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The Relationship between Strategic Awareness and Organizational Culture: An Analytical Study in the General Directorate of Training and Qualification / Ministry of Interior

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Abstract:

The main purpose of this research is to test the relationship between strategic awareness and organizational culture in the General Directorate of Training and Qualification/ the Ministry of Interior. In view of the importance of the research topic and sample for the researched directorate, the researcher adopted the descriptive analytical approach using the questionnaire as a primary tool for data collection. The research sample is represented by the heads of departments division directors, and training officers in the directorate. The sample was limited to 119 officers out of a total of 181 officers. The questionnaire consists of 57 items, and answers were analyzed using the statistical program (SPSS). As for the practical effects of the research, it was found that the main hypothesis was rejected, and the alternative hypothesis was accepted, which indicates the existence of a correlation between strategic awareness and organizational culture. One of the important recommendations is to develop a spirit of cooperation among the employees of the directorate and provide them with opportunities to participate in expressing their opinions in solving the problems facing the directorate and enhancing the performance of the employees. Continuous guidance and follow-up by the directorate is also recommended to bridge the gap between planning and implementation, by monitoring the implementation of annual plans and ensuring their quality.

Paper type Research paper
Keywords: Strategic Awareness, Organizational Culture, General Directorate of Training, and Qualification.

1.Introduction:

Today, the world stands on the cusp of a new era characterized by changes, transformations, and new trends that have affected all business activities, leading to a new reality that integrates modern concepts, methods, and technologies with features and visions that are in line with these events. Strategic awareness is the process of integrating and demonstrating true knowledge. It is considered the key to realize, understanding, and taking advantage of potential and available opportunities. A conscious organization is one that has awareness of the future and the environment surrounding the organisation. Organizational culture is an important concept in the field of contemporary management. Many researchers and managers assert that the success or failure of organizations is greatly influenced by the prevailing culture and mentality within them. Every organization has a unique culture, which consists of the values, habits, and beliefs that people acquire from their organizations and the surrounding external environment. This culture shapes employee behaviour, attitudes, and actions, which can have positive or negative effects on all organizational processes and activities, through the strength or weakness of the correlation between strategic awareness and organizational culture.

1.1. Literature review:

There are many studies on strategic awareness. For example, Davis et al (2012) examined the effect of selected strategies and messages from top and middle management on measuring the strategic awareness of employees within an organization. The research included senior managers and supervisors from several American companies. The study employed an applied research methodology, using standard deviation, mean, percentage, correlation, and regression analysis. The findings of the study revealed a significant role for information and the selection of appropriate strategies for the organization. It emphasized the importance of ensuring that the organization's levels of understanding and providing the concept of strategic awareness are absorbed and developed. Furthermore, the study highlighted the significance of determining information dissemination strategies to enhance the level of strategic awareness among individuals within the organization.

Al-Khatib (2018) proved the impact of strategic awareness as an independent variable on the size of strategic risks. The research focused on a fuel distribution company in Jordan and used a questionnaire to measure and analyse the results using statistical methods. Three management levels were utilized, namely upper, middle, and lower, and the sample represented 200 out of a total of 220 respondents. However, 185 questionnaires were analysed. The research adopted an analytical approach, using the questionnaire as a data collection tool. The relationship between the variables was found to be inverse, indicating that as if strategic awareness increased, strategic risks would also decrease. Additionally, effective management reduces the size of risks.

Saleh (2020) showed the impact of strategic awareness as an independent variable on achieving sustainable competitive advantage. The study's population and sample included the General Directorate of Passports and Residency, along with all its branches. A random sample of 101 respondents, who were members of the directorate, was selected. The study employed an analytical approach and used a questionnaire as the data collection tool. Statistical software was utilized to test hypotheses and analyse the results. The research findings revealed the significant role of strategic awareness at different levels and its influence on the Directorate of Passports and Residency's ability to provide better services to citizens.

Younus (2020) revealed the indicators of collaborative governance and the extent of strategic awareness among participants, as well as their ability to overcome obstacles to the attaining strategic goals. The survey was conducted by the Iraqi Ministry of Higher Education and Scientific Research. The sample consisted of 38 individuals out of a total of 42 the ministry's stakeholders. The study employed an analytical approach and primarily used questionnaires, supplemented by interviews with the sample participants. The findings were

significant, demonstrating a strong relationship between the independent variables and their impact on reducing barriers to achieving strategic objectives.

Also, there are many studies on organizational culture such as a study of Nikpour (2017) that examined the intermediary role organizational commitment of employees in the link between organizational culture and organizational performance. The study population consisted of all employees in the Education Office of Kerman Province. A sample size of 190 individuals was selected using the Cochran formula. The study employed an analytical descriptive research methodology and utilized a questionnaire as the research instrument. The results showed that organizational culture has a strong influence on organizational commitment.

Attia (2019) measured the tools of organizational culture preservation and their role in enhancing job performance. The study included department managers and section supervisors in the Directorate General of Education in Maysan Governorate. It was conducted on a sample of 47 managers. The descriptive analytical method was adopted, and a questionnaire was used as a data collection tool. The variable of preserving the elements of organizational culture received significant attention from the management of the Directorate General of Education in Maysan Governorate. This importance was influenced by the management's focus on the element of social and organizational normalization, which contributed to enriching the independent variable of preserving the elements of organizational culture.

