



The Importance of Strategic Orientation Dimensions in the Iraqi National Security Service: An Analytical Study

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Abstract

The current research aims to identify the level of strategic orientation and its dimensions (vision, mission, goals, and values) in the Iraqi National Security Service (INSS). The researchers followed the descriptive analytical approach as one of the forms of analysis and organized scientific interpretation to describe a specific phenomenon or problem, adopting the form questionnaire being the main source in collecting data and preparing for this. Based on the program of the statistical package of Social Sciences (SPSS 26) to analyze the data and come up with the final research results to identify the opinions of the intended sample on the subject of research, and the questionnaire of (20) paragraphs included the search variable, and was distributed to 118 forms were recovered from which 115 forms were selected for statistical analysis since 3 forms are not valid for analysis, approved statistical programs (arithmetic averages, standard deviation, coefficient of differences, and relative importance). The most noticeable result is that the existence of values of Public Administration in the INSS apparatus emphasizes professionalism and integrity at work where all employees must adhere to the principles of ethics and their obligations as well as professional ethics.

Paper type: Research paper

Keywords: Strategic Orientation, Vision, Mission, Goals, and Values.

1. Introduction:

Having a clear strategic orientation is crucial for the success of any country or institution, regardless of its age or location. It is through the correct strategic orientation that institutions can effectively chart their path toward a desired future. This involves sound planning, based on solid foundations and methodology, and backed by deep scientific analysis and creative thinking. By developing a proper strategic orientation, an institution can combine all its efforts and promote innovation, preparing for the future and achieving its goals with comprehensive quality. This plays a pivotal role in ensuring progress and development, leading to high performance and successful outcomes.

The importance of strategic orientation in organizations is manifested through its analytical view and positive environmental interaction to provide appropriate solutions to enable the organization's top management to chart a clear and proper path to achieve goals and enhance performance, which is a product of a properly formulated strategic orientation.

To achieve our desired outcomes, we need a strategic orientation that takes into consideration our current environment and its variables. By having a clear understanding of this framework, we can predict future events and prepare for them accordingly. This allows us to use time to our advantage instead of relying solely on experimentation, which can lead to accumulating and deepening problems in the future. To ensure success in achieving our goals, institutions need to choose a team with a clear vision and realistic goals, rooted in their devotion for their country and work. By doing so, we can achieve our mission and goals effectively and efficiently.

1.1. Literature Review

Through various studies, the concept of strategic orientation has been explored. Hasan (2012) compared Al-Hikma International Company and Nineveh Pharmaceutical Industries with a sample size of 36 managers from both companies. The study found that social responsibility did not serve as a strategic direction for either company. Al-Ameri (2015) identified a mechanism for determining the strategic direction using the chaos theory's data to develop leadership qualities and align them with the environment's data. The study included a sample size of 37 consultants, agents, heads of the supervisory apparatus, university presidents and their assistants, and managers in the Ministry of Higher Education and Scientific Research. The study concluded that the chaos theory affects most organizations, leading them to challenge their preconceived notions regarding their work quality and environmental dimensions .

Salman (2018) explored the relationship between knowledge risk management and strategic orientation and its impact on organizational effectiveness. The study targeted a sample size of 202 employees from the Departments of Al-Rasheed and Al-Rafidain Bank and their branches in Baghdad. The study concluded that real risk management based on knowledge requires more support from bank departments .

Estrada (2018) assessed the level of awareness and acceptance of the vision, mission, and institutional goals of Pangasinan State University among internal and external stakeholders, such as parents or guardians, industry partners, and collaborating agencies. The study found that stakeholders generally considered the vision, mission, goals, and objectives to be clear and consistent with each other.

Sughour (2020) concluded that developing leadership skills among leaders resulted in the clarity of positive impacts when renewing strategic directions and improving decision-making abilities. Meanwhile, Bosmina (2022) focused on the importance of adopting social responsibility in institutions and the scientific method used to achieve the goal. The study targeted 55 employees and concluded that strategic evaluation is no longer necessary, even with modern concepts such as corporate social responsibility.

Overall, strategic orientation is a modern management concept that involves defining an organization's future and broad goals to achieve a realistic understanding of the current environment. This approach enables the organization to manage its resources efficiently and effectively to achieve its objectives.

