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The role of strategic awareness in spreading the link to the values of the organization: An exploratory study of the opinions of a sample of Tikrit University leaders

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Abstract

This study examines the role of strategic awareness in its various dimensions (systems thinking, learning orientation, reflection) in the dissemination of value orientation at Tikrit University. This study used a descriptive analysis method to collect and describe the data collected using a questionnaire (the main survey instrument). This study recruited 210 managers from Tikrit University as research subjects and collected their opinions. A total of 150 people were given questionnaires, and 139 valid questionnaires were collected for analysis. At the macro level, the study found that strategic awareness was positively correlated with value orientation. This shows that Tikrit University managers have a high level of strategic awareness in all dimensions (systems thinking, learning orientation, reflection). This is reflected in the dissemination of a value orientation within the university, which helps build a supportive organizational environment that meets the deep needs of employees and fosters an organizational culture that promotes a sense of belonging.

Keywords: Strategic awareness, association with the values of the organization, Tikrit University

Introduction

Organizations that once gained added value and a competitive advantage through the transformation of materials and objects are now actively working to create value that extends beyond strategic capabilities, organizational environmental development, and emotional behavior. Strategic awareness is essential to the success of these organizations. It fosters the skills, mindset, excellence, knowledge, and growth that individuals acquire through interaction with the environment, psychological processes, and understanding of the meaning of things. This leads to strategic thinking and the success of plans and practices. Strategy aims to enhance the sense of meaning and purpose of individuals in the organization, is the key to leadership and excellence, and is one of the supporting tools for developing innovative ideas, creating an environment that stimulates creativity, providing many essential opportunities, exploring modern educational methods, and providing creative solutions, which helps to improve the quality of universities. The process of strengthening the connection with organizational values requires the activation of all dimensions of strategic awareness, which is an essential tool for promoting values. This helps coordinate the efforts of all parties to achieve strategic goals and enhance employees' sense of belonging and loyalty to the organization.

Study problem

Educational institutions in Iraq, including public, private, and Arab universities, are facing intense competition. This competition affects employees and their expectations of creativity. It also affects the plans of these educational institutions to improve working conditions in universities and strengthen the role of leaders in this field. One of the things that needs to be strengthened and spread is the connection with organizational values. These values support the experience of employees, enhance their performance, and foster their happiness, communication with others, and loyalty to the organization. In addition, educational institutions must have a strategic vision and understanding to prepare for the future. Therefore, the idea of measuring variables in this study is based on the following main questions

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(What role does strategic awareness play in the dissemination of organizational values at Tikrit University?)

1. Importance of the study: The importance of this study stems from the significance of the research field represented by Tikrit University, as the education sector is considered one of the most vital sectors of society, benefiting all members of society without exception. The researchers aimed to show the impact of the various dimensions of strategic awareness in the dissemination of organizational values at the level of managers at Tikrit University, as reflected in the productivity of employees, as well as the understanding of these concepts in the research institution, which helps to improve working conditions and create a cohesive work environment, and to identify the most effective and influential dimensions in the dissemination of organizational values.

2. Objectives of the study

1. To describe how Tikrit University leaders perceive the

role of strategic awareness in its various dimensions (systems thinking, learning orientation, and reflection).

2. To reveal Tikrit University leaders' perception of the extent to which their strategic awareness is associated with organizational values.
3. To determine how the various aspects of strategic awareness affect the organization's leaders' connection to organizational values (relationship and influence). This can be done by examining the relationships and connections between the two parties at both the macro and micro levels.

