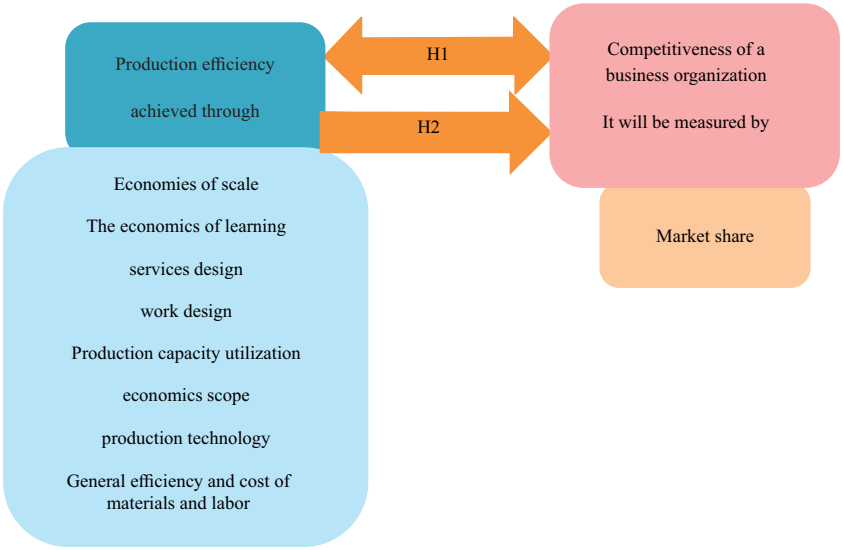

Fig. 1: The second is the theoretical framework

matching the appropriate time with good performance and reasonable cost. As the value of the inputs can judge through the cost[3], the appropriate cost components one of its components that can obtain by using the cost leadership strategy, which occurs mainly through operational and efficiency improvements and thus the organizations that follow the cost leadership strategy are linked to increased production efficiency. The production efficiency improvements help reduce costs and achieve leadership in cost in the market. An organization that can produce a unit with minimum inputs will have a competitive advantage that can take advantage to enjoy superior profits or to overcome competitors out of the market. Higher production efficiency means better control and the use of the organization's resources, cost-efficiency. In essence, it refers to reducing inputs compared to the outputs. It is another way to determine efficiency maximization, which clarifies that the organization seeking cost leadership will seek to maximize its production efficiency[4]. Therefore, we can derive production efficiency as the organization's ability to produce the maximum possible production of goods and services at the lowest possible expense. Achieve through the following measures:

- **Work design:** The design, content and structure of work affect productivity, motivation and morale of the worker, as the more significant the worker's satisfaction with the job, the more effective he is in performing the tasks or work assigned to him, which is also supposed to be followed by higher productivity and the happy factor is the most productive. Therefore, an essential component of current efforts to improve productivity and quality of working life is the emphasis on good job design[5]
- **Product or service design:** Effective cost management during the conceptual design stage of the product is necessary to develop a product at the lowest cost, with the required quality and according to the customer's desire. The design phase significantly impacts development costs and the life cycle. product designers must balance cost, quality and functionality in their plans to develop a product at the lowest price and greater customer satisfaction[6]
- **Economies of scale and economies of scope:** Economies of scale and economies of scope have been used to explain outcome and efficiency in production systems[7]. Where economies of scale provide a way for organizations to increase their production and reduce the cost of that production[8], economic advantages appear when larger quantities of output are produced with smaller volumes. Moreover, resulting in lower cost per unit for that particular output at the same input price[9]. For economics scope, It reflects the ability to produce many products simultaneously at a lower cost than creating it, benefitting from them requires that the group of parts or products have a mass size sufficient to fully use the equipment[3]. Therefore, economies of scope are usually associated with unit cost decreasing when production increases. It is profitable to produce different outputs in one large unit rather than several specialized production units[7,10]
- **The economics of learning:** It is the reduction cost resulting from education through practical application, that is, an increase in the worker's productivity as a result of repeating his performance of a specific task, which means a reduction in labor costs, the costs of damaged, defective products and waste. The cost reduction results from the effective use of learning outcomes from the knowledge and capabilities of its workers, depending on a set of factors such as material and moral motivation and the organization's culture. Learning does not pertain to direct production workers, Managers, engineers and support staff learn when the organization acquires production experience that improves the performance of their jobs and coordinates their tasks with those of other employees[11]. Organizations are also working to reduce the cost of production through the learning curve or experience offered by the Boston Consulting Group. Learning curves present the relationship between cost and output volume based on the learning effect[12]
- **Production capacity utilization:** Energy is the maximum production rate for a process or system and decisions related to energy have implications for different functional areas throughout the organization. Any decision to expand energy requires providing information on the necessary cost[3]. The production capacity represents the production volume at which the average unit cost reduces. The measure of the energy rate used is essential and it reveals how close the organization is to its best level of operation. The utilization of production capacity is how a resource such as equipment, space, or human resources is used. The utilization rate represents the need to add additional energy or eliminate unnecessary energy. Where maximum energy is the most

