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Strategic Awareness and its Impact on Organizational Readiness for Change: An Analytical Research into the Automotive and Equipment Manufacturing State Company

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Abstract:

The search aims to detect the impact of strategic awareness with its dimensions (awareness of customer service, sales/promotion, product/service, competitive environment, as well as administrative/coordination awareness) as an independent variable on organizational readiness for change with its dimensions (appropriateness, management support, change efficacy, and personal benefits) as a dependent variable. The following questions summarize the main problem of the study: "What is the effect extent of strategic awareness on organizational readiness? and What is the application level of the concept of strategic awareness in the industrial sectors of Iraq?", to reach an actual model that fits the Iraqi environment for employing strategic awareness as an effort for achieving organizational readiness for change. For testing the hypotheses, the descriptive analytical method was used to complete the research depending on the questionnaire as a main tool for collecting data, which was distributed to the research community (The Automotive and Equipment Manufacturing State Company). Senior management in the researched company included a sample of 150 respondents. Several statistical methods, including mean, standard deviation, simple regression, and Spearman correlation coefficient were used. The results showed a significant effect of strategic awareness on organizational readiness for change, and that the dimensions of strategic awareness have an efficacious and essential effect on organizational readiness. The researched company's efforts to apply high levels of strategic awareness will reflect positively in achieving organizational readiness.

Paper type: Research paper.

Keywords: Strategic Awareness, Organizational Readiness for Change

1.Introduction:

Iraq has made great progress in economic development and is currently facing new opportunities and challenges, forcing it to change, especially its economic and industrial path, to adapt to the development of the global economy.

The Ministry of Industry and Minerals has realized the importance of developing an industrial strategy that contributes to spreading the culture of knowledge, subjecting it to theoretical and applied study, and contributing to reducing the scientific and knowledge gap that separates our society from advanced societies. This fact has prompted many researchers, writers, and strategic studies centers to give this topic a high degree of attention within Strategic levels and its entry into the space and areas of economic development.

Many terms have become widespread in the literature of contemporary administrative thought that urge organizations to compete in the production of knowledge, control its sources and ways to employ it, and invest in minds capable of breaking the chain of traditionalism and coming up with something new to achieve a sustainable competitive advantage that is difficult for competitors to imitate. Among these terms is strategic awareness which has witnessed strong attraction among leaders. as a strategic solution to confront the challenges that organizations are exposed to in the business environment, they were able to hold with a strong grip the keys to excellence and success by raising awareness as a dynamic process that contributes to maximizing readiness because it embodies the identity of the organization and charts a strategic path for to make it organizationally readiness for change, in confirmation of the above comes the importance of research to determine the impact of strategic awareness on the effectiveness of organizational readiness, and given the limited adoption of such topics in Iraqi organizations that are in dire need of them today, the Ministry of Industry and Minerals realized the importance of developing an industrial strategy that contributes to spreading the culture of awareness and knowledge and subjecting it to theoretical and applied study and its contribution. In reducing the scientific and knowledge gap that separates our society from developed societies. This has prompted many researchers, writers, and strategic studies centers to give this topic a high degree of attention within the strategic levels and to enter it into the space and fields of economic development, based on the importance of the study variables represented in (strategic awareness and organizational readiness for change). These are contemporary topics that address to some extent the position of organizations in the dynamic environment, as the readiness of organizations for change depends to a large extent on the extent to which the managers of the researched company possess an appropriate strategic awareness of change.

1.1 Review of the literature:

Numerous studies have examined strategic awareness, such as the following:

Eid (2019) studied the influence of strategic awareness on institutions by using organizational commitment as a mediator. The European Foundation for Quality Management Model (EFQM) was adopted by the researcher as a guide for capacity, potential, and results. Likewise, he used several analytical methods relevant to the hypotheses presented. To indicate the source of differences, the analysis of variance was used accompanied by the Tukey test as well as AMOS software . The study was conducted a sample of 253 staff members at Egyptian universities by using the exploratory approach and the method of interviews and personal observation. Study results showed that there are direct mutual relationships between the dimensions of strategic awareness, organizational commitment, and institutional excellence indirectly.

Yildiz (2019) suggested the importance of strategic awareness. The connection between innovation management and entrepreneurship, reveals the entrepreneurial and strategic factors that play a role in organizational innovation. The study adopted the method of surveying and analyzing organizations operating in the field of advertising and design in Istanbul, with questionnaires being the main data collection tool. The results show that all strategic awareness factors play a mediating role in the impact of entrepreneurial factors on innovation management factors.