3. Hypothetical scheme of the study

To conduct a scientific analysis, we created a theoretical overview of this study based on the knowledge framework and concepts related to the research variables (strategic awareness, correlation with organizational values). When presenting the relationship between the primary variable and sub-variables, the hypothesis scheme of this study may contain the following elements:

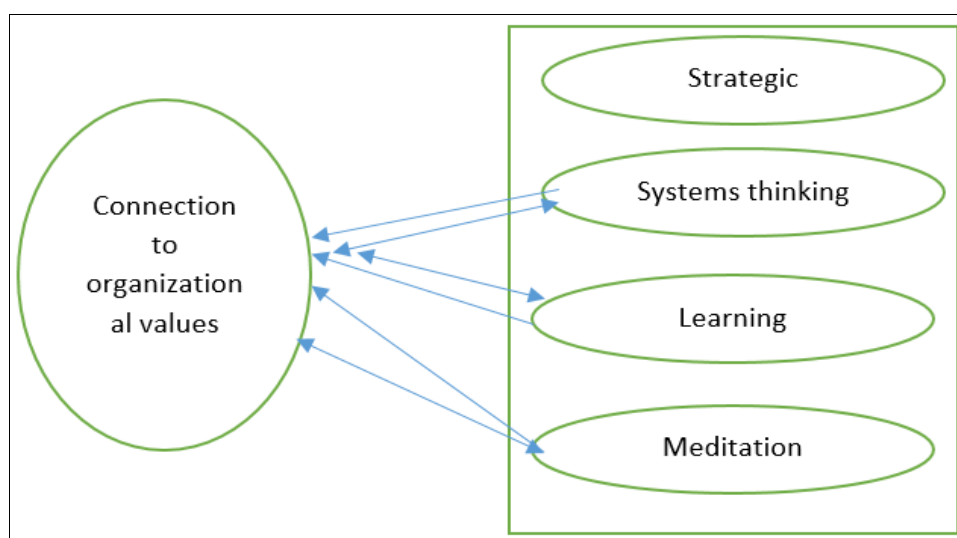


Fig 1: Default Chart

Study hypotheses

This study is based on several assumptions that reflect our research objectives. These assumptions are divided into three parts: the first part is the correlation assumptions, and the second part is the impact assumptions, as follows:

Correlation hypotheses 1 H: The correlation between the strategic awareness variable and its dimensions (systems thinking, learning orientation, and reflection) and organizational values is statistically significant. Based on this hypothesis, this paper proposes the following hypothesis:

- **The first sub-hypothesis:** The relationship between the system thinking dimension and macro-level organizational values is statistically significant.
- **The second sub-hypothesis:** There is a statistically significant correlation between the dimension of orientation towards learning and the organization's values at the macro level.

The third sub-hypothesis: There is a statistically significant correlation between the dimension of reflection and the organizational values at the macro level.

1. **Impact hypotheses:** There is a statistically significant relationship between the strategic awareness of its dimensions (systemic thinking, learning orientation, reflection) and the link to the organization's values. The following hypotheses emerge from this hypothesis :
2. **The first sub-hypothesis:** There is a statistically significant relationship between the dimension of systemic thinking and the organization's values.
3. **The second sub-hypothesis:** There is a statistically significant relationship between the dimension of orientation towards learning and the organizational values.
4. **The third sub-hypothesis:** There is a statistically significant effect relationship for the meditation dimension on organizational spirituality

4. Limitations of the study

1. **Human limits:** The study's limitations were confined to a group of leaders from the University of Tikrit, comprising the university president, assistants to the president, deans, assistant deans, and heads of scientific and administrative departments.

2. **Spatial boundaries:** The boundaries of the spatial study were represented in the faculties of Tikrit University, which was chosen as the field of study, where the hypotheses of the study will be tested and the study's questions answered.
3. **Time limits:** The time limits were represented by the duration of preparing the field study, which began with collecting data and diagnosing the problem, as well as judging the questionnaire, distributing the questionnaire form to academic leaders, and extracting the results during the period from February 9, 2024, to January 7, 2025.

Third: Questionnaire Form Test: The questionnaire form in the current study was tested through 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:

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. The test was conducted by submitting the original form of the questionnaire to a series of expert reviewers (13 reviewers) from several Iraqi universities specializing in business administration (see Appendices 1 and 2). The reviewers made a series of scientific, formal, and linguistic observations on the questionnaire and its wording. The researcher attempted to integrate these observations to enhance the expressive validity of the questionnaire wording for the variables being measured.

