THE EFFECT OF STRATEGIC AWARENESS ON SPREADING ORGANIZATIONAL SPIRITUALITY A CASE STUDY - TIKRIT UNIVERSITY

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Abstract
This study aims to explore the role of strategic awareness in its dimensions (reconstruction, systemic thinking) in the spread of organizational spirituality. Tikrit University employed descriptive analysis to collect and describe data, utilizing questionnaires as the primary data collection tool. The questionnaires were distributed to 150 people, of whom 139 valid questionnaires were available for analysis. The study drew several conclusions, the most significant of which was the existence of an essential relationship between strategic awareness in its dimensions (reconstruction and systemic thinking) and organizational spirituality. A correlation was found between the impact of strategic awareness in its dimensions (reconstruction, systemic thinking) and organizational spirituality. This means that the more conscious the leader is, the more organizational spirituality spreads throughout the organization. The various dimensions of strategic awareness have different effects on organizational spirituality, with meditation and systemic thinking having the most significant impacts. Meditation and systemic thinking have the greatest influence. This indicates that these two dimensions are considered the primary sources of the spread of organizational spirituality.

Keywords: Strategic awareness, organizational spirituality, Tikrit University leaders

Introduction:

Organizations of all kinds, especially higher education and research institutions in Iraq, face rapid and continuous development and change. To succeed, they need strategic awareness that promotes the skills, thinking, excellence, knowledge, and development of individuals through interaction with their environment, psychological processes, and the perception of meaning. This helps promote strategic thinking and ensures the success of strategic planning and practice. Undoubtedly, organizational spirit is one of the most important ways to improve the level of educational institutions. It is a relatively new concept in the field of management that aims to enhance the sense of meaning and purpose of individuals in the organization. This is the key to leadership and excellence. It is an auxiliary tool that helps develop new ideas, creates an environment that encourages creativity and multiple critical approaches, promotes the exploration of modern educational methods, and provides innovative problem-solving methods to promote the progress of universities. The process of enhancing organizational spirit requires the activation of various dimensions of strategic awareness. These dimensions are essential tools because they help coordinate efforts to achieve strategic goals and improve employees' sense of belonging and loyalty in the organization. This study examines the role of strategic awareness in promoting organizational spirit at Tikrit University through an exploratory study of a sample of executive leaders.

Study problem:
Educational institutions (universities) in Iraq – whether public, private, or Arab – face stiff competition, which affects their employees and the level of creativity they need. This also affects the educational institutions' plans to improve the current state of university work and emphasize the role of leaders in this field. One of the tools and means that needs to be strengthened and spread is organizational spirit, which is one of the values that enriches the employee experience, promotes work, enhances happiness, promotes communication with others, and strengthens loyalty to the organization. Educational institutions should also have a strategic vision and awareness to prepare for the future. Therefore, the idea of this study stems from measuring its variables based on the following central questions: **(What is the impact of strategic awareness on the dissemination of organizational spirit in the universities studied?)**

The importance of the study
A: The significance of this study lies in its scientific contribution to the field of modern knowledge, as it clarifies the concepts of strategic awareness and organizational spirit and clarifies the impact of strategic awareness on the dissemination of organizational spirit at Tikrit University. Tikrit University faces challenges and environments that require the dissemination of organizational spirit to achieve excellence. This study is a significant contribution to the field of scientific research, as it helps expand knowledge and deepen understanding of the relationship between strategic awareness and organizational spirit within the context of government organizations.

Objectives of the study:
This study aims to achieve the following objectives:
1. To show the understanding of strategic awareness and its dimensions (strategic reconstruction, system thinking) among Tikrit University leaders.
2. To reveal the prevalence of organizational spirit in Tikrit University.
3. To show the role of various dimensions of strategic awareness in the dissemination of organizational spirit (relationships and influence) by the leaders of the research object organization.