significant output level that the process can maintain reasonably for more extended and using realistic work schedules for existing staff and equipment[3]

- **Production technology:** The term "technology" refers to all the emerging and established manufacturing processes required to produce the product. The producing companies are flexible and adaptive to meet current and future manufacturing requirements in the best way by analyzing the suitability of the continuously applied production techniques to obtain competitive advantages in light of Dynamic market challenges[13]
- **General efficiency to reduce costs:** Many factors can contribute to reducing costs and thus achieving production efficiency. That includes rationalizing the organizational structure by reducing the number of sub-units designed to serve production departments. It also enhances the responsibility of workers and employees for damages. It provides total compensation for material damage due to their neglectful attitude towards their obligations and, at the same time, the process of paying improved rewards for use. The rationalization of all resources by workers through a complete and final production incentives system affects the reduction of costs[14]. In addition to reducing time to achieve cost reduction and increase production efficiency. That is one of the essential elements to achieve competition at present. Furthermore, time can reduce the response by time to the customer, the time of displaying new products by shortening the product life cycle and calculating the cost of information

- **The concept of business organization competitiveness, its characteristics and classifications:** Competition is an essential tool and a significant dimension of economic life. Its importance comes from the word "compete," which means "striving together" it is the driving force for technological innovation and productivity growth and competition will be called a phenomenon when participants compete against each other in pursuit of goals[15]

Competitiveness is an attractive concept at various levels of study, including the group of individual organizations (organization), the microeconomic level of industry policies (sector) and the macroeconomic level of competitive positions of national economies (state)[16,17], the multi-faceted concept of competitiveness comes to understood from economics, management, history, politics and culture[18]. Whatever a level's focus, competitiveness is ultimately concerned with the long-term performance of the topic related to its competitors. It is also worried about the factors that lead to competition and how to achieve this. Shareholders' values through matching and improving the organization's capabilities, offers and capabilities. In addition to the organization's ability to act and respond through its financial strength, its competitiveness has dimensions in price, location and product[17]. In addition to the competitive position of the organization determined by a set of factors, represented by: The market share, the share of the main sectors in the market, the impact on the market, the size of wages, applied technology, technical skills and adaptability skills[15]. Depperu and Cerrato[16], confirmed that profitability, costs, productivity and market share are indicators of competitiveness at the level of the business organization and competitiveness is synonymous with success. The competitiveness of a business organization lies in its ability to adapt and achieve long-term profitability. It is measured by: cost, quality, the delivery ability of products and services, market share, IT applications, human and technical resources[18].

We can distinguish between two types of competition: Competitiveness is associated with factors that determine the ability of organizations to take actions that create a basis for effective competition. Alternatively, other non-accidental factors and competitiveness related to results, i.e., the results of the competition, represent the construction of competitive organizations in The long-term, including market share. For example, share in product sales that consume a lot of science and the organization's financial performance against leaders or medium-sized organizations[15]. Other factors that contribute to competitiveness are the ability to increase market share, corporate image and branding and access Financial Resources[19].