Self-honesty

The validity of the questionnaire was subsequently tested using the self-adhesive test method by calculating the honesty coefficient (i.e., the square root of Cronbach's α coefficient), because the honesty coefficient can test the authenticity of the statements in the questionnaire. As shown in Table 1, the values of the honesty coefficient range from 0.874 to 0.967. Higher values prove the validity of the questionnaire, thereby establishing the credibility of its data and the reliability of subsequent tests.

Table 1: Validity and consistency of the questionnaire form

Variables and dimensions	Icon	Honesty coefficient	Alpha Cronbach Laboratories
B. Systems Thinking	SA1	0.906	0.820
C. Learning orientation	SA2	0.874	0.764
d. Meditation	HOUR	0.914	0.835
Strategic Awareness	SA	0.961	0.923
C. Relevance to the values of the organization	OS1	0.907	0.823

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

2. Test the stability and consistency of the questionnaire form

The consistency and consistency of the questionnaire format was tested by:

Self-stability: The researchers used Cronbach's alpha to assess the questionnaire's internal consistency and stability. The calculated value of this coefficient is equal to or less than 0.70, indicating that the questionnaire is stable. This means that if the questionnaire is redistributed to the same sample members and conducted under similar conditions, similar results can be obtained. Referring to Table 1, it can be seen that the Cronbach's alpha coefficient values for all variables and dimensions of the study range from 0.764 to 0.935. These values are high and exceed the threshold of

0.70 for this coefficient. This confirms the stability of the questionnaire and is reflected in the reliability of the data during subsequent statistical analysis.

Internal consistency

The scale of internal consistency depends on the correlation coefficient between the phrase and the axis it represents, because through this scale, it is ensured that the phrases consistently express the axis to which they belong. Consistency is assessed by the moral importance, for which the Spearman correlation coefficient must be equal to or less than 5%. Table 2 presents the internal consistency test of the independent variable axis (strategic awareness) and the dependent variable axis (correlation with organizational values).

Table 2: Testing the internal coherence of strategic awareness and relevance to the organization's values

Sl. No.	Phrases	Link	Moral
	Theme: Strategic Awareness	653**	0.000
X1	Understand the challenges you face.	574**	0.000
X2	Seeking to explore new options.	631**	0.000
X3	Have the ability to solve complex business challenges.	434***	0.000
X4	It relies on competent and experienced workers to obtain information.	539**	0.000
X5	In addressing business issues, it involves multiple decision-making choices.	571**	0.000
X6	Based on the organization's vision in evaluating work and making decisions.	606**	0.000
X7	Possess thinking and analytical skills.	603**	0.000
X8	She constantly adopts thinking about the future of the university.	666**	0.000
X9	Ensure that employees are fully aware of the various information about their work.	678**	0.000
X10	It takes into account environmental changes over changes that occur in the work.	676**	0.000
X11	It works to provide a suitable academic work environment.	661**	0.000
X12	It gives high value to learning and development.	409**	0.000
X13	Its employees were able to continue studying.	667**	0.000