Al-Shihabi (2020) determined the nature of the relationship between organizational culture and personality patterns in the Central Bank of Iraq and their impact on performance. The study included a group of Central Bank employees consisting of 240 individuals. It employed a parallel methodology that combines descriptive-analytical and applied scientific approaches. A questionnaire was used as a data collection tool. The research revealed a set of results, one of conclusions is that organizational culture and personal patterns of employees in the Central Bank of Iraq are directly related to performance.

Gautam and Basnet (2020) showed the dimensions of organizational culture (career challenge, interaction, invention, and social integration) to be fundamental elements for training transfer and should be given priority due to for its importance. The study included the higher education sector, specifically the Nepalese academia, representing colleges. The study sample comprised faculty members in the higher education sector in Nepal, totalling (150) colleges. The study adopted a descriptive analyses method as a research design A self-administered questionnaire was used as the data collection tool. The results showed that the motivation behind training transfer partially mediates the relationship between the four dimensions of organizational culture and training transfer.

Benefiting from the presentation of previous studies

The previous studies referred to by the researcher in various aspects of the current research helped in shaping the theoretical framework of the study, it also helped the researcher to look at many scientific sources related to the research variables, whether those related to scientific books, research, master's theses, doctoral theses, and websites Which was supportive in many of the important joints of the current research. In addition, the research sample and the place of application were chosen, by looking at the samples approved in these studies, and benefiting from them in the current research, and to adapt the search variables and their dimensions to the current research community. The most important findings of these studies were also identified to support the results of the current research.

The current research introduces a framework that combines two variables that, to the best of the researcher's knowledge, have not been previously examined together within a single model. This pertains to the nature of the relationships between these variables and the outcomes derived at the General Directorate of Training and Qualification/Ministry of Interior.

The problem of this research in the field axis is being presented, which is evident in the perception of the sample in the investigated directorate. It is well known that the Ministry of Interior is one of the important ministries in Iraq and possesses a specific strategy in dealing with the problems and obstacles it faces. Since the investigated directorate is one of the directorates of the Ministry of Interior and is responsible for providing training services to the ministry's staff, especially in the current time, to confront internal and external risks, and the intellectual and field problem of the current research can be summarized in the following questions:

1. What is the extent of perception, the interest, and adoption of strategic awareness in the organization under study?

2. What is the level of organizational culture in the researched organization?

3. Is there a correlation between strategic consciousness and organizational culture?

The main objective of this research is to identify the level and type of the relationship between the strategic awareness and the organizational culture within the researched directorate. This objective can be achieved through the following sub-objectives:

1. Determining the level of interest in and adoption of strategic awareness the researched the organization.

2. Assessing the level of the organizational culture within researched organization.

3. Identifying the nature and type of relationship between strategic awareness and organizational culture.

4. Stimulating motivation within the organization to highlight the importance of the strategic awareness, and practices their role in shaping organizational culture.

2. Material and Methods:

Generally, in order to understand the relationship between the strategic awareness and the organizational culture, the researchers adopted the descriptive-analytical method, which is commonly used by most researchers to gain an understanding of the problem in various social phenomena. This method facilitates a realistic analysis of the phenomenon to arrive at the facts through the collected data and information, extract the results, and identify the influencing factors of the phenomenon to find a solution to it.

2.1. The Research Tools:

The research adopted the questionnaire as a main tool for collecting data, which was designed based on a set of ready-made indicators that had already been tested in successful organizations, after adapting them using validity and reliability tests to match the nature of the directorate is the subject of the study.

2.2. Data Analysis Tools:

A set of measures of central tendency was used in conducting the descriptive analysis of the research variables to identify the reality of their application within the Directorate is the subject of the study, and then the correlation coefficient and regression were used to discover the relationships between these two variables and test the research hypotheses.

2.3. The hypothetical scheme of the research :

The hypothetical diagram below illustrates correlation between variable (the strategic awareness) and variable (the organizational culture) as following:
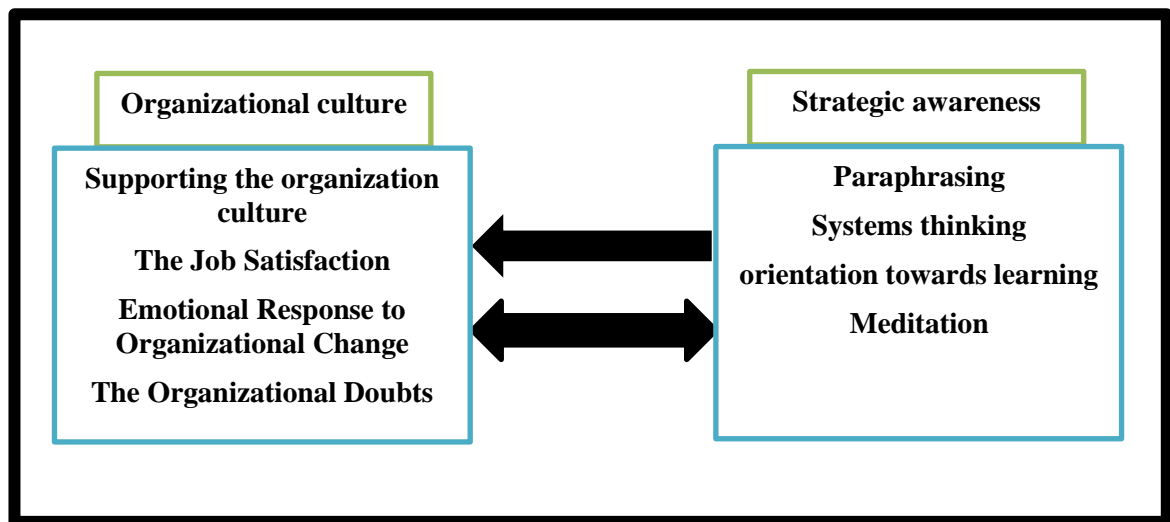
Figure 1: The hypothetical scheme of the research

2.4. The Research Hypotheses:

The first main hypothesis: is that there is not a correlation relationship at the level (0.05) between the variable of the strategic awareness with its dimensions (paraphrasing, systemic thinking, orientation towards learning, and meditation) and the variable of organizational culture with its dimensions (supportive the organizational culture, the job satisfaction, emotional response to organizational change, and organizational doubts). From this main hypothesis, the following sub-hypotheses are derived:

1.The first sub-hypothesis: There is no correlation at the level (0.05) between paraphrasing and the organizational culture variable.