Our research will depend on measuring the competitiveness of the business organization on the market share because it distinguishes the successful and unsuccessful organizations. In addition, it is one of the most critical indicators that enhance the organization's competitive position. The market share represents the ratio of the business unit compared to its largest competitor in the sector. It measures the organization's strength in the relevant market sector[20].

Third is the Presentation and discussion of the research results:

- Presenting and diagnosing the research variables and their interpretation:

Table 1: Dimensions of the productive efficiency variable for the study sample according to the arithmetic mean, standard deviation, coefficient of variation and relative importance

The dimension	Arithmetic mean	Standard deviation	Coefficient of difference	Arrangement of variables to their relative importance
The economies of scale	3.6471	0.87498	23.99	7
The economics of learning	3.8529	0.65747	17.06	4
Service design	4.0392	0.60728	15.03	3
Work design	3.7647	0.65407	17.37	5
The economies of scope	3.9706	0.50664	12.75	1
Production capacity utilization	3.7941	0.96230	25.36	8
Production technology	3.8333	0.71657	18.69	6
General efficiency and cost of materials and labor	3.8235	0.53958	14.11	2
The total production efficiency variable	0.42	3.84	10.93	

Table 2: The level of the study sample's responses to the competitiveness of a business organization variable

Competitiveness of a business organization (market share)	Arithmetic mean	Standard deviation
The university always aims to expand its market share constantly	4.17	0.62
The university is always looking for new market segments	4.05	0.77
The large market share contributes to declining prices and increasing profits	3.85	0.74
The use of advanced and modern technologies in service delivery to customers increases the market share	4.08	0.71
The comparison of the university's position in the sector over the other universities	3.91	0.66
The market share enhances its competitive position against universities	4.11	0.68
The university is interested in increasing its market share as it is a tool for distinguishing itself among profitable universities	4.02	0.86
A high market share means a high quality of university services that meet customers' needs	3.94	0.60
Total variable	4.02	0.43

- Diagnosing the level of answers to the productive efficiency variable:

Table 1 shows that the mean value of the entire productive efficiency variable of the organization under study reached (3.84). Which is a high value that indicates the answers of sample members about variables were heading towards agreement and with a standard deviation of (0.420), which shows the consistency and harmony of the explanations of sample members. These results indicate that the organization has tendencies towards producing more than one service to participate in a large percentage of the parts involved in its production and full utilization of the university's production capacity, reflecting on the research organization's possession of productive efficiency.

Based on the results in Table 1, the dimension (the economies of scope) ranked first, which means that the answers of the study sample members within this dimension were less dispersed, more homogeneous, appropriate and essential than the rest of the other dimensions. And then came the dimension(general efficiency, cost of materials and labor)in the second place and after (Production capacity utilization) in the last area in terms of importance and this indicates that the answers of the sample members on this dimension were the most deviant, which made it the least important

- Diagnosing the level of responses to the competitiveness of a business organization variable:

Table 2 it is showing that the mean value of the total variable (Competitiveness of business organization) for the university in question amounted to (4.02). It is a high value that indicates the answers of the sample members about the variable were heading towards agreement and with a standard deviation of (0.430), which means little dispersion, consistency and high harmony in the answers of the sample members. These results indicate that the research organization achieves a good market share and enhances its competitive position against universities. In addition, its continuous endeavor to constantly expand its market share confirms its possession of the competitiveness of a business organization.

- Testing the research hypotheses:
  - Correlations between the research variables: Through Table 3, the following can see:

- The dimension (economics of scale) did not achieve a morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.262). Therefore, this result does not provide sufficient support for accepting the first sub-hypothesis of (H1)
- The dimension (the economics of learning) did not achieve a moral inverse correlation with the competitiveness of the organization variable, as the correlation coefficient reached (-0.008) without moral significance. Therefore, this result did not provide sufficient support for accepting the second sub-hypothesis of (H1)
- The dimension (service design) showed no morale correlation with the competitiveness of a business organization variable, as the correlation coefficient was (0.257). Therefore, this result did not provide sufficient support for accepting the third sub-hypothesis of (H1)

Table 3: Correlation values between the variables of productive efficiency and competitiveness of the business organization