X14	It has allocated part of its budget to develop the skills of workers.	668**	0.000
X15	Integrate training programs and learning ability into its work.	699**	0.000
X16	Have deep insight into dealing with complex issues.	629.	0.000
X17	It provides an opportunity for working individuals to suggest and express opinions and issues facing them.	694**	0.000
X18	It works to improve the performance of employees continuously.	594**	0.000
X19	She tries to gain youth energies in their work.	604**	0.000
X20	It allows employees to put forward their creative ideas and listen to their problems.	653**	0.000
	Axis: Link to the values of the organization		
Y1	The employees feel that they are part of the family.	733**	0.000
Y2	The group encourages team spirit.	765**	0.000
Y3	Supports university staff.	699**	0.000
Y4	You connect team members to each other well.	.745**	0.000
Y5	It cares about team members to achieve the goals of the university.	715**	0.000
Y6	Employees feel that their work is highly valuable.	715**	0.000
Y7	Make sure that workers go eagerly to work.	.740**	0.000
Y8	She ensures that there is a close relationship between work and society.	746**	0.000
Y9	Employees feel that their work enhances the level of self-gratification.	757**	0.000
Y10	Employees feel that their work contributes to improving aspects of personal life.	767**	0.000
Y11	Encourages employees to achieve the goals of the university.	612**	0.000
Y12	It is keen to match the goals of the employees with the goals of the university.	706**	0.000
Y13	It ensures that employees value the university well.	615**	0.000
Y14	Motivates employees to interact with the university's goals.	687**	0.000
Y15	Urges employees to adhere to work behaviors in accordance with applicable instructions and laws.	552**	0.000

Source: Prepared by the researcher by adopting the outputs of the (SPSS) program.

Study population and sample

Selecting the research subject is a critical step in ensuring that the research setting is appropriate for the research question and its hypotheses can be accurately tested, while also considering the possibility of generalizing the findings based on the research's theoretical framework. Determining the research area is a necessary step to achieve honesty, stability, and objectivity, which requires ensuring that the target sample is suitable for applying the research tools.

It can be clarified as follows

- 1. Description of the study population:** The research subjects include the leaders of Tikrit University; the number of leaders of Tikrit University is 210, and the representatives are the University President, Assistant to the University President, Dean, Vice Dean, and Heads of Scientific and Administrative Departments.
- 2. Description of the study sample:** To achieve the study objectives, a sample was randomly selected from the study population (210), and the minimum sample size was determined based on the Steven K. Thompson equation to ensure that the sample was representative of

the study population, as shown below:

$$\frac{N \times P(1 - P)}{N - 1(d^2 \div z^2) + P(1 - P)}$$

Whereas:

(N) Represents the community size (210).

(Z) Represents the standard value (Z score) at a significance level of 0.05 and a confidence level of 0.95 (1.96).

(d) Represents the margin of error (0.05).

(p) Represents the probability value (0.5).

(n) Represents the study sample obtained by solving the equation.

Description of the sample members

This study included six demographic variables to identify sample members: a. Gender; b. Age; c. Education level; d. Professional experience; e. Occupation and title. This information reflects the personal identity characteristics of these individuals, as follows:

Table 3: 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 Lecture	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

1. The concept of strategic awareness

This concept reflects the ability of organizational leaders to understand their surroundings, whether it is an internal environment with both strengths and weaknesses or an external environment with both opportunities and threats. This understanding enables leaders to leverage their strengths, overcome weaknesses, capitalize on opportunities, and mitigate threats, ultimately facilitating the organization's long-term strategic success. Strategic cognition is a combination of leaders' strategic thinking and self-awareness, as well as the company's management's understanding of the strategy being implemented. This enables them to understand both internal and external variables fully. This understanding allows the organization to achieve its goals and enhance its competitiveness compared to other organizations.

The dimensions of strategic awareness are as follows:

- 1. Systems thinking:** It is about the leader's ability to understand the organization as an integrated unit by analyzing its characteristics and understanding the centers of power, patterns, and interrelationships among organizational components that shape behavior and provide options for effective operation.
- 2. Orientation towards learning:** This process is one of the basic mechanisms by which organizations acquire knowledge. Knowledge is one of the most important strategic resources that enhances an organization's ability to make informed decisions, thereby helping to achieve its goals.
- 3. Meditation:** It is a cognitive ability that enables an individual to understand and analyze situations, making proactive decisions by examining past experiences and current realities to benefit from them and inform future actions and plans.

The importance of strategic awareness

The importance of strategic awareness is reflected in the following points:

- 1. Improved decision-making ability:** It improves the ability to make rational decisions based on accurate information and a comprehensive understanding of the environment. This helps to set clear and specific goals, thereby promoting the achievement of desired results.
- 2. Pursuit of excellence:** Strategic awareness improves the ability to identify opportunities and threats. This helps to gain a competitive advantage and promote innovation. It encourages creative thinking and innovation to explore new ideas and innovative solutions.