2.The second sub-hypothesis: There is no correlation at the level (0.05) between the level of systems thinking and the organizational culture variable.

3.The third sub-hypothesis: There is no correlation at the level (0.05) between the level of orientation towards learning and the organizational culture variable.

4.The fourth sub-hypothesis: There is no correlation at the level (0.05) between the level of meditation and the organizational culture variable.

The second main hypothesis: There is not an effect at the level (0.05) between the variable of the strategic awareness with its dimensions (paraphrasing, systemic thinking, orientation towards learning, and meditation) in the variable of organizational culture with its dimensions (supportive the organizational culture, the job satisfaction, emotional response to organizational change, and organizational doubts). From this main hypothesis, the following sub-hypotheses are derived:

1.The first sub-hypothesis: There is no effect at the level (0.05) between paraphrasing and the organizational culture variable.

2.The second sub-hypothesis: There is no effect at the level (0.05) between systems thinking and the organizational culture variable.

3.The third sub-hypothesis: There is no effect at the level (0.05) between orientation towards learning and the organizational culture variable.

4.The fourth sub-hypothesis: There is no effect at the level (0.05) between meditation and the organizational culture variable.

2.5. The Research Community and Sampling:

Due to the fulfillment of the practical requirements of this research and the achievement of its objectives, it was necessary to select a research population that aligns with the researcher's goals and aspirations. The General Directorate of Training and Qualification of the Ministry of Interior in Iraq was chosen as the appropriate research domain. The study population included managers of departments, section managers, and training officers (181 individuals) within the researched directorate. A purposive sample of 119 officers was taken, based on the global model by (Krejcie and Morgan, 1970), to determine the sample size from the total research population. The main objectives of the General Directorate of Training and Qualification includes regulating the training and qualification processes from all aspects, preparing scientifically studied training plans that meet the needs of the Ministry of Interior, and enhancing the concept of partnership and cooperation with local and international training institutions (international supporters). Additionally, the directorate is responsible for preparing the annual training plan for the Ministry of Interior based on the training needs and conducting a scientific analysis that aligns with the ministry's aspirations to improve the efficiency of its employees.

2.6. The concept of strategic awareness:

The concept of strategic awareness refers to understanding and encompassing something, as well as how to implement it (Al-Mousawi, 2022). Also, it refers to consciousness, understanding, thinking, mental activities, and what a person needs to know in order to distinguish between things. In addition, the Merriam-Webster dictionary defines awareness as knowing the existence of something, developing a state or solving a problem, and sensing, experiencing, or observing something (sound, sensation, or emotion), and in a more comprehensive way, understanding and knowing what is happening around us in the world (Young, 2016). Furthermore. it has been defined as the ability possessed by individuals, whether workers or management. Awareness helps enhancing the perception process by expanding their personal awareness and understanding the organization's strategies, which require suitable and modern mechanisms to develop and utilize them within the organization (Ibrahim and Al-Nuaimi, 2020). Finally, organizations use vigilance because it corresponds to a state of awareness, with the senses being open to what is happening around them and a desire to continue in a state of awareness (Ibrahim, 2017). This means that strategic awareness is linking between the strategic thinking and periodic planning that should never stop and also the organizations should become ingrained in the culture and philosophy of the organization, which is managed strategically (Aref, I.A. and Saeed 2020).

2.6.1. Dimensions of strategic awareness:

2.6.1.1. Paraphrasing:

Reframing is considered a cognitive skill that enables individuals to have a proper vision of the future, evaluate events and facts from different perspectives, and connect the awareness of workers to the strengths and weaknesses within organizations (Montague, 2019). It also provides employees with the ability, awareness, and understanding switch their attention through multiplicity of perspectives and mental models for developing new concepts and effective options for action within the organization (Turkay, et al, 2012). According to (Mukherjee et al, 2016), reframing in an organization occurs at three levels in the organizational structure: the first level is known as the partial level, the second level is the intermediate level, and the third level is the strategic (overall) level. Despite paraphrasing has identified as one of the strategies effectively used by most organizations, it has not received much attention and focus like other comprehension strategies, such as using prior knowledge, visualization, or asking questions (Doyle and Brady, 2018). However, research on education and skill development has proven the use of paraphrasing beneficial for the workers (Heikkurinen, 2013) . This illustrates that paraphrasing can be employed either as a standalone strategy or in conjunction with other strategies within the organization (Kletzien, 2009).