The problem of this research can be formulated, as several questions:

What is the level of interest and practice of strategic direction in the INSS?

Does it present a clear and understandable vision of the future?

What is the level of perception of the task by the examined device?

which are specific and specific goals?

what is the level of existing values and the extent of adherence to them?

The objectives of this research are indicated below:

- i. determining the level of interest and practice of strategic orientation in the INSS,
- ii. determining the availability of a clear and understandable vision,
- iii. determining the existence of specific goals, and
- iv. determining the existence of values and the extent of adherence to them.

Therefore, the special importance of the research is highlighted to us by trying to develop appropriate solutions based on the conclusions emanating from the study of the practical, statistical, and analytical aspects of the strategic orientation and attempts to develop the overall performance and its reflection to improve the security situation within society.

2. Materials and Methods

This research examines the diagnosis of the level of availability of strategic orientation in the INSS and is based on four dimensions: vision, mission, goals, and values. The questionnaire also included 20 items and the opinions of 115 employees in the field of strategic planning in the authority. The current research relied on the variables of the study of Hassan (2012) based on (Collins and Porras, 1997). The average of strategic orientation (3.713) indicates the harmony of the vision in the research apparatus with the activities and duties, its work to spread the mission to all employees to achieve the general goal and the vision set for it, its keenness to set values that emphasize professionalism and integrity at work, the clarity of the set goals. In addition, the allocation of the necessary resources may achieve them in an effective way, where the general variable received a standard deviation of 0.394, good relative importance (89.40%), and a coefficient of relative difference (10.60%), which indicated homogeneity and convergence in the visions of the sample studied.

The stability coefficient is used to measure the extent to which the research scale has internal consistency and to determine the extent to which all questions achieve the required objective of the measurement. The same results may be achieved when the scale is re-applied to the same sample in different periods. The "Cronbach's Alpha" coefficient is used to measure the internal stability of the scale items, as its value ranges between 0 and 1, and values equal to or greater than 0.70 which are considered acceptable for analysis, and this can be found in Table 1.

Table 1: The stability coefficient values for the research dimensions and their variables

variable	The dimension	paragraphs	coefficient value
Strategic orientation	Vision	Q1-Q5	0.707
	Mission	Q6-Q10	0.789
	Value	Q11-Q15	0.700
	Objectives	Q16-Q20	0.773
Strategic orientation		Q1-Q20	0.828

2.1. The Concept of Strategic Orientation:

According to Slater and Narver (1994) strategic orientation affects the organizational performance through the management thinks, works, continuously collects, and uses information about the needs of target groups and the capabilities of competitors to permanently generate added value for beneficiaries. Strategic orientation is one of the modern management concepts that is concerned with determining the basic future of the enterprise and the broad goals. It expresses a realistic understanding of what is going on in the internal environment of the organization, trying to identify its strengths and weaknesses, understanding the external environment of the organization, and trying to identify the opportunities and risks involved. This can make it possible to foresee the future and prepare for it by formulating a set of strategic alternatives that lead the organization to achieve its goals and providing better conditions and conditions that contribute to facilitating the achievement of these goals (al-Zureiqat, 2012). Strategic orientation is considered the cornerstone of the success of any organization, as it is the path that organizations follow on their journey to their desired future. Through their orientations, organizations set their strategic goals (Grasshopper, 2013). al-Janabi (2017) defines it as the path that allows coordinating efforts through a clear vision and translating the strategic mission and goals into scientific reality to respond to the environment and put the organization on track to achieve its strategic goals. It is expressed by Brady and Aidan (2017) who state that the future movement of the organization and its internal characteristics could determine how to deal with the factors of its external environment. As for al Bayati (2018) who refers to it as future orientations that define the organization's strategies by focusing on serving the market, innovation in the field of technology, or leadership in the field of production to ensure its survival and continuation in work. Al-Zuhair (2018) defines it as a knowledge system directed by senior management and governed by the available values and potentials that are employed to draw a future strategy that adopts the current reality in planning for the future, to achieve everything that distinguishes the organization and makes it effective and influential in its surroundings. Both Al-Kubaisi and Hatem (2018) indicate that the orientation reflects the trends, capabilities, and incentives that direct administrative desires to develop operations and the direction of the institution, and this stage constitutes the first stage of strategic planning. Al-Anazi (2019) defines it as the path that expresses the organization's strategy, which includes two parts: strategic planning and implementation and control.