- 3. Improved commitment and motivation:** Strategic awareness can foster a sense of connection between individuals, motivating them to work towards a shared vision.

Strategic Awareness Objectives

- 1. Strategic alertness** refers to an individual or organization's ability to continuously monitor and analyze their internal and external environments to understand changes, opportunities, and threats. The goal is to make strategic decisions based on accurate and timely information. This helps individuals adapt to rapid changes or predict changes before they affect performance, thereby improving their ability to act proactively.
- 2. Strategic scenario understanding** is the process of analyzing a range of possibilities that may impact an organization's or an individual's strategy. Leaders can make informed decisions based on multiple options rather than relying on a single option.
- 3. Keeping up with global developments:** One of the key goals of strategic awareness is to enable organizations to respond effectively to external variables, such as globalization, technological advancements, and evolving communications. Keeping up with these developments requires a comprehensive understanding of the external and internal environment.

1. The concept of association with the values of the organization

This spiritual dimension in the work environment covers the interaction of employees with the larger organizational goals, meaning compatibility with organizational values, and people believe that leaders and employees in the organization have relevant values and a strong conscience, and that the organization cares about employees and their communities (Sherafati, *et al*, 2015: 170) ^[27]. Joelle Coelho (2017: 3) noted that compatibility with organizational values is related to the connection between personal values and the organization's mission and goals. This dimension reflects employees' views on organizational values and their attitudes (2018: 5, (Nair & Sivakumar) ^[28] Compatibility with organizational values is the employee's feeling that the organizational values match their values and beliefs, that is, the interaction between the employee's values and the values of the organization they are in. If the organizational values encourage employees to transcend themselves by allowing them to contribute to society alongside others, and believe that the organization has solid and sound values and ethics, and cares about employees and their well-being. He also believes that compatibility with organizational values is that

employees deeply feel that there is a connection between their personal values and organizational values, and that they are consistent with the values of the organization. This promotes their engagement with the organization's overall goals and indicates that individuals believe the leaders and employees have solid values, high morals, and genuinely care about the well-being of their colleagues and society at large. Kamal (2019:118) ^[26] believes that the concept of alignment with organizational values refers to the feeling that employees experience when their values are consistent with the organization's values and mission, which motivates them to actively participate in achieving organizational goals. They cited. This refers to the consistency between personal beliefs and workplace values, in other words, the psychological connection between employees and their workplace.

The second topic: The practical side: This section includes a description of the research area and community, as well as the sample and the researcher's rationale for choosing this area.

First: Description of the topic and reasons for selection

1. About Tikrit University

Tikrit University is one of the most essential and top public universities in Iraq, located in Tikrit, the central city of Salahuddin Governorate. The university was established in 1987 and comprises 23 faculties, situated on the main campus of Tikrit University and at other branches in the Shakat and Tuz Khurmatu areas. The university has approximately 4,500 faculty members from various disciplines and with diverse degrees. There are about 28,078 students in the morning class and about 13,552 students in the evening class. In addition to doctoral students, the university offers various degree programs, including diplomas, master's degrees, and postgraduate programs. The responses of the sample members were converted from descriptive formulas to quantitative values using a five-point Likert scale because the degrees are arranged in direct ascending order, which corresponds to the consistency direction of the responses. Table 4 shows the five-point Likert scale used in this study.

Table 4: Likert pentameter scores

Answers	Likert scale scores
I strongly disagree	1
I disagree	2
I agree to some extent	3
agree	4
I strongly agree	5

Source: Prepared by the researcher

Description of the variables and dimensions of the study

Table (5) shows the descriptive analysis of the variables (strategic awareness, connection with organizational values) and the research dimensions, as this analysis was conducted

using a range of statistical methods, including arithmetic mean, standard deviation, and minimum and maximum values.