2.6.1.2. Systems thinking:

The term systems thinking is a relatively new term, and the emergence of systems thinking in the 20th century was driven by the prevailing belief that the world is systemic. This means that phenomena are understood as emerging properties of interconnected elements (Checklan, 1999).. Emergence and interconnectedness are fundamental concepts of systems thinking (Flood, 2010). Systems thinking is a systematic approach to work, procedures, and counter-nature directions of organizations. Thinking is a cycle of actions that involve taking action and considering the effects of that action (Nguyen, et al, 2023). Additionally, it involves awareness of the fundamental aspects and creating alternative opportunities, effectively and efficiently investing in them (Pisapia et al, 2005; Atun, 2012) indicates that systems thinking and the characteristics of systems interact within the organization, leading to increase speed, adoption, and diffusion. These factors are addressed through creativity and innovation by employees and the systems used within the organization.

2.6.1.3. Orientation towards learning:

The orientation towards learning is considered an important aspect that captures the attention of individuals within organizations and drives them to develop and enhance their personal skills and capabilities (Gong et al, 2009). The orientation towards learning is defined as the organization of learning as a whole, which requires the organization to enhance its learning capacity by adopting double-loop learning. It has been a topic of great interest among researchers for decades (Alt, et al, 2022). The overall ability of the organization to stimulate learning may be influenced by generating new knowledge associated with the human resource management system (Alerasoul et al, 2021). The orientation towards learning was defined as a climate that reflects the common perception among the workers within the organization about the importance of effective learning. This indicates that a major motivational mechanism that can encourages the members of the work team in the organization to participate in the learning behavior. As the teams that do not succeed in learning appropriately, they will less effective and efficient and may take longer to improve and develop new products or services produced by the organization, because organizations suffer when their teams do not learn (Alerasoul, et al, 2022) This means that orientation towards learning can enhance performance results in the organization and effectiveness of the team in general is through the orientation towards learning. For this reason, it is justified to increase the interest in the orientation towards Learning by organization (Chiu et al, 2020).

2.6.1.4. Meditation:

Meditation represents the ability to apply knowledge in new situations within an organization. It is considered an important and vital element for all types of learning (Masters-Waage, et al, 2021). Also, meditation is a phenomenon with multiple facets that produces significant and effective effects, such as (creating integration, acquiring knowledge, fostering personal synthesis among workers, verifying the validity of workers' personal knowledge, and generating new emotional states (Karimi, et al, 2019)). The decision of the organization to engage in new activities to keep up with the developments occurring in the external environment (Turkay et al, 2012). In addition, meditation is the key for workers to transform tangible experiences into abstract concepts (Birnbaum, 2005). Further, it is necessary for workers to reflect on the knowledge and skills they possess in order to develop and improve them. Through reflection, workers become aware of their proficiency and can effectively demonstrate their skills in managing the organization (Chang, 2019). According to Pisapia et al, (2009) define meditation as the cognitive skill resulting from a thoughtful study of any belief or practice that enhances understanding of situations, and then applying the newly acquired knowledge to those situations.

2.7. The concept of organizational culture:

Culture has several meanings, including what is moral, i.e. (acumen, dexterity, intelligence, speed of learning, and control of knowledge), including what is material such as straightening the crooked thing, levelling, nailing something and obtaining it (Ibn Manzoor, 2003). In order to understand the meaning of organizational culture, we should first understand the concept of culture which can consist, according to the concept of anthropologists, of all behavioural patterns, which is the implicit phenomenon acquired and transmitted to people in society by means of signs that represent the achievements of human groups, including the industrial achievements of members of society, and that the essence of culture lies in heritage concepts (i.e. elected and transmitted), Historically, (De Vos and Hippler, 1969), and organizational culture is a thorny phenomenon that can take many points and many definitions that are based on giving a shared meaning to organizational culture because it is a system of values that define attitudes (Kranenburg, 2013). In addition, it is the belief on which business in the organization is built and works to determine the choice between good and bad and important and unimportant, (Muhammad and Asad, 2017). This means that organizational culture is a set of common values, beliefs and expectations that are considered as a guide for the staff in the organization through which they Generate the Standards that greatly affect the behavior of individuals and groups within this organization (Saeed and Helou, 2016).

2.7.1. Dimensions of organizational culture:

2.7.1.1. Supporting the organization culture:

The supportive organizational culture is considered an important and effective factor in promoting the well-being and prosperity of employees within the organization. One of the characteristics of this culture is that employees are enthusiastic and actively engaged in their work, receiving support from the organization (Pomirleanua and Mariadossb, 2015). Moreover, the supportive organizational culture enables employees to develop, enhance, and improve their knowledge and skills at work, leading to the development and growth of their job performance without difficulty or complexity. This is because a supportive culture has a positive impact on employees within the organization (Morrison et al, 2006). Supporting a supportive organizational culture for employees leads to increase job satisfaction among employees (Sok, and Tromp, 2014).

2.7.1.2. Job Satisfaction:

Job satisfaction is the positive feeling of employees towards the organization (Ahmad, et al, 2010). It occurs when employees experience high levels of job satisfaction, which leads them to support any programs, activities, or practices within their organization. This illustrates that employees will contribute their best efforts for the organization, reduce complaints, and prioritize efficient work (Susanty, et al, 2013). Also, job satisfaction is the judgment employees make about their job within the organization. When the employees have a positive perception of the organization, it results at a high level of job satisfaction (Weiss, 2002). In the case of high job satisfaction, it reduces the likelihood of organizational doubts among employees. Highly satisfied employees are less likely to express organizational doubts compared to employees who are dissatisfied with the organization (Bernarto, et al, 2020).

2.7.1.3. Emotional response to organizational change:

Emotional response to organizational change is a positive attitude of employees towards the process of change within the organization, and the focus here is on the emotional aspect of the situation. A supportive organizational culture plays an important role in creating a better emotional response of employees towards organizational change (Dhingra and Punia, 2016). Every organization requires its employees to work effectively, and employees also need a positive attitude towards the organization. When this positive attitude towards the organization is present, the employees will support whatever is programmed by the organization.