2.2 The Importance of Strategic Orientation

Several studies have pointed out the importance of taking a strategic direction and its most important dimensions. Albakan et al (2005) illustrated the importance of strategic orientation which is not only manifested in its response to the challenges facing business organizations at present but also as an integrated system for making strategic decisions in the future that reflect the best alternatives and options available to the organization. Through strategic orientation, efficient systems can be applied to motivate employees, achieve competition between work groups and organization members, provide an objective opportunity to apply effective management methods, and make the most of information technology and its applications in business. Strategic orientation is one of the most prominent topics that have attracted the attention of researchers in the field of strategic management, as this orientation is seen as those procedures and processes through which the organization's strategy was formulated and formed by its various objectives and the mechanism of its implementation (Kim and Slater, 2013). It expresses how to achieve goals of a strategic nature, during which to maximize its positive elements, thereby enhancing its operational efficiency at the same time (Altinay and Ratten, 2017). It can be considered a tool and a means of coordinating organizational efforts aimed at achieving effective communication between all managerial levels in the organization to form a unified thinking pattern (Dayan and Genc, 2019). The efficiency of the overall performance is a logical reflection of the accuracy of determining the strategic orientation of the organization and its effectiveness, and the search for the main reasons for the weak performance of the

organization requires examining its strategic orientation because its ambiguity negatively affects its performance (Ghalebi and Al-Idris, 2015). However, Sihoud and Shona (2017) see the importance of orientation as the basis for achieving competitive advantage and the success of business organizations in the long term, creating sound behavior within the institution, and achieving superior performance.

2.3 Objectives of the Strategic Orientation

The organization seeks to achieve a set of goals through strategic orientation and the management and control of environmental forces in a way that assists in detecting obstacles and problems early and takes the initiative rather than reacting to other people's strategies (Dostaler and Floris 2007). Al-Issawi et al. (2012) also point out the objectives of the strategic orientation of the organization, which can be explained as follows:

- i-** To achieve success in the future, an organization must first determine its main purpose and goals. The organization can earn excellence and set a clear path for long-term success. It is essential to carefully consider the field in which the organization operates to ensure its continuity and survival. Thoroughly studying and analyzing the current reality can help prevent the organization from entering a risky environment.
- ii-** Organizational development aims to enhance the ability of an organization to adapt to external changes. This involves internal adjustments to the design, structure, procedures, programs, and policies. Priorities and long-term and annual goals are determined based on their importance. Additionally, the goal is to improve decision-making, coordination, and control to ensure efficient and effective processes while addressing deviations (Al-Ruba'awi et al., 2018).

2.4 Dimensions of the Strategic Orientation

2.4.1 Vision

If a vision is simple, people can determine what they should do in the organization to achieve its goals and objectives. Therefore, it may be difficult for the organization actually to achieve its vision even in the long term, but it provides orientation and energy to work toward it (Ireland et al. 2009). The vision refers to a broad category of long-term intentions that the organization wishes to pursue as they are comprehensive and futuristic. On the other hand, Johnson et al. (2009) indicate that the vision is the estimated future state of the organization and is similar to the concept of a strategic goal. Ilesanmi (2011) emphasizes that vision is difficult to describe, and it is no wonder that most executives find it difficult to formulate a clear vision for their organizations. The first essential step in the strategic management processes is manifested in the formulation of a comprehensive vision of the organization. It forms the general framework for future aspirations, as pointed out by Yassin (1998) who states that a group of long-standing institutions and major organizations have not achieved their important achievements in various fields without having a clear and explicit vision simultaneous with the wisdom, strength, and correct decision of their management and the formulation and implementation of exceptional strategies to achieve this vision. Hence it is a future perspective for management and employees and a source of a sense of loyalty and common belonging, as the vision usually includes the most in the orientation toward the future. Thus, vision is important to realize that strategic leaders do not need to be personal visionaries, but they must ensure that the organization has a clear orientation and resources are committed to its realization (Thompson, 2005).