Table 5: Descriptive analysis of study variables and dimensions

Variables and dimensions	Icon	Arithmetic mean	Standard deviation	Lowest value	Highest value	Materiality	Intensity of agreement	Sequence of importance
B. Systems Thinking	SA1	4.201	0.591	2.20	5.00	84.0%	Very high	1
C. Learning orientation	SA2	4.190	0.579	2.60	5.00	83.8%	high	2
d. Meditation	HOOR	4.131	0.640	2.00	5.00	82.6%	high	3
Strategic Awareness	SA	4.196	0.504	2.50	5.00	83.9%	high	
C. Relevance to the values of the organization	OS	4.304	0.545	2.20	5.00	86.1%	Very high	1

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

As can be seen from Table (5), according to the awareness of the sample members of the administrative leaders of Tikrit University, the strategic awareness variable has high availability in all its dimensions (system thinking, learning orientation, meditation), because the arithmetic mean of the strategic awareness variable (4.196) has the highest compatibility, with an arithmetic mean of (4.263), followed by (B. System thinking), with an arithmetic mean of (4.201), then (C. Learning orientation), with an arithmetic mean of (4.190), and finally (D. Meditation), with an average of (4.131). The strategic awareness variable exhibits low standard deviation values in all dimensions, indicating that sample members are consistent in the availability of this variable and its dimensions within the research field of Tikrit University, thereby enhancing the reliability of the arithmetic mean results when representing the entire sample. As shown in Table (26), the high availability of this variable

also indicates a relationship with organizational values. According to the perception of the sample members, the administrative staff of Tikrit University believes that the calculated value of the arithmetic mean exceeds the assumed value of the arithmetic mean (3). The relative importance value is high because the arithmetic mean of the variable (C. Relationship with organizational values) has the highest degree of compatibility with the arithmetic mean (4.304).

Thirdly. Relationship hypothesis testing

The first hypothesis of the study (H1): There is a statistically significant correlation between the variables of each dimension of strategic awareness (systems thinking, learning orientation, and reflection) and organizational values. This leads to the following sub-hypothesis:

The first sub-hypothesis (H1.1): There is a statistically significant correlation between the systems thinking dimension and its association with macro-organizational values.

To test this hypothesis, we used the Pearson correlation

coefficient to determine the significance, strength, and direction of the relationship between systems thinking and macro-organizational values. Table 6 shows the correlation coefficient values.

Table 6: Relationship between the Dimension of Systems Thinking and the Variable of Engagement with Organization Values

Variables and dimensions	Icon	Statement	Link to Organization (OS) values
B. Systems Thinking	SA2	Pearson	0.730**
		Sig.	0.000

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

(**). Significant at the level of significance 1%, (*). Significant at the level of significance 5%

It is noted from Table (6) that there is a positive significant correlation at a significant significance level less than 5%, between After systemic thinking and association with the values of the organization at the macro level, which means that the availability of the Systems thinking within Strategic Awareness For the administrative leaders at the University of Tikrit, the field of study will be accompanied by a rise in the level of Link to the values of the organization, so it can be said that the second sub-hypothesis is accepted.

Sub-hypothesis II (H1.2)

There is a statistically significant relationship between the learning orientation dimension and its correlation with organizational macro values.

To test this hypothesis, we used the Pearson correlation coefficient to determine the significance, strength, and direction of the relationship between learning orientation and organizational macro values. Table 7 shows the correlation coefficient values.

Table 7: Relationship between the dimension of learning orientation and the variable of association with the values of the organization

Variables and dimensions	Icon	Statement	Link to Organization (OS) values
C. Learning orientation	HOUR	Pearson	0.606**
		Sig.	0.000

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

(**). Significant at the level of significance 1%, (*). Significant at the level of significance 5%

From Table (7), it can be seen that there is a significant positive correlation between learning orientation and the relevance of organizational values at the macro level. Still, the significance level is less than 5%, which means that the availability of learning orientation within the strategic awareness framework of Tikrit University administrative staff is accompanied by an increase in the level of relevance to organizational values. Therefore, it can be said that the third sub-hypothesis is acceptable.