Production efficiency/competitiveness of a business organization	Economies of scale	Economics of learning	Service design	Work design	Economies of scope	Production capacity utilization	Production technology	General efficiency and cost of materials and labor	Total production efficiency
Competitiveness of a business organization	0.262	0.008-	0.257	*0.386	0.220	0.331	0.323	**0.462	0.457**

Prepared by the researcher based on the results of the SPSS V23 program, *The correlation is significant at the level (0.05) and the degree of freedom is 33, **The correlation is significant at the level (0.01) and the degree of freedom is 33

Table 4: The results of the effect of the dimensions of the productive efficiency variable on the competitiveness of a business organization using simple linear regression analysis

independent variable	Dependent variable	β. coefficient value	Value of the coefficient of determination R^2	Calculated F value	Calculated t value	Indication level (0.05)
The economies of scale	Competitiveness of a business organization	0.262	0.069	2.361	1.537	0.134
The economics of learning		-0.080	0.000	0.002	-0.047	0.963
service design		0.257	0.066	2.261	1.504	0.142
work design		0.386	0.149	5.601	2.367	0.024
The economies of scope		0.220	0.048	1.623	1.274	0.212
Production capacity utilization		0.331	0.109	3.929	1.982	0.056
production technology		0.323	0.104	3.720	1.929	0.063
General efficiency and cost of materials and labor		0.462	0.214	8.688	2.947	0.006
Total production efficiency		0.457	0.209	8.440	2.905	0.007

Prepared by researchers based on the results of SPSS V23, -tabular F-value: 4.08, -tabular t-value: 1.684

- The dimension (work design) showed a strong direct and morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.386), which is a significant value at the significance level (0.05). This result provides sufficient support for accepting the fourth sub-hypothesis of (H1)
- The dimension (The economies of scope) did not show a morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.220). Therefore, this result did not provide sufficient support for accepting the fifth sub-hypothesis of (H1)
- The dimension (Production capacity utilization) did not show a morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.331). This result did not provide sufficient support to accept the sixth sub-hypothesis of (H1)
- The dimension (production technology) did not show a morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.323). This result did not provide sufficient support for accepting the seventh sub-hypothesis of (H1)
- The dimension (general efficiency and cost of materials and labor) showed a strong direct and morale correlation with the competitiveness of a business organization variable, as the correlation coefficient reached (0.457), which is a moral value at the significance level (0.01). This result provides sufficient support for acceptance of the eighth sub-hypothesis of (H1)
- The total productive efficiency variable achieved a strong direct morale correlation with the actual variable of the competitiveness of the business organization, as the correlation coefficient reached (0.457), which is a moral value at the level of significance (0.01). This result provides sufficient support for accepting (H1)
- Testing the effect model among the research variables: Through Table 4, the following can see:
  - The dimension(economics of scale) did not show morale impact models with the competitiveness of a business organization variable. It found that the value of the β coefficient was positive (0.262). The calculated (F) value reached (2.361), which is in morale value at the level of significance (0.05) being smaller than Its tabular value of (4.08), as well as the calculated value of (t) reached (1.537), which is also in moral value at the level of significance (0.05), which is less than its

tabular value of (1.684). The value of the coefficient of determination (R^2 = 0.069) means that the economics of scale explains (6.9%) of the changes in the competitiveness of a business organization and (93.1%) of the changes in the competitiveness of a business organization due to other variables not included in the model. These results do not justify accepting the first sub-hypothesis of (H2)

The dimension (the economics of learning) did not show morale impact models with the competitiveness of a business organization variable, as it turns out that the value of the β coefficient was negative (-0.08), while the calculated value of (F) was (0.002). Which is in morale value at the level of significance (0.05) being Less than its tabular value of (4.08). The calculated (t) value is (-0.047), which is also inmoral value at the level of significance (0.05), which is less than its tabular value of (1.684) and the value of the coefficient of determination (R^2 = 0.000). It means the economics of learning does not explain any of the changes in the competitiveness of a business organization. These results do not justify accepting the second sub-hypothesis of (H2).