Al-Fatlawi et al. (2020) provided evidence in private universities in Basra Governorate on the function of strategic learning as a mediating variable in the connection between strategic awareness and strategic sovereignty. The study sample consisted of 104 teachers from private universities in Basra. Besides, the study used descriptive analysis methods and questionnaires as the main data collection and analysis tools. The findings demonstrate that strategic learning and its combined dimensions have a middleman in the connection among strategic awareness variables and their combined dimensions as well as strategic sovereignty variables and their combined dimensions. Additionally, strategic awareness variables and their dimensions have a positive impact on both strategic learning and strategic sovereignty. Universities are affected by the total size of the private sector.

Al-Badayneh (2021) conducted an applied study in Jordanian food processing enterprises to examine the impact of strategic awareness on bolstering the regulatory immune system. This study used descriptive analysis methods and questionnaires as the main tools to conduct a sample survey of 150 managers and employees in the production, quality, and planning departments of the research enterprise. The most notable findings of the study were that the sample members had a high level of awareness of strategic awareness, and the study sample also had a high level of awareness of the organizational immune system of the companies studied.

Numerous studies have examined organizations' readiness for change, including:

Shahidi et al. (2015) explained the assessment of organizational preparedness of organizations to implement knowledge management and determined whether the factors that influence the assessment of the readiness of all organizations to implement knowledge management systems are the same. They rely on descriptive and analytical techniques. The research population included three organizations (information technology, education, and business), and the research sample included 118 managers. The results confirm the impact of IT infrastructure on organizational readiness

Al-Abadi and Al-Ameedi (2018) studied the impact of strategic capital on achieving organizational readiness at the University of Kufa. The sample for the study, which employed a questionnaire and an analytical methodology, consisted of 47 university college council members. The results showed that the dimensions of strategic capital contribute to achieve organizational readiness. In addition, the necessity of the university's interest in strategic capabilities provides the appropriate organizational environment to achieve organizational readiness.

Wulandari et al. (2020) studied the role of leaders in healthcare delivery organizations in building organizational readiness for change and identified the leader roles (personal, informational, and decision-making roles) that contribute most to improve organizational preparedness for change. The study sample included health centers in Indonesia with a total of 190 respondents, a questionnaire was used as a main data collection. The results indicate that differences in leaders' ability to perform the three roles influence on organizational readiness levels.

The reactive role of proactive socialization was suggested as an important way to assist new employees adapting and connecting with an organization (Ajeel, 2022). Positivity in the workplace is also one of the necessary work requirements because it helps individuals achieving their success, unison with the work environment, and preparedness to make organizational changes in the General Authority for Tourism. The study used the exploratory method and its sample included 245 respondents of employees of the General Tourism Authority in Iraq. The results showed that a new concept on how the authority's employees develop positive psychological resources that generally impact the authority's work and the job performance of the employee was directly presented by positivity in the workplace.

As for the research question, today's organizations, especially those like the Ministry of Industry and Minerals, can face threats, including severe environmental situations and their inability to confront these difficulties and thus preserve and survive in this turbulent environment. Moreover, we see a lack of awareness of the importance of planning among business and industrial decision-makers, which can occur unintentionally. Additionally, they need to possess strategic awareness, which enables them to comprehend the environment in which the firm operates and to adopt the right kinds of strategic behaviors that allow them to modify their actions in response to changing circumstances. Sometimes, preparations are made on an ill-considered basis and one of the obstacles is the administrative factor, which focuses more on day-to-day problems rather than interest in its future needs. This may impose responsibility on the industrial sector by training personnel and make organizational changes. Human resources, organizational structure, and information technology can achieve the further development of the services it provides. The research question can be formulated by the following question: What is the impact of strategic awareness on organizational readiness?

The purpose of the study is to analyze and explain the impact of strategic awareness as an explanatory changeable and organizational readiness for change as a responding changeable. Besides it seeks to develop a realistic model that suits the Iraqi environment and employs strategic awareness to achieve organizational readiness for change. Furthermore, It aims to provide recommendations based on the results of the research and its conclusions that were reached on the practical side to enhance the work of the research variables in the researched organization.

2. Material and methods:

2.1 The Sample:

The researchers used a comprehensive inventory of the senior departments in the surveyed company (general manager, assistant general manager, factory manager, department manager, and division official), and the total amounted to 150. The Automobile and Equipment Manufacturing Corporation was created in early 2016 by the merger of three firms: The Automobile Manufacturing Corporation, the Machinery Industry Corporation, and the Battery Manufacturing Corporation. It is one of the companies affiliated with the Ministry of Industry and Minerals and currently specializes in the engineering industry and most of its industrial and agricultural activities.

2.2 Research hypothesis:

The main hypothesis of the research is that strategic awareness does not impact organizational readiness for change). This includes four hypotheses as follows:

- The dimensions of strategic awareness do not impact the appropriateness dimension
- The dimensions of strategic awareness do not impact the management support dimension
- The dimensions of strategic awareness do not impact the dimension of change efficacy
- The dimensions of strategic awareness do not impact the dimension of personal benefits

2.2.1 The hypothetical diagram of the research:

To incorporate the major variables and their sub-dimensions into the research questions and issues, as well as their relevance and objectives, the hypothetical diagram depicts the researchers' method of thinking. It is predicated on how the study variables are arranged and the knowledge literature.