Third sub-hypothesis (H1.3)

There is a statistically significant relationship between the reflection dimension and its correlation with organizational macro values.

To test this hypothesis, we examined the Pearson correlation coefficient between learning tendency and organizational macro values to determine the significance, strength, and direction of the relationship. Table 8 shows the correlation coefficient values.

Table 8: Relationship between the dimension of learning orientation and the variable of association with organizational values

Variables and dimensions	Icon	Statement	Link to Organization (OS) values
d. Meditation	SA4	Pearson	0.770**
		Sig.	0.000

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

(**). Significant at the level of significance 1%, (*). Significant at the level of significance 5%

Table 8 shows that at the macro level, there is a significant positive correlation between farewell meditation and the relevance of organizational values, with a significance level of less than 0.05%. This means that for administrative leaders of Tikrit University, the availability of meditation functions is accompanied by an increase in relevance to organizational values within the framework of strategic awareness. Therefore, it can be said that the fourth sub-hypothesis is established, and based on the results of this sub-hypothesis, it can be concluded that the first hypothesis of this study is also established.

Fourthly. Impact hypothesis testing

The paragraph included one central hypothesis as follows:

- **The second hypothesis of the study (H2):** Strategic awareness has a statistically significant association with organizational values in its dimensions (systems

thinking, learning orientation, and reflection). This leads to the following sub-hypothesis.

- **Second sub-hypothesis (H2.2):** There is a statistically significant effect relationship for the dimension of systems thinking on the link to the values of the organization.

To test this hypothesis, a simple linear regression equation was prepared to estimate the values of the organization. Through the dimension of systemic thinking, to determine the extent of the latter's impact on Link to the values of the organization, as in the following equation:

$$OS = \beta_0 + \beta SA2 + e. \quad (2)$$

Whereas:

(OS). Denotes the dependent variable to be estimated

(correlation with organizational values).

(SA2). Denotes the independent variable (based on systems thinking).

(β). The β regression coefficient indicates the change in the value of the dependent variable caused by an increase or

decrease of one unit in the independent variable.

(β_0). The constant coefficient indicates the value of the dependent variable when the value of the independent variable is zero.

(e). Standard error ratio. Table 9 shows the test results.

Table 9: Impact of the Systemic Thinking dimension on the relevance to the organization's values

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.

As can be seen from Table (9), the accuracy of the regression equation model is at a significant level of less than 5% relative to the value of (F) Adults (156.485), which means that the connection with organizational values is established through the dimension of system thinking, because the value of (T) Adults (12.509) indicates a significant effect. The positive value of the beta regression coefficient (β) for adults (0.675) suggests that the effect is positive; that is, whether the administrative leader can move away from system thinking has a positive impact on the relationship with organizational values by establishing a connection with them. In the Tikrit Mosque in the study area, as shown by the value of the determination coefficient (R2), Adults (0.533), only the ability to move away from system thinking can explain (53.3%) of the variation in the variable. Although the remaining percentage (46.7%) of the connection with organizational values is due to other factors not present in the current model, it can be said that the second sub-hypothesis is accepted. According to the results obtained, the regression equation can be expressed as follows:

$$OS = 1.378 + 0.675 SA2. \quad (2)$$

The third sub-hypothesis (H2.3): There is a statistically significant effect relationship for the dimension of the orientation towards learning on the link to the values of the organization.

To test this hypothesis, a simple linear regression equation was prepared to estimate the Link to the values of the organization through the dimension of orientation towards learning, to determine the extent of the latter's influence on the Link to the values of the organization, as in the following equation:

$$OS = \beta_0 + \beta SA3 + e. \quad (3)$$

Whereas:

(OS). Denotes the dependent variable whose value is to be estimated (correlation with organizational values).