2.4.2 The Mission

Strategic planning aims to connect an organization's mission and vision with a practical plan of action. Therefore, it is inappropriate to discuss the vision without first formulating a clear, targeted mission that expresses the organization's purpose and motivation to the audience. According to Harrison and John (1998), the mission reflects the current status and reason for an institution's existence (Hitt et al. 2017). The mission statement also distinguishes organizations from one another as it provides criteria for allocating resources and facilitates the transition of goals into a business structure (King and Cleland 1979). It defines consensus organizational goals that translate into standard performance goals and helps determine the future composition of the

enterprise's business and customer focus, as well as its strategic path (Thompson and Strickland 1999). The mission statement serves as an internal communication tool for management and subordinates to guide their behaviors and decisions and as an external communication tool to convey the organization's intentions to the general public (Bartkus and Glassman 2008). Therefore, it is essential to draft a flexible mission statement that can adapt to modern trends and environmental changes (Mohammed and Khalaf, 2017).

2.4.3 Objectives

Organizational goals are performance targets that management aims to achieve to measure the company's success (Thompson et al., 2010). These goals are the ultimate results of the institution's assigned tasks and activities, serving as a means of performance evaluation to prompt timely corrective actions (Abu Al-Nasr 2017). It is crucial to set goals that align with the institution's mission and framework, which comprehends specific goals in time stages (Al-Janabi, 2021). They create new goals and improve how the organization works, and they inform the team and individual objectives, including plans for operations, IT, and HR (Rahmani, 2018). Strategic goals can either be measurable or immeasurable, and they relate to achieving the central activities of the institution (Ismail and Salman, 2018).

2.4.4 Values

The foundation of a corporate culture lies in its values, which serve as a common guide for all employees and dictate their daily behavior (Channappa, 2012). It is the responsibility of the leader to ensure that these values are consistent with the organization's overall principles and intellectual capital, comprised of knowledge, intelligence, and values. These values originate from an individual's upbringing and education and are shaped by cultural beliefs. They play a crucial role in decision-making processes (Bratianu, 2008) and serve as a guide to cope with uncertain events (Schein, 2004). Al-Qaisi and Al-Ta'i (2014) describe values as the beliefs and practices that guide managers toward their goals, influencing their approach to work, organizational management, and decision-making.

3. Discussion of Results

The results of Table 1 showed the order of the four dimensions and their paragraphs by the coefficient of relative difference as follows:

i. after-vision analysis is performed using common statistical indicators such as the arithmetic mean, standard deviation, and difference coefficients.

Then the order of these aspects is determined based on the values of the difference coefficients, and Item 5 shows that the content (the vision of the senior management is consistent with his activities and duties) has a relative difference coefficient of 17.86%, hence, it came in the first order, and the arithmetic mean of it (4.052) indicated that this paragraph is in high availability. Its standard deviation was 0.724, which indicates homogeneity and convergence in the visions of the sample studied, which indicates that his activities and duties are one of the main factors in achieving the set goals and ensuring success in national security missions.

In addition, when the vision and strategy are compatible with the activities and duties, the agency can work in a coordinated and effective manner, which leads to improving its performance and achieving the desired results. From this point of view, the coordination of goals, vision, and strategy plays a crucial role in enhancing the ability to take risks and make appropriate decisions in the national security environment.

ii. mission dimension analysis: it is carried out using common statistical indicators such as the arithmetic mean, standard deviation, and difference coefficients. Then the order of these paragraphs is determined based on the values of the difference coefficients, and Item 7 shows that, in essence, the senior management is keen to make everyone aware of the task for which it was found. With a coefficient of relative difference of 19.22%, it came in the first order. The arithmetic mean of it (4.017) indicated that this paragraph has high availability. Its standard deviation was 0.772, which indicated homogeneity and convergence in the visions of the sample

studied, which indicates that the senior management is keen to make everyone aware of the task for which it was found in the INSS to assist improving the effectiveness and efficiency of the apparatus.