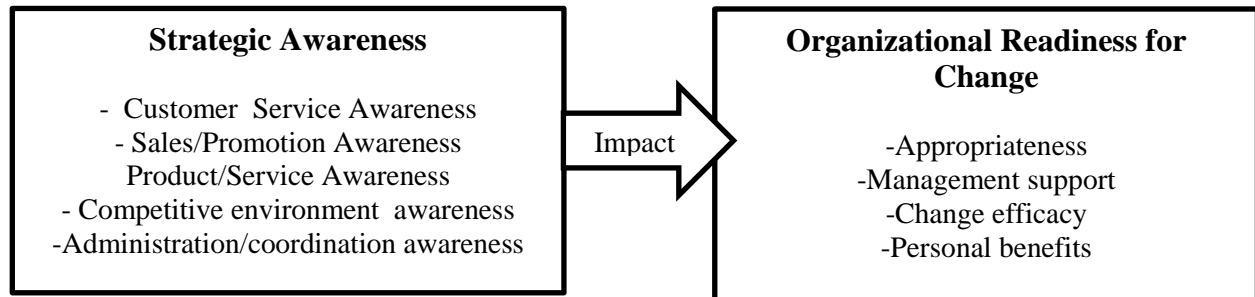


Figure 1: The hypothetical diagram of the research

2.3 Measuring the validity and reliability of the questionnaire:

2.3.1 The validity of the tool's (questionnaire's) purported content:

The questionnaire was sent to a panel of up to 24 arbitrators with varying experience and decision-making abilities to obtain their opinions on the clarity of the questionnaire questions, their interdependence, and the suitability of the measured variables, taking into account: the questionnaire consists of 47 parts distributed in various sub-dimensions of the search variables.

2.3.2 Stability of Scales:

In general, stability is the capacity to acquire roughly the same findings by repeating the scale's distribution using the Cronbach coefficient after a predetermined amount of time. It is clear from Table 1 that all extracted Cronbach's alpha coefficient values ranged between 0.819 and 0.913 for the variables and dimensions, which is greater than 0.70. This indicates that the variables and dimensions have appropriate internal consistency and good reliability.

Table 1: Testing the reliability of the scale.

The Scale	Cronbach's alpha coefficient	The decision
Customer Service Awareness	0.887	good reliability
Sales/Promotion Awareness	0.901	good reliability
Product/Service Awareness	0.883	good reliability
Competitive Environment Awareness	0.892	good reliability
Administration/Coordination Awareness	0.904	good reliability
Strategic Awareness	0.913	good reliability
Appropriateness	0.868	good reliability
Management Support	0.819	good reliability
Change Efficacy	0.839	good reliability
Personal Benefits	0.877	good reliability
Organizational Readiness for Change	0.884	good reliability

2.3.3 The internal consistency scale (half segmentation):-

To ensure that the scale used has good reliability, the researchers relied on the split-half test to identify a partial correlation of the questionnaire. The scale was divided into two equal groups using different methods, paragraphs with even numbers and paragraphs with odd numbers, and then the correlation between the items of the two groups was examined. When this method was applied. It was found that the Spearman-Brown coefficient for the questionnaire reached 0.941, while the split-half coefficient for the questionnaire using the Guttman coefficient reached 0.938, which is a high indicator for expressing the investigated phenomenon, which means that it has good stability in its various measures and can be adopted at different times, as shown in Table 2.

Table 2: outputs for consistency on the scale

Cronbach's alpha	Part 1	Value	0.965
		N of Items	37 ^a
	Part 2	Value	0.978
		N of Items	37 ^b
	Total N of Items		
Correlation between forms			0.889
Spearman –brown coefficient	Identical Length		0.941
	Not identical Length		0.941
Guttman split-half coefficient			0.938

2.4 Research variables:

2.4.1 Strategic Awareness: -

The writings of researchers on strategic awareness began to appear in the Chinese civilization in 500 BC and India in 600 BC (Yunus, 2020). As the concept of philosophical awareness developed according to the level of scientific and philosophical knowledge, it passed from the concept of the soul to the concept of consciousness, and the concept of self-awareness is extracted from the latter. The philosopher Socrates is considered the founder who investigated the inner world of man as a personal ability. According to him, knowledge of man as a personality and as a member of society constitutes its most important issues (Al-Shaya and Al-Masry, 2011).

In pragmatic philosophy, awareness is linked to the future and is called future awareness. The future is the most urgent practical issue in our current time and is of great importance to all of humanity. Our future awareness must be developed to a greater degree (Wagner, 2009).