Hypothetical scheme of the study
To conduct scientific processing, a hypothesis scheme for the research was designed based on the knowledge and conceptual framework of the research variables (strategic awareness, organizational spirit). This scheme represents the relationship between the primary variable and the sub-variables, which in turn informs the research hypothesis scheme.
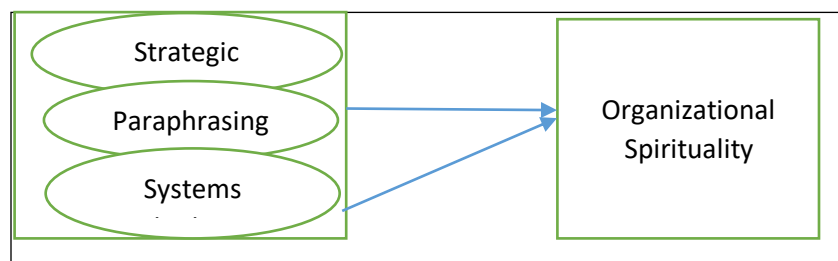

Figure 1: Default Chart

Study hypotheses

This study is based on a set of hypotheses that represent the objectives to be achieved. It is divided into three parts: the first part contains hypotheses about correlations, the second part includes hypotheses about effects, and the third part contains hypotheses about variances, as shown below:

Correlation hypotheses 1 H: There is a statistically significant relationship between the variables of each dimension of strategic awareness (interpretation, system thinking) and organizational spirituality.

Based on this hypothesis, the following hypothesis can be drawn:

A. Sub-hypothesis 1.1: There is a statistically significant relationship between the interpretation dimension and organizational spirituality.

B. Second sub-hypothesis H1.2: There is a statistically significant relationship between the systems thinking dimension and organizational spirit.

H2 effect hypotheses: A statistically significant relationship exists between each dimension of strategic awareness (interpretation, systems thinking) and organizational spirit. **The following hypotheses emerge from this hypothesis:**

I. **Sub-hypothesis 1 H2.1**: There is a statistically significant relationship between the interpretation dimension and organizational spirit.

B. Second sub-hypothesis H2.2: There is a statistically significant relationship between the systems thinking dimension and organizational spirituality.

Questionnaire Form Test

The questionnaire was tested for honesty, consistency, and internal consistency as follows:

1**. Test the validity of the questionnaire**

The following two indicators were used to test the validity of the questionnaire:

I.   Virtual honesty

The virtual honesty test of the questionnaire was one of the questionnaire validity tests previously conducted to improve the credibility of the questionnaire before it was distributed to the sample members. This test was conducted by submitting the original form of the questionnaire to a series of expert reviewers (13) from business administration majors in various Iraqi universities. The reviewers made a series of scientific, formal, and linguistic observations about the questionnaire and its wording, and the researchers tried to integrate these observations to improve the validity of the wording of the variables to be measured.

Description of the sample members

In describing the sample members, the study considered six items of demographic variables (a. gender, b. age, c. education, d. years of service, e. position, f. academic title) that reflect the personal characteristics of these individuals, as follows:

Table 1: Distribution of sample members by sex

gender	Iteration	Ratio
male	112	80.6
Female	27	19.4
Age Group	**Iteration**	**Ratio**
From 30 years and under	2	1.4
31-40 years old	39	28.1
41-50 years old	68	48.9
51 years and above	30	21.6
Academic achievement	**Iteration**	**Ratio**
Master	13	9.4
Doctor	126	90.6
Years of service	**Iteration**	**Ratio**
6-10 years old	11	7.9
11-15 years old	26	18.7
16-20 years old	45	32.4
21-25 years old	30	21.6
From 26 years and above	27	19.4
Job Position	**Iteration**	**Ratio**
Head of Department	90	64.7
Associate Dean	33	23.7
dean	15	10.8
Assistant to the President of the University	1	.7
University President	0	0
Scientific title	**Iteration**	**Ratio**
Assistant Lecturer	11	7.9
teacher	22	15.8
Assistant Professor	56	40.3
Professor	50	36.0

Source: Prepared by the researcher based on the SPSS program.

The first topic: the theoretical side
The concept of strategic awareness
Researchers hold different views on the concept of strategic awareness. Some point out (Young, 2019:2) that in a world full of volatility and complexity, strategic awareness refers to the ability to distinguish between various options and avoid risks in ambiguous and interconnected environments. It also helps to decide the followingactions and make wise decisions that enhance well-being. Awareness means integrating decisions with personal desires and values. Ultimately, a perfect fit

between the external environment and personal goals can ensure lasting well-being. Strategic awareness is the key to effective decision-making, and therefore, skillful decision-making is crucial to a happy and fulfilling life. Al-Kalabi et al. (2019:252) noted that strategic awareness embodies wisdom, compatibility, and kindness, and is based on an open mind, thereby avoiding cognitive biases and distortions. It aims to integrate physical sensations, emotions, thoughts, and behaviors to establish a logical cognition of the nature of the future. This helps to foster a deeper understanding of what is happening within the organization, thereby achieving positive results.