The dimension (service design) did not achieve moral impact models with the competitiveness of a business organization variable. It turns out that the value of the β coefficient was positive (0.257). The calculated (F) value was (2.261), which is in morale value at the level of significance (0.05), being it is smaller than its tabular value of (4.08), which is the calculated (t) value of (1.504). It is also inmoral value at the significance level (0.05), smaller than its tabular value of (1.684). The value of the coefficient of determination (R^2 = 0.066) means the product/service design explains (6.6%) of the changes in the competitiveness of a business organization and (93.4%) of the changes in the competitiveness of a business organization due to other variables that were not included in the model. These results did not provide sufficient support to accept the third sub-hypothesis of (H2).

The dimension (work design) achieved moral impact models with the competitiveness of a business organization variable, as it found that the value of the β coefficient was positive (0.386). The calculated value of (F) was (5.601), which is a moral value at the significance level (0.05), being more significant than its value. The tabular value of (4.08), as well as the calculated value of (t), reached (2.367). It s is also a moral value at the significance level (0.05), being more significant than its tabular value of (1.684). The value of the coefficient of determination was (R^2 = 0.149), which means that the design of the work explains (14.9%) of the changes in the competitiveness of a business organization and (85.1%) of the changes in the competitiveness of a business organization are due to other variables not included in the model. These results support the acceptance of the fourth sub-hypothesis of (H2).

The dimension (The economies of scope) did not show morale impact models with the competitiveness of a business organization variable. It turns out that the value of the β coefficient was positive (0.220), while the calculated value of (F) was (1.623). Which is in morale value at the significance level (0.05) being less From its tabular value of (4.08), the calculated (t) value reached (1.274), which is also in moral value at the level of morale (0.05) being less than its tabular value of (1.684). The value of the coefficient of determination (R^2 = 0.048) means the economies of scope explain (4.8%) of the changes that occur in the competitiveness of the business organization and (95.2%) of the changes that happen in the competitiveness of a business organization are due to other variables not included in the model. These results do not support accepting the fifth sub-hypothesis of (H2).

The dimension (Production capacity utilization) did not reflect any morale impact models with the competitiveness of a business organization variable. It found that the value of the β coefficient was positive (0.331). The calculated (F) value was (3.929), which is in morale value at the level of significance (0.05), Being less than its tabular value of (4.08), the calculated (t) value reached (1.982), which is also a moral value at the level of significance (0.05), being more significant than its tabular value of (1.684). The value of the coefficient of determination (R^2 = 0.109) means Production capacity utilization explains (10.9%) of the changes that occur in the competitiveness of the organization and (89.1%) of the changes that happen in the competitiveness of a business organization due to other variables that were not included in the model. These results do not justify accepting the sixth sub-hypothesis of (H2).

The dimension (production technology) did not show morale impact models with the competitiveness of a business organization variable. It turns out that the value of the β coefficient was positive (0.323). The calculated (F) value was (3.720), which is in morale value at the level of significance (0.05) being less from its tabular value of (4.08), the calculated (t) value reached (1.929). It is a moral value at the significance level (0.05), being more significant than its tabular value of (1.684). The value of the coefficient of determination was (R^2 = 0.104), which means that the production technology explain (10.4%) the changes in the competitiveness of a business organization and

(89.6%) of the changes in the competitiveness of a business organization are due to other variables not included in the model. These results do not support accepting the seventh sub-hypothesis of (H2).

The dimension (general efficiency and cost of materials and labor) achieved moral impact models with the competitiveness of a business organization variable. It turns out that the value of the β-factor was positive (0.462), while the calculated (F) value was (8.688). It is a moral value at the level of significance (0.05), being that It is more significant than its tabular value of (4.08). The calculated (t) value of (2.947) is also a significant value at the level of significance (0.05), being more significant than its tabular value of (1.684). The value of the coefficient of determination (R^2 = 0.214) means that The general efficiency and the cost of materials and labor explains (21.4%) of the changes in the competitiveness of a business organization and (78.6%) of the changes in the competitiveness of a business organization due to other variables not included in the model. These results provide sufficient support for accepting the eighth sub-hypothesis of (H2).