In the field of cognitive psychology, according to psychological theory, the scientist William James (1890) suggested that consciousness is linked to selective attention and primary memory. When awareness is present, the phenomenal content (awareness of something) is present, that is, what is called phenomenal consciousness (Velmans, 2012), awareness refers to how an individual understands the activities of others, which provides a context for his activity (Al-Shaher,2018). As for the contribution of sociology in describing consciousness physiologically, it was described as a mental activity that depends on the neural activity of brain cells, whether it is feeling, emotion, thinking, or self-awareness. At the end of the process, it is a neural activity that is physiologically conditioned, and this is what is confirmed by the representational function of the mind in its relationship with external things (Saleh, 2020),

In the 1980s, the term "strategic awareness" first emerged as a way for upper management to emphasize the value of both internal and external variables while also concentrating on all members of the organization. Originally, the idea of strategic awareness was defined as something that relied on the individual level (Hambrick, 1981). It is one of the first researchers to study strategic awareness that it is the degree to which the senior management team, who are the main individuals, has awareness of strategic priorities and how to follow them (Lukkarinen, 2018).

(Berry, 1996) defines strategic awareness as the ability to evaluate the overall impact of any development, such as a change in work, and its long-term repercussions, realizing the advantages that the strategic direction will bring to the organization. As for its dimensions, it was determined (Davis et al, 2012) (customer service awareness, sales/promotion awareness, product/service awareness, competitive environment awareness, and administration/coordination awareness).

1- Customer service awareness is the degree to which prospective clients are aware of the company's offerings and the goods and services it provides, as well as their wants and preferences about those offers. (Al-Mohammadi and Al-Dulaimi, 2022).

2- Promotion awareness is defined as the ability of customers to recall and recognize a brand, their ability to identify it under different circumstances, and to associate the name, logo, and symbol of the brand with their memory (Tufa and Melese, 2021).

3- Product/service awareness is knowledge of specific products and services offered by an organization in particular compared to those offered by competitors (Odunlami and Emmanuel, 2014).

4- Awareness of the competitive environment includes an analysis of environmental factors, including environmental awareness. Environmental awareness is positively related to green competitive advantage (Tan et al, 2022).

5- Coordination administrative awareness is defined as the process of effective alignment of units, tasks, and efforts directed to achieve a specific goal, as it represents everything related to modifying the procedures and decisions of actors to work to achieve the desired goal (Christensen et al, 2006).

2.4.2 Organizational Readiness for Change:

The intellectual development of the concept of preparedness began for the first time from the studies of Jacobson (1957) (Holt et al, 2007). It has roots in the change management literature, as change management theorists have proposed a more proactive view of this construct as a powerful precursor to the success of organizational changes. Organizational readiness has been studied in a variety of disciplines including healthcare management, human resources, marketing, and information systems (Shanrasbi and Pare, 2014). Change is the slogan of progress for organizations. The organization is not only a combination of fixed assets but is governed by forces in the external environment that affect its survival in the work environment. This requires taking strategic measures to change and adapt to the conditions of the environment (Al-Kubaisi and Ahmed, 2017). Change processes also play a prominent and influential role in the early diagnosis of opportunities and threats and monitoring indicators of their emergence (Faiq and Abd, 2018).

Cinite et al (2009) explain the writings of researchers on change management from the late seventies until now have emphasized the importance of a level of readiness for organizations and their success in implementing change, whether at the individual, organizational, or collective level (Hussein and Laibi, 2019). From a strategic point of view, readiness for change, as Norton and Kaplan (2004) describe it, is the organization's ability to organize assets, processes, and activities to be ready to move from the current situation to the new situation (Al-Abadi and Zubar, 2020). The development of organizational preparedness for changing has also been linked cognitively to the implementation stage, which helps determine and measure the level of

preparedness and ability of organizations to bring about change and the extent of individuals' awareness of change developments. The change process is implemented using organizational capacity that is affected by organizational factors such as senior management support, use of resources, and appropriate planning for the success of change (Ajeel, 2022).

Armenakis et al (1993) defined organizational readiness as a cognitive initiative of behaviors and their level of resistance or support to change effort, and Readiness is viewed as those factors that must be accomplished before implementation, during implementation, and after implementation (Al-Shaher, 2018), as for its dimensions, it was determined (Thorisson, 2020) (appropriateness, management support, change efficacy, and personal benefits).

1- Appropriateness reflects the extent to which the correct attitude change is believed to be designed to confront the contradiction (Armenakis and Harris, 2009).

2- Management support is described as the degree to which top management understands the importance of the information systems function and is personally involved in its activities (Jitpaiboon and Kalaian, 2005).

3- One idea that connects a person's performance, success, and self-efficacy is called change efficacy (Al-Mayali, 2021).

4- Personal benefit refers to the extent to which individuals feel they will benefit from implementing potential change (Thorisson, 2020).