The importance of strategic awareness

Strategic awareness is crucial for organizations because it is reflected in the following aspects:

1- Strategic awareness has many benefits at both the organizational and individual levels, as it can have a positive impact on organizational performance by implementing appropriate and balanced strategies in the work environment.

2- Strategic awareness is the most essential characteristic of an organization because it ensures the responsiveness of the organization on the one hand and helps the organization to carry out management activities efficiently on the other hand. Additionally, it helps to set new goals or adjust existing ones to create a better future for the organization.

3- The importance of strategic awareness is reflected in its role in improving the decision-making process.

4- It acts as a link between the decision maker's vision and intuition, which helps in the realization of strategic goals.

Strategic Awareness Objectives

1- Strategic awareness aims to improve strategic vigilance. Strategic intent and anticipation can cultivate the ability to make apparent observations.

2- Keeping up with the pace of globalization and coping with increasingly fierce competition is one of the goals of strategic awareness.

3- Leadership experience should be expanded to make the best use of company resources and operational activities.

4- Strategic awareness is the basis for creativity and responding to critical issues and opportunities.

5- Strategic awareness aims to anticipate opportunities and identify best practices to support business development.

Dimensions of strategic awareness

We now review the dimensions and agencies

I. The concept of paraphrasing:

It is a dimension of strategic awareness, they point out (Lambert et al., 2011:3). Interpretation is the process of viewing something that was previously considered negative in a positive light. For example, people may view seemingly negative experiences as opportunities to learn new things, acquire new skills, or deepen relationships. Positive interpretation can be used as a way to achieve a state of gratitude (Al-Nuaimi and Al-Obaidi, 2022: (356) It is part of the strategic management process of an organization, which is a process of continuously formulating and reviewing future-oriented strategies that enable an organization to achieve its goals based on the existing capabilities and constraints in its operating environment. (Mukherjee, 2016:1) points out that through interpretation, the framing process occurs at the macro level of the organization, including organizational frameworks, and shaping the work environment. This enables management to compare

the thinking microscope of employees with the overall organization, which is achieved through the strategic scenario.

B. The concept of systems thinking:

Systems thinking refers to the ability of leaders to view the system holistically by understanding its characteristics, power centers, patterns, and interrelationships that shape the system's behavior and provide options for action. This allows leaders to examine the problem holistically before breaking it down into its components by inferring the information they have gathered. This ability enables them to understand the interrelationships between facts (Al-Hadrawi et al., 2020: 508). (Alabdaly and Almayali, 2021: 490)It is worth noting that the perspective of systems thinking extends beyond the characteristics, events, and basic structures that shape individual behavior and create the conditions for events to occur. Systems thinking refers to the ability to look at the system holistically by understanding the characteristics, forces, patterns, and internal interrelationships that shape the system's behavior, which provide options for action, especially how organizational and administrative procedures change over time, the feedback processes that lead to these changes, and how they are affected by these system dynamics. They believe (Ghanem and Fendi, 2022: 465) that individuals with systems thinking skills can analyze data and models, which refers to the learner's ability to break down complex data and information into its constituent parts.

The concept of organizational spirituality

Organizational spirituality can lead to greater kindness and fairness. They claim that reinvigorating workplace spirituality is not only good for business, but also something that employees and managers subconsciously seek. Experiencing organizational spirituality is associated with increased creativity, honesty, trust, and dedication in the workplace, as well as an increased sense of achievement. OS theorists and practitioners are almost unanimous in their view that organizational spirituality has a significant impact on organizations. These statements are implicitly based on a functional assumption that makes it possible for spirituality to at least cause or directly contribute to all of these outcomes (Izak, 2012:25) and Balouch (2015:115). Organizational spirituality is a way for an organization to experience the spirituality of its employees in the workplace and how spiritual they feel when performing their duties. It is akin to a learning process within an organization that helps understand leadership and management issues. People who believe they can bring spiritual values to the workplace are happier, more productive, and stay longer to help the organization than those who cannot do so.

The second topic: the practical side

In this section, he reviews the actual framework of the study by explaining the measurement methods used and the form of the test questionnaire, which is the primary means of administering the survey to collect data and measure the levels of the research variables.

Describe the phrases of the strategic awareness variable

The phrases of the first dimension (interpretation) of the strategic awareness variable (independent variable) are analyzed through a series of statistical methods, including arithmetic mean and standard deviation, and include five phrases. Table 19 shows the description of the phrases in this dimension.