This leads to an emotional response to organizational change, which is a positive state for the organization, as well as helps reduce organizational uncertainty when employees display a positive attitude toward organizational change, they express less organizational uncertainty, which benefits the organization. (Bedeian, 2007).

2.7.1.4. The organizational doubts:

Organizational doubts are considered cases that lead to employees' lack of trust in the organizational change process within the organization, which consequently empowers them to direct their pessimism towards the organization and senior management (Sheela and Vohra, 2016). When this occurs, employees tend to express their lack of trust in the organization, resulting in organizational doubts when the management fails to adequately execute the change process, thus preventing the desired goal of the change from being achieved (Decelles et al, 2013). Furthermore, organizational doubts arise when employees exhibit dissatisfaction and lack of trust in the organization they work for. Most studies and research focus on organizational doubts, which effectively impact employees' outcomes and attitudes such as absenteeism, performance outcomes, and unproductive behavior within the organization (Prajogo and Wijaya, 2020).

3. The analysis and interpretation of indicators for the variable of strategic awareness

3.1. The **analysis of the dimensions of strategic awareness variable**

Table 1 shows the statistical analyzes through (arithmetical means, coefficients of variation, standard deviations, as well as the arrangement based on the coefficients of difference) to the dimensions of the strategic awareness variable, and it was relied on four dimensions to measure the variable as following:

Table 1: The analysis of dimensions of the strategic awareness variable

NO.	Dimension	Arithmetic mean	Standard deviation	Coefficient of difference	Arrangement
1	Paraphrasing	3.095	0.558	18.03%	2
2	Systems thinking	3.109	0.518	16.66%	1
3	Orientation towards learning	3.670	0.738	20.10%	3
4	Meditation	3.494	0.745	21.31%	4
	Strategic awareness variable	3.342	0.510	15.27%	

The mentioned table reflects that the variability coefficient (16.66%) corresponds to the dimension of "Systematic Thinking" which obtained the first rank. Its arithmetic mean is **(**3.109**)**indicating a high availability. While the standard deviation (0.518) indicates an agreement in the research sample's perspectives. Similarly, the mentioned table reflects that the variability coefficient (18.03%) corresponds to the dimension of "paraphrasing " which obtained the second rank. Its arithmetic mean is (3.095) indicating a high availability. Meanwhile, the standard deviation (0.558) expresses an alignment in the research sample's ideas. Furthermore, the mentioned table reflects that the variability coefficient (20.10%) corresponds to the dimension of "orientation towards learning" which obtained the third rank. Its arithmetic mean is (3.670) indicating a high availability. Whilst, the standard deviation (0.738) indicates a consensus in the research sample's opinions. Finally, the aforementioned table reflects that the coefficient of variation (21.31%) corresponds to the "Meditation" dimension, which was ranked fourth. Its arithmetic mean is (3.494) which indicates high availability. While the standard deviation (0.745) shows a convergence in the research sample's convictions.

3.2. Analyzing the dimensions of the organizational culture variable:

Table 2shows the statistical analysis through arithmetical means, coefficients of variation, standard deviations, and arrangement based on the coefficients of difference to the dimensions of the organizational culture variable, and it was relied on four dimensions in order to measure the variable as follows:

Table 2: The analysis of dimensions of the organizational culture variable

No.	Dimension	Arithmetic mean	Standard deviation	The coefficient of difference	Arrangement
1	Supporting organization culture	3.345	0.750	22.42%	4
2	Job Satisfaction	3.677	0.639	17.39%	1
3	Emotional response to organizational change	3.522	0.682	19.37%	2
4	The organizational doubts	3.447	0.682	19.78%	3
	Organizational culture variable	3.498	0.541	15.47%	

The mentioned table reflects that the difference coefficient (17.39%) corresponds to the dimension of "job satisfaction," which ranked first, and its mean (3.677) indicates a high availability. Meanwhile, the standard deviation (0.639) suggests an agreement in the research sample's perspectives. similarly, the mentioned table indicates that the difference coefficient (19.37%) corresponds to the dimension of "emotional response to organizational change," which ranked second, and its mean (3.522) indicates a high availability. Furthermore, the standard deviation (0.682) shows a convergence in the research sample's convictions. On the other hand, the mentioned table reflects that the difference coefficient (19.78%) corresponds to the dimension of "The organizational doubts" which ranked third, and its mean (3.447) indicates a high availability. Whilst, the standard deviation (0.682) Indicates a consensus in the research sample's opinions. the aforementioned table reflects that the coefficient of difference (22.42%) relates to the dimension (Supporting organization culture), which ranked the fourth, and its arithmetic mean is 3.345, which indicates high availability, while the standard deviation is 0.750, which indicates an agreement in the insights of the research sample.

3.3. The analysis of research variables (strategic awareness and organizational culture)

Table 3 displays the statistical analyzes through arithmetical means, coefficients of variation, standard deviations, and arrangement based on the coefficients of variation to the research variables (strategic awareness and organizational culture), as following:

Table 3: The analysis of strategic awareness and organizational culture

No.	Variable	Arithmetic mean	Standard deviation	The coefficient of difference	Arrangement
1	Strategic awareness	3.342	0.510	15.27%	1
2	Organizational culture	3.498	0.541	15.47%	2

The mentioned table reflects that the difference coefficient (15.27%) corresponds to the dimension of "strategic awareness," which ranked first, with arithmetic mean (3.342), indicating high availability The standard deviation (0.510) indicated an agreement in the research sample's views. Similarly, the mentioned table reflects that the difference coefficient (15.47%) corresponds to the dimension of "Organizational Culture," which ranked the second, with a mean of 3.498, indicating a high availability. The standard deviation (0.541) also indicated an agreement in the research sample's views.