2.5 Data collection tools: the two researchers used the following two categories of instruments to finish their research the paper:

2.5.1 The conceptual aspect: In dealing with the theoretical aspect, the researchers relied on research in the literature of administrative thought (organization theory, organizational behavior, and strategic management), and other areas of Arabic and international research, including the Internet, books, and research in solid periodicals, theses, and magazines.

2.5.2 The practical side: It includes the questionnaire, which is the main tool for obtaining data and information related to the practical aspect, testing hypotheses, and arriving at results. The five-point Likert scale was relied upon, which is one of the most widely used scales in administrative science, below are the main variables, sub-dimensions, and the scale adopted in the current research:

A. The independent variable is strategic awareness which includes dimensions (customer service awareness, sales/ promotion awareness, product/service awareness, competitive environment awareness, and administrative /coordination awareness) based on a study of Davis et al, (2012).

B. The dependent variable is organizational readiness for change which includes dimensions (appropriateness, management support, change efficacy, and personal benefit), which was based on the study of Thorisson, (2020).

3. The Discussion of Results:

3.1 Analyses research concepts:

Through this part of the analysis, we seek to identify the reality of the research variables by studying the dimensions of each variable for the opinions of managers at the General Company for Automotive and Equipment Manufacturing, which number (150) respondents. The level of response to the opinions of the surveyed sample will be determined according to their answers based on a five-point Likert scale in light of the sample's answers to the questionnaire questions. Table 3 displays the results of measuring the arithmetic mean range of the sample answers.

Table 3: weighted average and response level

Weighted average		Weights		Answer Direction	Answer Scale
1.8	1	%36	%20	I don't completely agree	Very weak
2.6	1.81	%52	%36.2	I do not agree	weak
3.4	2.61	%68	%52.2	neutral	middle
4.2	3.41	%84	%68.2	I agree	good
5	4.21	%100	%84.2	Totally agree	very good

The following Table 4 displays the values of the statistical methods utilized in the descriptive analysis. The mean was used to indicate the central tendency of the data, in addition to indicating the level of availability. Meanwhile, the standard deviation was used to indicate the dispersion in the sample opinions.

Table 4: Presents the mean and standard deviation results for the dimensions of the study variables

Dimension and variable	Mean	Std. deviation
Customer service awareness	3.465	0.865
Sales/ promotion awareness	3.919	0.702
Product /service awareness	3.478	0.855
Competitive environment awareness	3.188	0.916
Administration /coordination awareness	3.637	0.598
Independent variable: Strategic Awareness	3.537	0.686
Appropriateness	3.523	0.891
Management Support	3.322	0.845
Change Efficacy	3.587	0.738
Personal Benefits	3.742	0.803
The dependent variable : Organizational Readiness for Change	3.544	0.707

The results shown in Table 4 revealed the descriptive indicators for the dimension (customer service awareness), as it achieved an overall mean of 3.465, at a good level, and with a deviation of 0.865. The answers were at a moderate to good level, and this indicates the presence of a fairly good level of awareness of customer service among the company's management. As for the dimension (sales promotion awareness), it achieved an overall mean of 3.919, at a good level, with a standard deviation of 0.702, as the general trend was that the answers to all the questions of this dimension were (agreement) and at a good level. This indicates that the company's management has a good interest in awareness of sales and promotion. Through its attempt to win new customers, increase its sales, and ensure that its products are safe and secure when selling the product to the customer. As for (product/service awareness), it achieved an overall mean of 3.478, a good level, with a deviation of 0.855, and the answers were (neutral to agreement) and a moderate to good level. That is the company's management, although it has a good level of awareness of the product and service, is not at the required level. It qualifies it to be at an acceptable level. As for the descriptive indicators for the dimension (competitive environment awareness), it achieved an overall mean of 3.188, with a medium level and a deviation of 0.916. The general trend for answers to all questions in this dimension was at (neutral) and at a moderate level. As for (administrative/coordination awareness), it achieved an overall mean of 3.637 a good level with a deviation of 0.598. This indicates a good presence of administrative/coordination awareness among the company's management, which operates documented procedures and rules and a work context known to the management and employees.

As for the dimensions of organizational readiness for change, the descriptive indicators for the (appropriateness) dimension achieved an overall mean of 3.523, at a good level, with a deviation of 0.891. This indicates that the company's management finds the change processes necessary to be implemented to achieve long-term gains and improve the company's general efficiency. Dimension (management support), achieved an overall mean of 3.322, with a good level and a deviation of 0.845. This indicates that the levels of management support for change processes are effectively good. As for the descriptive indicators for the dimension (change efficacy), it achieved an overall mean of 3.587, at a good level, with a deviation of 0.738. This indicates a good presence of the dimension of change efficiency. Finally, personal benefits achieved an overall arithmetic mean of 3.742, at a good level, with a deviation of 0.803. This indicates a good presence of personal benefits in the company.