Table 19: Description of the trends of respondents' responses to phrases after paraphrasing

No	Phrases	Arithmetic mean	Standard deviation	Materiality	Intensity of agreement	Sequence of importance
X1	Understand the challenges you face.	4.338	0.687	86.8%	Very high	1
X2	Seeking to explore new options.	4.309	0.679	86.2%	Very high	3
X3	Have the ability to solve complex business challenges.	4.173	0.825	83.5%	high	5
X4	It relies on competent and experienced workers to obtain information.	4.317	0.799	86.3%	Very high	2
X5	Addressing business issues involves multiple decision-making choices.	4.180	0.801	83.6%	high	4

Source: Prepared by the researcher based on the SPSS program.

Table (19) shows that according to the perception of the sample members of the administrative leaders of Tikrit University, all phrases reached a consensus on the usability after reformulation, that is, the calculated arithmetic mean of the phrases exceeded the assumed value of the arithmetic mean of (3), and the value of relative importance increased. It was also noted that the usability level of sentence number (X1) "understanding the challenges faced by oneself" was the highest, which was (4.338), while the usability level of sentence number (X3) "having the ability to solve complex work challenges" was the lowest, which was (4.173). The low standard deviation value indicates that the responses of the sample members are consistent and have no

discreteness, which increases the reliability of the arithmetic mean results in representing the overall sample within the study area of Tikrit University. Figure 17illustrates the usability level of the phrases after interpretation.

Describe phrases after systems thinking.

The sentences of the second dimension (systematic thinking) of the strategic awareness variable (independent variable) were analyzed through a series of statistical methods, including arithmetic mean and standard deviation. A total of five sentences are shown in Table 2 to describe the statements of this dimension.

Table 2: Description of the trends of the responses of the sample members to the phrases after systematic thinking

No	Phrases	Arithmetic mean	Standard deviation	Materiality	Intensity of agreement	Sequence of importance
X6	Based on the organization's vision,work evaluation and decision-making are conducted.	4.317	0.713	86.3%	Very high	2
X7	Possess thinking and analytical skills.	4.259	0.695	85.2%	Very high	3
X8	She constantly thinks about the university's future.	4.338	0.776	86.8%	Very high	1
X9	Ensure that employees are fully aware of the various information about their work.	4.122	0.888	82.4%	high	4
X10	It takes into account environmental changes in addition to those that occur in the work.	3.971	0.789	79.4%	high	5

Source: Prepared by the researcher based on the SPSS program.

Table (2) explains: According to the perception of the sample members of Tikrit University's administrative leadership, the availability of all phrases in the system thinking dimension is consistent, the arithmetic mean of these phrases exceeds the assumed value of the arithmetic mean (3), and the values of relative importance also

increase, as it can be observed that the (X8)th phrase (constantly thinking about the future of the university) has the highest availability of (4.338), while the (X10)th statement (consider changes in the environment rather than changes occurring at work) has the lowest availability of (3.971), the low value of the standard deviation indicates the consistency and lack of dispersion in the responses of the sample members, which increases the reliability of the arithmetic mean results in terms of representing the total sample within the department of Tikrit University.

Description of the phrases of the organizational spirituality variable

Table 3: Description of the attitudes of respondents' responses to statements after feeling the community

No	Phrases	Arithmetic mean	Standard deviation	Materiality	Intensity of agreement	Sequence of importance
Y1	The employees feel that they are part of the family.	4.295	0.766	85.9%	Very high	2
Y2	The group encourages team spirit.	4.288	0.754	85.8%	Very high	3
Y3	Supports university staff.	4.209	0.737	84.2%	Very high	5
Y4	You effectively connect team members.	4.216	0.700	84.3%	Very high	4
Y5	It prioritizes team members' success in achieving the university's goals.	4.338	0.767	86.8%	Very high	1

Source: Prepared by the researcher based on the SPSS program.

Notes to Table (3): According to the perception of the sample members of the Tikrit University administrative heads, the availability of all the expressions in the social awareness dimension is consistent, i.e., according to the arithmetic mean calculation values of the expressions exceeding the assumed value of the arithmetic mean of (3), and according to the increase in relative importance, it is observed that the (Y5)th expression (interest in team members to achieve the university's goals) achieved the highest availability level (4.338) in terms of arithmetic mean, while the (Y3)th statement (support for university employees) recorded the lowest availability level (4.209) in terms of arithmetic mean. The low standard deviation value indicates the consistency and lack of dispersion in the responses of the sample members, which enhances the reliability of the arithmetic mean results in representing the total sample within the research field of the University of Tikrit.