3.4 Testing Hypothesis of the relationship between strategic awareness and organizational culture
Table 4 shows the correlation relationship of the research variables and their dimensions using the Pearson correlation coefficient, since the data are normally distributed, as follows:

3.4.1 Testing The first main hypothesis: There is no correlation at significant level (0.05) between the strategic awareness variable and the organizational culture variable.

Table 4: Values of the correlation test between strategic awareness and the organizational culture variable

Coefficient value	Degrees of freedom	The significant level
**0.547	119	0.000

It is clear from the above table that the Pearson correlation coefficient was **0.547 at the degree of freedom (119) and at a significant level (0.000), which is less than significant (0.05), which indicates the existence of a correlation between variable of the strategic awareness and variable of the organizational culture. As a result, the researchers reject the first main hypothesis (There is no correlation at level of 0.05 between the strategic awareness variable and the organizational culture variable). In contrast, the alternative hypothesis is adopted for this, namely (There is correlation at the level (0.05) between the strategic awareness variable and the organizational culture variable). Therefore, this leads to the testing of the following sub-hypotheses.

3.4.1.1. Testing the First Sub-Hypothesis there is no correlation at the level of significance (0.05) between paraphrasing and organizational culture variable. Table 5 displays the values of the Pearson correlation coefficient test.
Table 5: The values of the association test between the dimension of paraphrasing and the organizational culture variable

Coefficient value	Degrees of freedom	The significant level
**0.341	119	0.000

The above table shows that Pearson's correlation coefficient was (**0.341) with a degree of freedom (119) and a significant level (0.000), which is less than significant (0.05). This indicates a positive association between variable Paraphrasing and organizational culture. As a result, the researcher rejects the first sub-hypothesis (There is no correlation (0.05) between the paraphrasing dimension and the organizational culture variable) and supports the alternative hypothesis for it is (There is a correlation (0.05) between paraphrasing dimension and the organizational culture variable).

3.4.1.2. Testing the second sub-hypothesis (There is no correlation (0.05) between the systemic thinking dimension and the organizational culture variable.). Table 6 below shows values of Pearson correlation coefficient test.

Table 6: The values of the correlation test between the dimension of systemic thinking and the organizational culture variable

Coefficient value	Degrees of freedom	The significant level
**0.315	119	0.000

It is clear from the above table that the Pearson correlation coefficient was (**0.315) at the degree of freedom (119) and at a significant level (0.000), which is less than the significant level (0.05), which indicates a direct correlation between the systemic thinking dimension and the organizational culture variable. As a result, the researchers reject the second sub-hypothesis (There is no correlation (0.05) between the systemic thinking dimension and the organizational culture variable), and an alternative hypothesis is adopted for this, namely (There is correlation (0.05) between the systemic thinking dimension and the organizational culture variable).

3.4.1.3. Testing the third the sub-hypothesis (here is no correlation at the level (0.05) between the dimension of orientation towards learning and the organizational culture variable). Table 7 below shows values of the Pearson correlation coefficient test.

Table 7: The values of the correlation test between the dimension of orientation towards learning and the organizational culture variable.

Coefficient value	Degrees of freedom	The significant level
**0.536	119	0.000

It is clear from the above table that the Pearson Correlation Coefficient was (**0.536) at the degree of freedom (119) and at a significant level (0.000). This shows that it is less than the significant level (0.05). This indicates a direct correlation between the dimension of orientation towards learning and the organizational culture variable. Thus, the researchers reject the third sub-hypothesis (There is no correlation at significance (0.05) between the dimension of orientation towards learning and the variable of organizational culture). According to this result, the research is adopted the alternative hypothesis hich is (There is correlation (0.05) between the dimension of orientation towards learning and the variable of organizational culture).

3.4.1.4. Testing the fourth sub-hypothesis (there is no significant correlation (0.05) between the meditation dimension and the organizational culture variable). Table 8 below shows values of the Pearson correlation coefficient test.

Table 8: The values of the correlation test between the dimension of meditation and the organizational culture variable

Coefficient value	Degrees of freedom	The significant level
**0.493	119	0.000

It is clear from the above table that the Pearson correlation coefficient was (**0.493) at the degree of freedom (119) and at a significant level (0.000), which is less than significant (0.05), which indicates a direct relationship between the meditation dimension and the variable of organizational culture. result, the researcher rejects the fourth sub-hypothesis (There is no correlation (0.05) between the meditation dimension and the organizational culture variable), and an alternative hypothesis is adopted for this, namely (There is correlation (0.05) between meditation dimension and the organizational culture variable).

3.5. Testing hypotheses of the influence the strategic awareness variable on the organizational culture variable. Table 9 shows the relationship of the effect of research variables and their dimensions using the simple linear regression test values as following:

3.5.1. Testing the second main hypothesis: there is not an effect at the level (0.05) between the strategic awareness variable and the organizational culture variable.
Table 9: The values of the influence test between strategic awareness in organizational culture variable

α	β	t(β)	moral t	R^2	F	F morale
1.561	0.580	7.062	0.000	0.299	49.872	0.000

According to the results of Table 9, the researchers reject the second main hypothesis: (There is no effect at significance (0.05) of the strategic awareness variable on the organizational culture variable), and at the same accept the alternative hypothesis for it, which is (There is an effect at the level of significance (0.05) for the strategic awareness variable on the organizational culture variable). The following sub-hypotheses are derived from it:

3.5.1.1. Testing the first sub-hypothesis: There is no effect at the level of significance (0.05) for the paraphrasing dimension on the organizational culture variable. Table (10) below shows the values of the simple linear regression test.