3.2 Hypothesis Testing:

To test the hypotheses of the effect between the research variables, simple linear regression is used, where the word (linear) means that the relationship is linear between the dependent variable and the regression coefficient, and the word (simple) means that the model contains only one independent variable and the value of the effect will be shown by relying on the value (F) extracted, coefficient of determination (R^2), corrected coefficient of determination Adj (R^2), marginal slope coefficient (β). It should be noted here that the tabular (F) value was 3.94, the tabular (t) value was 1.984, and the total sample size was 150.

A. strategic awareness does not affect the organizational readiness for change:

The examination of the relationship between strategic awareness and organizational readiness is presented in Tables 5 and Figure 2, where the extracted (F) value of 463.572 was found to be bigger than the tabular (F) of 3.94 at the significance level of 0.05. The alternative hypothesis, which holds that there is a large impact of strategic awareness on organizational readiness, is sufficiently supported by this finding. This suggests that there is a significant impact of strategic awareness on organizational readiness. 75% of the variables that occur in organizational readiness can be explained by strategic awareness, according to the value of Adj (R^2).

Table 5: The Analyzing the effect of strategic awareness on organizational readiness for change

The dependent variable	The decision	Sig	(t)	(F)	(R^2) Adj	(R^2)	(R)	The independent variable		
Organizational readiness for change	Accept the alternative hypothesis	0.000	21.531	463.572	0.756	0.758	0.871	0.368	(α)	Strategic awareness
								0.898	(β)	

Additionally, 21.531 was noted for the retrieved t-value for (β), at the significance level of 0.05, it exceeds the tabulated (t) value of 1.984, given that raising strategic awareness by one unit will raise organizational preparedness for change by 89%, it is evident from the value of (β) that the strategic awareness variable is stable.

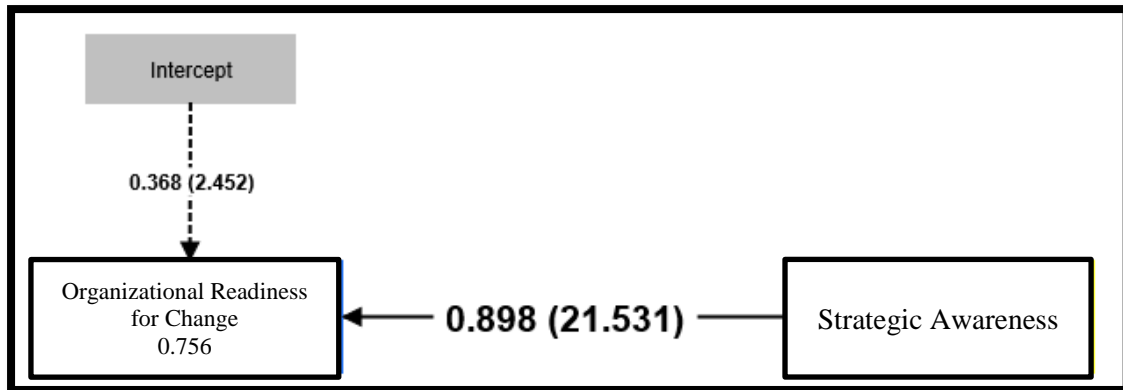


Figure 2: The analysis of the effect of strategic awareness on organizational readiness for change

There is no significant effect between the dimensions of strategic awareness on organizational readiness for change:

A: At a significant level of 0.05, the value of (F) extracted between the dimensions of strategic awareness in organizational preparedness obtained 245.104, 104.646, 360.803, 263.230, and 118.381, perceptively. This value is higher than the standard F-value (3.94), consequently the choice to accept the sub-hypotheses of the strategic awareness aspects has been made, this shows that when the researched company pays attention to strategic awareness, especially in terms of awareness of the customer, sales, promotion, and services provided to the customer in light of the fierce competition it faces, while paying attention to administrative and coordination awareness, this will provide it with a large space and high strategic flexibility in providing sufficient information to move to organizational readiness for change stage. The results of accepting the hypotheses are shown in Table 6.