When they have a clear understanding of the organization's goals and what they must achieve, this motivates them to deliver high performance and achieve the desired successes. In addition, this realization leads to improved trust and mutual respect between employees and senior management, as employees feel that they are an integral part of the larger task and that management trusts their abilities to achieve set goals.

iii. analysis of the dimension of values: it is carried out using common statistical indicators, such as the arithmetic mean, standard deviation, and coefficients of variation. Then the order of these items is determined based on the values of the difference coefficients, and Item 12 shows the values of senior management emphasize professionalism and integrity at work. With a coefficient of relative difference (16.88%), it came in the first order, and its arithmetic mean (4.296) indicated that this item is very high, and its standard deviation was 0.725, which indicated homogeneity and convergence in the visions of the sample studied. These designate that the values of senior management such as professionalism and integrity at work in the INSS are enhanced by trust and respect among the institution's employees and citizens, which enhances the institution's reputation and improves the behavior of employees.

As top management emphasizes ethical values, professionalism, and integrity, it becomes easier for employees to provide quality services and act responsibly and transparently. These values influence all aspects of the organization's work, from recruitment and promotion to financial and accounting management, training, and development. These values create a healthy, comfortable, and inspiring work environment, and help employees work more effectively and productively. This enhances job satisfaction and contributes to improving the performance of the organization.

iv. objective dimension analysis: it uses common statistical indicators, such as the arithmetic mean, standard deviation, and difference coefficients. The order of these items is then determined based on the values of the difference coefficients, and Item 16 shows which ones are in essence (the goals of senior management to determine the results to be reached). With a coefficient of relative difference of 15.06%, it came in the first order. The arithmetic mean of it (4.148) indicated that this paragraph has high availability. Its standard deviation was 0.625, which indicated homogeneity and convergence in the visions of the sample studied, which indicates that the INSS sets goals and determines the results to be reached, which indicates the existence of a clear vision of the institution and a clear plan to achieve this vision.

By clearly defining the goals, the criteria are defined by which success and progress will be measured, and it allows the employees of the organization a clear understanding of the goals of the organization and what are the tasks and responsibilities that they must implement. Thus, productivity and work efficiency can be enhanced, and the quality of services provided by the security apparatus to citizens can be improved.

In Table 2, the results show that the dimension (values) with a coefficient of relative difference (12.67%) followed in the first order, and its arithmetic mean (3.864) indicated that this dimension had high availability. Its standard deviation was 0.490, which indicated homogeneity and convergence in the visions of the sample studied, and the dimension (goals) with a coefficient of relative difference (13.22%) followed in the second order. and its arithmetic mean (3.640) pointed out that this dimension has high availability, and its standard deviation (0.481) indicated homogeneity and convergence in the visions of the sample with research. The dimension (Mission) with a coefficient of relative difference (13.23%) followed in the third order, and its arithmetic mean (3.689) pointed out that this dimension has high availability, and its standard deviation (0.488) indicated homogeneity. The convergence in the visions of the studied sample, and the dimension (vision) with a coefficient of relative difference (13.93%) came on its trail in the fourth order, and its arithmetic mean (3.657) indicated that this dimension has high availability, and its standard deviation was 0.509, which indicated homogeneity and convergence in the visions of the studied sample.

Table 2: The mean, standard deviation, and relative importance of the four dimensions

No.	Items	Mean	Standard deviation	Coefficient of variation	Relative importance	Priority
	Vision	3.657	0.509	%13.93	%86.07	the fourth
1	Senior management sets a clear and understandable vision for the future.	4.035	0.725	17.96%	82.04%	2
2	The top management's vision is realistic.	3.861	0.782	20.26%	79.74%	3
3	The senior management is keen to write down the vision and familiarize the employees with it.	2.513	0.968	38.50%	61.50%	5
4	The senior management pays great attention to the different needs and ambitions that you want to reach.	3.826	0.861	22.50%	77.50%	4
5	The vision of senior management is consistent with his activities and duties.	4.052	0.724	17.86%	82.14%	1
	The Mission	3.689	0.488	%13.23	%86.77	the third
6	Top management determines the purpose and reason for its existence.	3.8	0.881	23.17%	76.83%	4
7	The senior management is keen to make everyone aware of the task for which it was found.	4.165	0.837	20.09%	79.91%	3
8	Senior management is working to spread the Mission to all employees.	4.017	0.772	19.22%	80.78%	1