Table 10: The values of the influence test between the dimension of paraphrasing on the organizational culture variable

α	β	t(β)	moral t	R^2	F	F morale
2.475	0.331	3.921	0.000	0.116	15.375	0.000

Generally, the researchers reject the first sub-hypothesis which is (there is no effect at significance (0.05) for the dimension of paraphrasing on the organizational culture variable), and hence accepts the alternative hypothesis for it, which is: There is an effect at the level of significance (0.05) for the dimension of paraphrasing on the organizational culture variable.

3.5.1.2. Testing the second sub-hypothesis: There is no effect at the level of significance (0.05) of the systemic thinking dimension in the organizational culture variable. Table 11below shows the values of the simple linear regression test.

Table 11: The values of the influence test between the dimension of systemic thinking on the organizational culture variable

α	β	t(β)	moral t	R^2	F	F morale
2.475	0.329	3.587	0.000	0.099	12.866	0.000

Similarly, the results of Table 11 lead the researchers to reject the second sub-hypothesis:(there is no effect at significance (0.05) the dimension of systemic thinking in the organizational culture variable). So, accepts the alternative hypothesis for it, which is (there is an effect at the level of significance (0.05) for the dimension of systemic thinking on the organizational culture variable).

3.5.1.3. Testing the third sub-hypothesis: There is no effect at the level of significance (0.05) the dimension of orientation towards learning on the organizational culture variable. Table (12) below shows the values of the simple linear regression test.

Table 12: Values of the influence test between the dimension of orientation towards learning on the organizational culture variable.

α	β	t(β)	moral t	R^2	F	F morale
2.055	0.393	6.867	0.000	0.287	47.156	0.000

According to results of Table 12, the researchers reject the third sub-hypothesis: There is no effect at significance (0.05) the dimension of orientation towards learning in the organizational culture variable, and accepts the alternative hypothesis for it, which is: There is an effect at the level of significance (0.05) for the dimension of orientation towards learning in the organizational culture variable.

3.5.1.4. Testing the fourth sub-hypothesis: There is no effect at the level of significance (0.05) for the dimension of meditation on the organizational culture variable. Table 1**3** below shows the values of the simple linear regression test.

Table 13**:** The values of the influence test between the dimension of meditation in the organizational culture variable

α	β	t(β)	moral t	R^2	F	F morale
2.245	0.359	6.137	0.000	0.243	37.657	0.000

According to result of Table 13, the researchers reject the fourth sub-hypothesis (there is no effect at significance (0.05) the dimension of meditation in the organizational culture variable). Therefore, accepts the alternative hypothesis for it, which is (there is an effect at the level of significance (0.05) for the dimension of meditation in the organizational culture variable).

4. Discussion of results:

1- It is clear that the researched directorate in the field of application has the ability to achieve paraphrasing, because the coefficient of difference reached (24.01%), which obtained the first rank, and it is in the text (The directorate is working on evaluating the decision-making process and its resulting outcomes in order to convert knowledge into expertise), and the value of the arithmetic mean amounted to 3.807, which indicated a high availability. While the standard deviation was 0.914, which indicated an agreement in the visions of the research sample about the directorate, depends on the positive evaluation. A decision-making process and its consequences through promotion security directorate culture of positive evaluation and continuous learning. In addition, encourages members of the directorate to review and evaluate past decisions openly and objectively, including identifying errors and drawing lessons learned.

2- It is evident that the researched directorate has the ability to achieve systems thinking through the difference coefficient (22.63%) in item eight, which ranked first and states (The management of the directorate expects employees to be able to find unique solutions to the problems they face). Its mean (3.798) indicates a high availability, while the standard deviation (0.859) suggests an agreement in the research sample's views on the employees' ability in the directorate to find unique solutions to the problems they encounter, as they evolve to become more creative and innovative. They are encouraged by the management of the directorate to think outside the box and experiment with new and different ideas to overcome specific challenges.

3- The research conducted showed that the directorate under investigation has the ability to follow educational direction. This is evidenced by the coefficient of difference (24.25%) for item 11, which ranked first and states that the directorate (realizes that the ability to learn is a major factor in acquiring and transferring knowledge). The average score (3.807) indicates high availability, while the standard deviation (0.923) indicates the consensus of the research sample regarding encouraging the directorate to promote a culture of continuous learning and development among employees. Furthermore, it encourages workers to learn from past experiences, acquire new skills, and deal with current challenges and demands. The directorate recognizes the importance of providing an environment that promotes learning and personal growth, and provides the necessary support through workshops, training courses and educational materials to enable employees to acquire knowledge and enhance their abilities.

4- It is clear that the researched directorate has the ability to achieve meditation, as the coefficient of difference (21.36%) indicates that item 15 ranked first. which stated that (the directorate takes into account the information gathered through the experiment to determine the nature of the required decisions). Moreover, the average (3.580) indicates high availability, while the standard deviation (0.765) indicates the consensus of the research sample regarding the directorate's consideration of the information collected through the experiment to determine the nature of the required decisions. The directorate also recognizes the value and importance of accumulating knowledge and experience over time, and uses this information to analyze the context and evaluate options in making future decisions.