Table 6: Analyzing the effect of the dimensions of strategic awareness on organizational readiness for change

The decision	Sig	t	F	R ² Adj	(R ²)	R	Dimensions of strategic awareness			The independent variable
								(α)	(β)	
accept the hypothesis	0.000	15.656	245.104	0.621	0.624	0.790	1.306	(α)	customer service awareness	Organizational readiness for change
							0.646	(β)	sales/ promotion awareness	
accept the hypothesis	0.000	10.230	104.646	0.410	0.414	0.644	1.004	(α)	product /service awareness	
							0.648	(β)	competitive environment awareness	
accept the hypothesis	0.000	18.995	360.803	0.707	0.709	0.842	1.119	(α)	administration /coordination awareness	
							0.697	(β)		
accept the hypothesis	0.000	16.224	263.230	0.638	0.640	0.800	1.575	(α)		
							0.618	(β)		
accept the hypothesis	0.000	10.880	118.381	0.441	0.444	0.667	0.677	(α)		
							0.788	(β)		

B. The findings suggest that there might be variations in how the different dimensions of strategic awareness are interpreted in connection to the organizational readiness variable. This is demonstrated in Figure 3, where the highest percentage of explanation was found in the product/service awareness dimension, which explained 70% of the variables in the organizational readiness variable. Conversely, the lowest percentage of explanation was found in the sales/promotion awareness dimension, which explained 70% of the variables in the organizational readiness variable. Figure 3 describes the percentage of variables that occur in the organizational readiness variable.

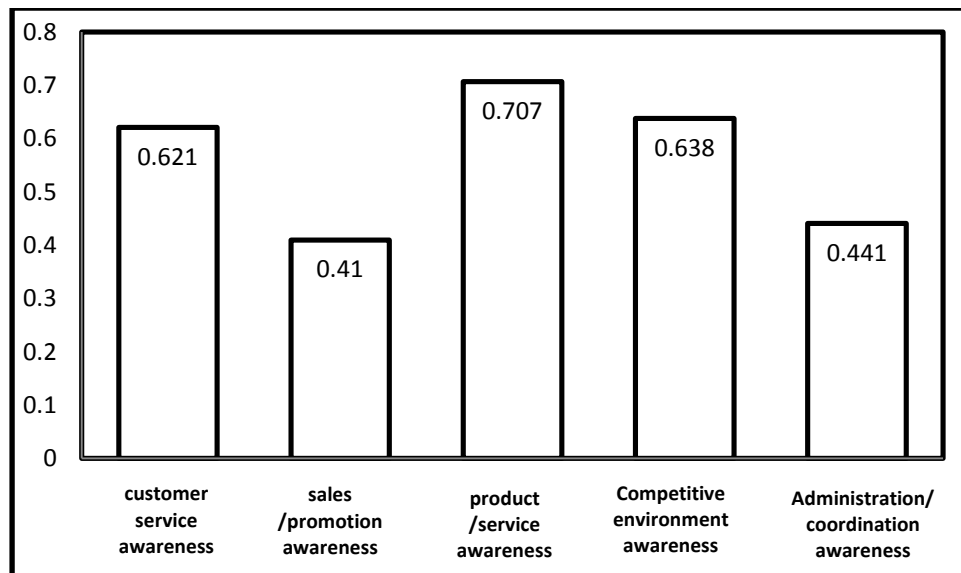


Figure 3: Describe the percentage of variables that occur in the organizational readiness variable.

C: The dimensions of strategic awareness in organizational readiness had extracted values (t) for (β) of 15.565, 10.230, 18.995, 16.224, and 10.880 respectively. It exceeds the significance level of 0.05 tabular (t) value of 1.984. According to this, (β) for the strategic awareness dimensions is significant indicating that it actually affects organizational readiness for change variable.

D: Figure 4 makes this evident by showing the value of (β) for each dimension which comes out to be 0.788,0.648,0.697,0.618, and 0.646, respectively. This shows that there is variation in the strategic awareness dimensions' ability to influence the organizational readiness variable with the administrative coordination awareness dimension having the highest influencing power-raising this dimension by one unit will increase the organizational readiness variable by 79%. Additionally, it is evident that when this dimension was increased by one unit, the least effective force was at the competitive environment awareness dimension. As illustrated in Figure 4, the organizational readiness variable will increase by 61% as a result of one.