The total productive efficiency variable achieved moral impact models with the competitiveness of a business organization variable, as it was found that the value of the β-factor was positive (0.457). The calculated of (F) value reached (8.440), which is a moral value at the level of significance (0.05), being more significant than its tabular value of (4.08). The calculated of value(t) was (2.905), which is also a moral value at the level of significance (0.05), being more significant than its tabular value of (1.684). The productive efficiency explains (20.9%) of the changes in the competitiveness of a business organization, as it reached. The value of the coefficient of determination (R^2 = 0.209) means that (79.1%) of the changes in the competitiveness of a business organization are due to other variables not included in the model. These results support the acceptance of(H2).

CONCLUSION

It did not invest sufficiently in increasing the demand for its services in achieving the competitiveness of a business organization and this is one of the reasons why economies of scale did not affect the competitiveness of the business organization. The organization in question did not use the reduced time in providing its services by using it to provide second or additional services and benefitting from the accumulated experience in achieving the competitiveness of a business organization. Although, the organization in question is working on designing its services according to the requests and needs of its customers, it did not optimally use its discussions with them in developing the service, thus not achieving the competitiveness of a business organization. The organization's work design contributed to increasing the performance of its employees, enhancing their skills and benefitting from them in an organized manner, which contributed to its impact on the competitiveness of a business organization. The organization in question did not benefit from the surplus capabilities in other departments. On the contrary, it benefitted from them to allow the production of services in cooperation between departments simultaneously, for this reason, it prevented from achieving sufficient economies of scope in affecting the competitiveness of a business organization. The organization in question did not employ the exploited energy in a way that contributes to increasing the competitiveness of a business organization because of its interest only in trying to use without a good investment of this exploited energy. The researched organization did not invest its possession of technology that contributes to reducing the time spent in providing its services, which contributes to reducing costs and thus did not contribute to increasing the market share of the organization. It has invested the general efficiency and the cost of materials and labor rationally. It owns the employees and trained staff who can complete the tasks efficiently, which contributed to affecting the organization's market share and thus achieving the competitiveness of a business organization. Some dimensions of the productive efficiency of the organization under study (economics (of scale, learning), service design, work design, economies of scale, production capacity use, production technology, overall efficiency and cost of materials and labor) are insufficient to affect the competitiveness of a business organization. Through the results, it became clear that the total production efficiency of the organization under study had contributed to influencing and achieving the competitiveness of a business organization and increasing its market share.

RECOMMENDATIONS

The organization in question needs to work increasing its investment with a better way to increase demand for its services and To reduce the approved requirements necessary by the organization in study to produce service for the organization in question to enhance its economies of scale and thus affect the

competitiveness of a business organization. The organization in question should benefit from the accumulated time and experience in providing additional services to increase market share. The organization should work according to what it reached in its discussions with customers when designing its services in a better way. The organization in question should focus, when designing its work, on the capabilities and skills of the employees, taking into account the actual reality. The organization in question must benefit from the unification of the surplus capabilities of the different departments in providing services that they participate in the production and provision of. The organization in question must focus its efforts on the good investment of the exploited energy to achieve the competitiveness of a business organization. The organization needs to benefit from its possession of technology in reducing the time spent in providing its services to increase its market share. The organization in question needs to focus on the pressure of the departments concerned with reducing costs, attracting qualified workers and training the existing ones to achieve achievements in the field of charge to contribute to achieving its competitiveness. The need for the organization in question to exploit the nature of the linear relationship between (economics of scale, economics of learning, service design, work design, The economies of scope, utilization of production capacity, production technology, general efficiency and cost of materials and labor) and the competitiveness of a business organization by paying attention to increasing its profits. Moreover, working to improve the quality of its services provided, searching for what competitors offer. Moreover, comparing its performance with competitors, to achieve the competitiveness of a business organization. The organization in question should pay attention to the concepts of productive efficiency and its dimensions to support and achieve the competitiveness of a business organization. Therefore, it includes all the strategies and activities adopted by the organization to deal with its capabilities and resources efficiently. Furthermore, focus on achieving the economies of scale, scope and learning and investing the capabilities of its employees in a way that serves by providing distinguished services at low costs, which contributes to achieving the market share and competitiveness of a business organization.

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