Relationship hypothesis testing

The paragraph included one central hypothesis as follows:

The first hypothesis of the study (H1):There is a statistically significant relationship between the strategic awareness dimensions (interpretation, systems thinking, learning orientation, and meditation) and organizational spirit.

The following sub-hypotheses are branched out:

Sub-hypothesis 1 (H1.1): There is a statistically significant correlation between the interpretation dimension and macro-level organizational spirituality.

To test this hypothesis, at the macro level, the Pearson correlation coefficient was used to determine the morality, strength, and direction of the relationship between the reconstruction dimension and organizational spirituality (Table 4: Correlation coefficient values).

Table 4: Relationship between the paraphrasing dimension and the organizational spirituality variable

Variables and dimensions	Icon	Statement	Organizational Spirituality (OS)
a. Reworking	SA1	Pearson	0.591^{**}
		Sig.	0.000

$^{(**)}$ **Significant at the level of significance 1%,** $^{(*)}$ **Significant at the level of significance 5%**

Source: Prepared by the researcher based on the SPSS program.

From Table 4, it can be seen that at the macro level, there is a significant positive correlation between the interpretation dimension and organizational spirit. The significance level is less than 5%, indicating that the strategic awareness of administrative managers at Tikrit University is accompanied by an improvement in the level of organizational spirit, as evidenced by the availability of the interpretation function. It can be said that the first sub-hypothesis is accepted.

Second sub-hypothesis (H1.2): At the macro level, there is a statistically significant correlation between the systems thinking dimension and organizational spirituality.

To test this hypothesis, the Pearson correlation coefficient (Pearson) was displayed between the macro-level systems thinking dimension and organizational spirituality to determine the morality, strength, and direction of the relationship in the correlation (5).

Table 5: Relationship between the Dimension of Systems Thinking and the Variable of Organizational Spirituality

Variables and dimensions	Icon	Statement	Organizational Spirituality (OS)
B. Systems Thinking	SA2	Pearson	0.730^{**}
		Sig.	0.000

$^{(**)}$ **Significant at the level of significance 1%,** $^{(*)}$ **Significant at the level of significance 5%**

Source: Prepared by the researcher based on the SPSS program.

From the table (5), it can be seen that at the macro level, there is a significant positive correlation of less than 5% between the system thinking dimension and organizational spirit, which means that the availability of system thinking characteristics

in the strategic awareness of administrative managers of Tikrit University is accompanied by an increase in the level of organizational spirit. Therefore, it can be said that the second sub-hypothesis is accepted.

Impact hypothesis testing

The paragraph included one central hypothesis as follows:

The second hypothesis of the study (H2):Strategic awareness has a statistically significant impact on organizational spirituality in all its dimensions (interpretation, systems thinking, learning orientation, and reflection).

The following sub-hypotheses are derived:

Sub-hypothesis 1 (H2.1): There is a statistically significant relationship between the paraphrase dimensions and organizational spirituality.

To test this hypothesis, we created a simple linear regression equation to assess organizational spirituality based on the paraphrase dimensions and determine the extent to which they affect organizational spirituality. The equation is as follows:

$OS = \beta_0 + \beta\,SA1 + e$......... (1)

Whereas:

(OS). The dependent variable to be estimated is Organizational Spirit.

(SA1). Represents the independent variable (after paraphrasing).

(β). The β regression coefficient represents the change in the value of the dependent variable due to a one-unit increase or decrease in the independent variable.

(β_0). The constant coefficient represents the value of the dependent variable if the value of the independent variable is zero.

(e). Standard error ratio.

The table (6) shows the test results.

Table 6: Post-paraphrasing effect on organizational spirituality

Dimensions	(R2)	(Adjusted R2)	(F)	(Sig.)
	0.349	0.345	73.584	0.000
	Constant coefficient (β0)	**Regression coefficient (β)**	**(i) Draft decision of the Chair of**	**(Sig.)**
Reworking	1.787	0.570	8.578	0.000

Source: Prepared by the researcher based on the SPSS program.