5- It is evident that the researched directorate has the ability to achieve a supporting organizational culture. This is because the variance coefficient (29.26%) to item 36, which ranked first and is stated as follows: (There is a long-term planning for the development of the career path) The mean score obtained was (3.471), indicating a high availability. Meanwhile, the standard deviation (1.015) indicated an agreement in the research sample's perspectives. The directorate works on providing opportunities for professional development and available career paths for its employees. It enables them to define their professional goals and work towards achieving them with its support. This provides inspiration and motivation for their growth and advancement in their professional careers.

6- The results showed that the researched directorate has the ability to achieve job satisfaction, as the variation coefficient (17.59%) to item 42, obtained the first rank. The item states, (I perform my work well, mindful of the directorate's reputation) Its mean score (4.387) indicated a very high availability. Meanwhile, the standard deviation (0.771) indicated agreement in the research sample's views that there is a strong desire among employees to deliver the best performance and achieve excellent results. They strive for excellence and work hard to meet and exceed the directorate's and society's expectations. The directorate realizes the importance of its reputation and is making diligent efforts to maintain its good reputation through the superior performance of its employees.

7- It is evident that the researched directorate has the ability to achieve emotional response to organizational change as the differentiation factor (21.23%) is shown in item 47, which ranked first and stated, (I suggest new things in my workplace) Its arithmetic mean is (3.941), indicating a high availability. Meanwhile, the standard deviation (0.837) indicates an agreement in the research sample's perception that employees are willing to challenge themselves, try new ideas in the workplace, fear no risk, and bear the responsibility associated with presenting new proposals. They possess the ability for creative thinking and innovation in finding new and effective solutions to problems or improving current processes.

8- It is clear that the researched directorate has the ability to achieve employee satisfaction due to the high degree of variation (24.96%) from item 51, which ranked first and states (there is a correlation between the organization's policy and objectives on the one hand, and actual practices on the other hand). The average value of this item is (3.807), which indicates high availability. Moreover, the standard deviation (0.950) indicates agreement among the research sample on the clear and specific vision of the Directorate's objectives and policies that keep pace with current developments and challenges. The directorate implements these policies effectively in all aspects of its work.

Conclusions:

The current research presents a vital set of conclusions based on the results of the practical aspect through analysing the level of the relationship between strategic awareness and organizational culture in the under-study organisation. Firstly, the results of the research showed that percentage of males is much more than the females, this means that men dominate most of the organization's jobs, especially in the age group from 30 to 39 years. Also, most of the organization's employees have a bachelor's degree, which means that they have good academic qualifications; however, they do not have good knowledge when making an organizational change, this confirms that they do not have enough strategic awareness in dealing with complex problems in their organisation. In addition, there is not much concern for employees through their leaders in the researched organisation. Secondly, most workers do not feel happiness in the workplace because of the weakness in meeting their needs, and hence this leads to a weak sense of the job satisfaction. Third, the incentive system needs major modifications in order to be suitable for the process of change and thus can increase workers' motivation towards their work. More than that, there is no real interest in supporting the organizational culture by the top management of the organization. Finally, the dimensions of the independent variable (strategic awareness) were arranged as more important are systemic thinking, reformulation, orientation toward learning, and meditation. While the dimensions of the dependent variable (organizational culture) were arranged as more important are job satisfaction, emotional response to organizational change, organizational doubts, and the supportive culture of the organization. Therefore, there is a significant correlation between strategic awareness and organizational culture in the under-study organisation.

Authors Declaration:
Conflicts of Interest: None
-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.
- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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علاقة الوعي الاستراتيجي بالثقافة التنظيمية: بحث تحليلي في المديرية العامة للتدريب والتأهيل/ وزارة الداخلية

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مستخلص البحث:
الهدف الأساسي من هذا البحث هو اختبار العلاقة بين الوعي الاستراتيجي والثقافة التنظيمية في المديرية العامة للتدريب والتأهيل بوزارة الداخلية، نظرا لأهمية موضوع البحث وأهمية عينة البحث بالنسبة للمديرية المبحوثة، فقد تبنى الباحث المنهج الوصفي التحليلي، بالاعتماد على الاستبيان كأداة رئيسية لجمع البيانات، تمثلت عينة البحث بمديري الأقسام ومديري الشعب وضباط التدريب في المديرية، واقتصرت العينة على 119 ضابطا من أصل 181 ضابطاً، يتكون الاستبيان من 57 فقرة، وتم تحليل الإجابات باستخدام البرنامج الإحصائي (SPSS). أما بالنسبة لأهم نتائج البحث فقد تم رفض الفرضية الأصلية وتم قبول الفرضية البديلة مما يدل على وجود علاقة ارتباط بين الوعي الاستراتيجي والثقافة التنظيمية. ومن أهم التوصيات تنمية روح التعاون بين العاملين في المديرية المبحوثة وافساح المجال لهم للمشاركة في ابداء آرائهم في حل المشاكل التي تواجه المديرية وتطوير أداء العاملين، والتوجيه المستمر والمتابعة من قبل المديرية لغرض تلافي وجود فجوة ما بين التخطيط والتنفيذ، من خلال متابعة مدى تنفيذ الخطط السنوية والتأكيد على جودتها.

نوع البحث: ورقة بحثية.
المصطلحات الرئيسة للبحث: الوعي الاستراتيجي، الثقافة التنظيمية، المديرية العامة للتدريب والتأهيل

*البحث مستل من رسالة ماجستير