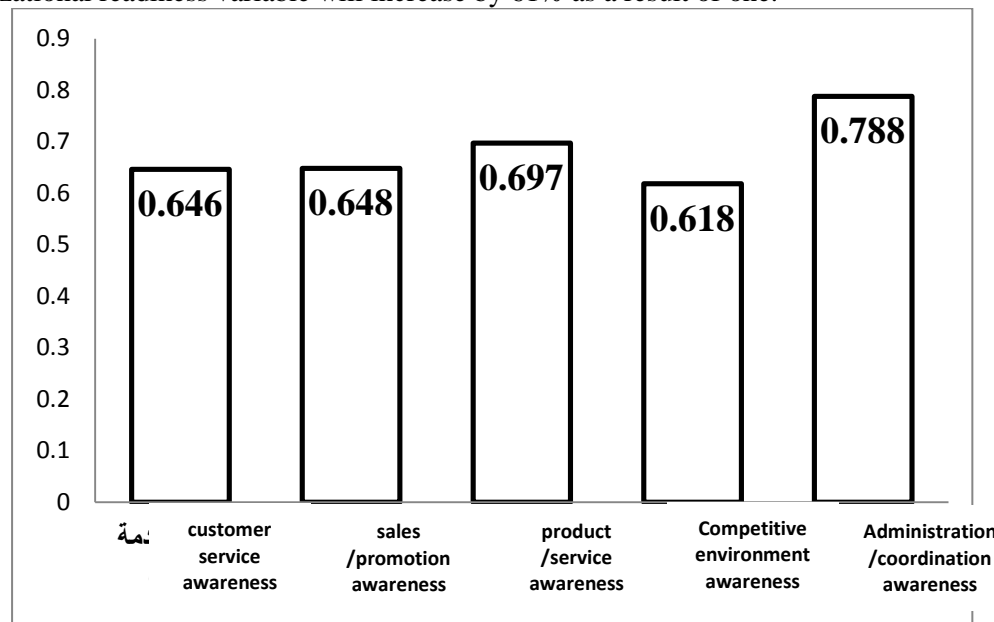


Figure 4: The values of (β) within the organizational readiness's strategic awareness dimensions

4. Conclusions:

Among the results reached by the research: there is a significant impact of strategic awareness on organizational readiness for change, the researched company's efforts to apply high levels of strategic awareness will reflect positively in achieving organizational readiness for change because it has a clear and effective impact through its dimensions (customer service awareness, sales/promotion awareness, product/service awareness, competitive environment awareness, and administrative/coordination awareness). If the departments of the researched company implement its contents, will contribute to achieving all of appropriateness, management support, change efficacy, and personal benefits. and provide it with large space and high strategic flexibility in providing sufficient information to move to the stage of organizational readiness to thus enhance organizational readiness for change. The research recommends the need for company departments to pay attention to exploiting the opportunities provided by strategic awareness management in achieving organizational readiness for change, by introducing many behaviors to enhance the management of organizational readiness for change.

5. Further Work:

The researchers conclude that additional research on these two variables in private and public institutions is required due to the paucity of local and international studies on them. These studies should examine the variables' associations and influences on the administrative topics of competitive advantage, perceived organizational support, and self-efficacy.

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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الوعي الاستراتيجي وتأثيره في الجاهزية التنظيمية للتغيير - بحث تحليلي في الشركة العامة لصناعة السيارات والمعدات

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مستخلص البحث:

يهدف البحث للكشف عن تأثير الوعي الاستراتيجي بأبعاده (الوعي بخدمة الزبون، الوعي بترويج المبيعات، الوعي بالمنتج/الخدمة، الوعي بالبيئة التنافسية، الوعي الإداري/التنسيقي) كمتغير مستقل في الجاهزية التنظيمية للتغيير بأبعادها المتمثلة بـ(الملاءمة، دعم الإدارة، كفاءة التغيير، المنافع الشخصية) كمتغير تابع وتتلخص مشكلة البحث الرئيسية في التساؤلات التالية: "ما مدى تأثير الوعي الاستراتيجي على الجاهزية التنظيمية للتغيير؟ وما مستوى تطبيق مفهوم الوعي الاستراتيجي في القطاعات الصناعية في العراق؟" للتوصل إلى نموذج واقعي يناسب البيئة العراقية لتوظيف الوعي الاستراتيجي في السعي لتحقيق الجاهزية التنظيمية للتغيير وتحقيق اختبار الفرضيات استخدم الباحث المنهج الوصفي التحليلي لإتمام البحث من خلال الاعتماد على الاستبانة كأداة رئيسية في جمع البيانات والتي تم توزيعها على مجتمع البحث(الشركة العامة لصناعة السيارات والمعدات) والتي شملت الإدارات في الشركة المبحوثة لعينة مكونة من (150) مستجيباً وتم استخدام عدد من الأساليب الإحصائية منها (الوسط الحسابي، الانحراف المعياري، الانحدار الخطي البسيط، ومعامل سبيرمان). وأظهرت النتائج أن هناك تأثيراً معنوياً للوعي الاستراتيجي على الجاهزية التنظيمية للتغيير وان سعي الشركة المبحوثة اهتمها بتطبيق مستويات عالية من الوعي الاستراتيجي سينعكس ايجابياً في تحقيق الجاهزية التنظيمية لما لها تأثير واضح من خلال ابعاده التي اذا ما نفذت ادارات الشركة المبحوثة لمضامينها فأنها سيساهم في تحقيق كل من(الملائمة، دعم الإدارة، كفاءة التغيير، المنافع الشخصية) ويوفر لها المساحة الكبيرة والمرونة الاستراتيجية العالية في توفير المعلومات الكافية لكي تنتقل الى مرحلة الجاهزية التنظيمية لتعزيز ذلك الجاهزية التنظيمية للتغيير.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: الوعي الاستراتيجي، الجاهزية التنظيمية للتغيير