From Table (6), it can be seen that the stability of the regression equation model is less than 5% below the significance level (F) Adults (73.584), which means that organizational spirit can be assessed through the paraphrase dimension as shown by the value of (T) Adults (8.578), indicating that the impact is significant, and the beta regression coefficient (β) Adults is positive (0.570), which has a positive effect on organizational spirit because the availability of administrative managers after the retelling will have a positive impact on organizational spirit by consolidating the field of organizational spirit in the field of research at Tikrit University, as shown by the value of the coefficient of determination (R2) Adults (0.349). However, after reformulating the model, (34.9%) of the variation is explained by the organizational spirit variable, while the remaining percentage (65.1%) is due to other factors that are not present in the current

model, so it can be said that the first sub-hypothesis is accepted, and based on the results obtained, the regression equation can be stated as follows:

OS = 1.787 + 0.570 SA1 .... (1)

Sub-hypothesis II (H2.2): There is a statistically significant causal relationship between the systems thinking dimension and organizational spirit.

To test this hypothesis, we built a simple linear regression equation to assess organizational spirit based on the systems thinking dimension and determine the extent to which it affects organizational spirit. The equation is:

OS = β_0 + β SA2 + e......... (2)

Whereas:

(OS). The dependent variable to be estimated is Organizational Spirit.

(SA2). Represents the independent variable (after systems thinking).

(β). The beta regression coefficient represents the value of the change in the value of the dependent variable as a result of the increase or decrease of the independent variable by one unit.

(β_0). The constant coefficient represents the value of the dependent variable if the value of the independent variable is zero.

(e). Standard error ratio. Table 7 showsthe test results.

Table 7: Effect of the Systemic Thinking Dimension on Organizational Spirituality

Dimensions	(R2)	(Adjusted R2)	(F)	(Sig.)
	0.533	0.530	156.485	0.000
	Constant coefficient (β_0)	**Regression coefficient (β)**	**(i) Draft decision of the Chair of**	**(Sig.)**
Systems thinking	1.378	0.675	12.509	0.000

Source: Prepared by the researcher based on the SPSS program.

Table (7) Notes: In terms of the value of (F) adults (156.485), the regression equation model remains stable at a significance level of less than 5%, which means that the spirituality of the organization can be assessed through the system thinking dimension, as shown by the value of (T) adults (12.509), which shows that the impact is significant, and the beta regression coefficient (β) adults is positive (0.675), which has a positive effect, because the administrative staff possessing the system thinking dimension will have a positive impact on the spirituality of the organization, by consolidating the field of organizational spirituality in the field of research at Tikrit University, as shown by the value of the coefficient of determination (R2) adults (0.533). However, since system thinking explains (53.3%) of the variation in the organizational spirituality variable, and the remaining (46.7%) is attributed to other factors that are not present in this model, it can be said that the second sub-hypothesis is established. Based on the results obtained, the regression equation can be expressed as follows:

OS = 1.378 + 0.675 SA2 .... (2)

Conclusions

The conclusions are as follows:

1. The results of the study show that the reconstruction dimension is positively correlated with organizational spirit. This means that the administrative leaders of Tikrit University can actively reinterpret situations and events within the framework of strategic awareness, which is reflected in the prevalence of organizational spirit.

2. The results of the study show that the system thinking dimension is positively correlated with organizational spirit. This means that the administrative leaders of Tikrit University have the systems thinking dimension within the framework of strategic awareness, which is reflected in their influence on the prevalence of organizational spirit.

3. The analysis shows that there is a statistically significant positive correlation between the reconstruction dimension and organizational spirit. This means that whether administrative leaders have the reconstruction dimension has a positive impact on the prevalence of organizational spirit in the research area of Tikrit University.

4. The results of the study show that the system thinking dimension has a statistically significant positive impact on organizational spirit, which means that whether administrative managers have the system thinking dimension has a positive effect on the prevalence of organizational spirit in the research area of Tikrit University.

propositions

1. Proposal: Holding training workshops on reformulation skills and flexible thinking for administrative leaders.

Implementation mechanism: Organizing a workshop in coordination with the Continuing Education Center, in which realistic, practical cases from the university environment are integrated.

2. Promote the applications of systems thinking in making administrative decisions.

Implementation mechanism: Preparing administrative development programs that focus on analyzing macro systems and holding participatory sessions between departments.

3. Proposal: Adopting a continuous learning policy for administrative leaders at the university.

Implementation mechanism: providing short-term training courses and opening internal educational channels (such as panel discussions)

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