9	The senior management works to respond to the needs of society in a specific and clear manner in its Mission.	2.539	0.985	38.79%	61.21%	5
10	The opinions of the senior management correspond to the opinions of the employees on the main actions established in the letter	3.922	0.763	19.45%	80.55%	2
	Values	3.864	0.49	%12.67	%87.33	the first
11	Top management pays attention to order and moral values.	4.313	0.765	17.74%	82.26%	3
12	The values of senior management emphasize professionalism and integrity at work.	4.296	0.725	16.88%	83.12%	1
13	Senior management has a clear, understandable and declared code of ethics for employees that expresses the values that it was set to adhere to.	2.426	0.909	37.45%	62.55%	5
14	Senior management is keen to urge employees to adhere to the stated values and considers it a priority.	4.235	0.717	16.94%	83.06%	2

15	The values of top management are a reference for solving ethical problems that lie between different parties.	4.052	0.815	20.11%	79.89%	4
	Objectives	3.64	0.481	%13.22	%86.78	the second
16	The goals of senior management clearly define the results to be reached.	4.148	0.625	15.06%	84.94%	1
17	Senior management sets its goals in light of the available potential and resources.	4.052	0.857	21.14%	78.86%	3
18	The goals of senior management are characterized by being time-bound.	3.817	0.864	22.64%	77.36%	4
19	Senior management considers the participation of employees to be an important factor in the process of formulating goals.	2.139	0.815	38.11%	61.89%	5
20	Senior management evaluates the extent to which administrative units achieve their goals.	4.043	0.777	19.21%	80.79%	2
	Monitoring and evaluation					
	Strategic orientation	3.713	0.394	%10.60	%89.40	

4. Conclusions

The INSS's senior management has established a clear and comprehensive vision for the agency that aligns with its goals and responsibilities. They have converted this vision into practical action plans that are appropriate for the current challenges faced by the agency.

The senior management is committed to disseminating the agency's mission to all employees to ensure that they share the same vision and work together cohesively to achieve the set objectives.

Professionalism and integrity are key values that the INSS's top management emphasizes. They expect all employees to adhere to ethical principles, professional obligations, and professional ethics while carrying out their duties. By prioritizing professionalism and integrity, the security service can build a positive reputation.

The agency's objectives provide a roadmap for achieving its goals. By defining clear objectives, the INSS can determine the steps required to achieve them, allocate resources effectively, and coordinate operations efficiently to reach its targets.

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أهمية ابعاد التوجه الاستراتيجي في جهاز الامن الوطني العراقي – دراسة تحليلية

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مستخلص البحث:

يهدف البحث الحالي إلى التعرف على مستوى التوجه الاستراتيجي بأبعاده (الرؤية والرسالة والاهداف والقيم) في جهاز الامن الوطني العراقي، اتبع الباحثين المنهج الوصفي التحليلي باعتباره أحد أشكال التحليل والتفسير العلمي المنظم لوصف ظاهرة أو مشكلة محددة، اعتماداً الاستمارة (الاستبانة) كونها المصدر الأساس في جمع البيانات والمعدة في سبيل ذلك، والاستناد على برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS 26) لتحليل البيانات والخروج بنتائج البحث النهائية للتعرف على آراء العينة المقصودة بخصوص موضوع البحث، واعتمد في البحث تدريجات ليكرت الخماسي، تكونت فقرات الاستبانة من (20) فقرة تضمنت متغير البحث، وتم توزيع الاستبيان على مجتمع البحث بواقع (130) استمارة للعاملين في مجال التخطيط في الجهاز المذكور تم استرداد (118) استمارة اختير منها (115) استمارة للتحليل الإحصائي، وذلك لكون (3) استمارات غير صالحة للتحليل، البرامج الإحصائية المعتمدة (المتوسطات الحسابية، الانحراف المعياري، معامل الفروق، الأهمية النسبية)، وقد توصل البحث الى ابرز نتيجة تمثلت في: وجود قيم للإدارة العامة في جهاز الامن الوطني تؤكد على المهنية والنزاهة في العمل حيث يجب على جميع العاملين الالتزام بمبادئ الاخلاق والتزاماتهم واخلاقياتهم المهنية.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: التوجه الاستراتيجي ، الرؤية، الرسالة، الاهداف، القيم.