(SA3). Denotes the independent variable (based on learning orientation).

(β). The β regression coefficient indicates the change in the value of the dependent variable for every one-unit increase or decrease in the independent variable.

(β_0). The constant coefficient indicates the value of the dependent variable when the value of the independent variable is zero.

(e). Standard error ratio. Table 10 shows the test results.

Table 10: Effect of the dimension of learning orientation on the relevance to the values of the organization

Dimensions	(R2)	(Adjusted R2)	(F)	(Sig.)
	0.367	0.362	79.428	0.000
	Constant coefficient (β_0)	Regression coefficient (β)	(i) Draft decision of the Chair of	(Sig.)
Learning orientation	1.820	0.572	8.912	0.000

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

As can be seen from Table (10), the validity of the regression equation model is established at a significance level of less than 5%, relative to the value of (F) adults (79.428), which means that there is a connection with organizational values through the learning orientation dimension, as the value of (T) adults (8.912) indicates a significant effect. The positive value of the beta regression coefficient (β) for adults (0.572) suggests that the effect is positive, as whether the administrative leader tends to move away from learning has a positive impact on the relationship with organizational values by establishing a connection with them. In the Tikrit Mosque, the object of the study, as shown by the value of the determination coefficient (R2), adults (0.367), it is assumed that the tendency to move away from learning explains (36.7%) of the variation in the variable. Connection with organizational values. Although the remaining percentage (63.3%) is due to other factors included in the current model, it can be said that the third

sub-hypothesis is accepted, and based on the results obtained, the regression equation can be expressed as follows:

$$OS = 1.820 + 0.572 HOURS3. \quad (3)$$

Fourth sub-hypothesis (H2.4)

There is a statistically significant effect relationship for the dimension of reflection on the association with the values of the organization.

To test this hypothesis, a simple linear regression equation was prepared to estimate the Link to the values of the organization through the dimension of meditation, to determine the extent of the latter's influence on the values of the organization, as in the following equation:

$$OS = \beta_0 + \beta SA4 + e. \quad (4)$$

Whereas:

(OS). Denotes the dependent variable to be estimated (correlation with organizational values).

(SA4). Denotes the independent variable (after meditation).

(β). The β regression coefficient represents the change in the value of the dependent variable caused by a one-unit

increase or decrease in the independent variable.

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

(e). The standard error ratio.

Table 11 shows the test results.

Table 11: Effect of the dimension of reflection on the relevance to the values of the organization

Dimensions	(R2)	(Adjusted R2)	(F)	(Sig.)
	0.593	0.590	199.912	0.000
	Constant coefficient (β_0)	Regression coefficient (β)	(i) Draft decision of the Chair of	(Sig.)
Meditation	1.499	0.658	14.139	0.000

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

From Table (11), it can be seen that the validity of the regression equation model is established at a significance level of less than 5%, relative to the value of (F) adults (199.912), which means that the connection with organizational values is established through the meditation dimension, as the value of (T) adults (14.139) indicates a significant effect. The value of the beta regression coefficient (β), adults' positive value (0.658), suggests that the effect is positive, because the presence of conditions for leaving meditation among administrative leaders has a positive impact on the relationship with organizational values through the establishment of a connection with organizational values. In the Tikrit Mosque in the study area, as shown by the value of the determination coefficient (R2), adults (0.593), it is assumed that leaving meditation can explain (59.3%) of the variation in the variable, connection with organizational values. Although the remaining percentage (40.7%) is attributed to factors not present in the current model, it can be said that the fourth sub-hypothesis is accepted. Based on the results obtained, the regression equation can be expressed as follows:

$$OS = 1.499 + 0.658 SA4. \quad (4)$$

Based on the results of the sub-hypotheses, it can be said that the second hypothesis of the study is accepted.

Conclusions

This was achieved by analyzing the data on variables relevant to the study, such as strategic awareness and correlation with organizational values, highlighting influential connections and relationships.

1. The results showed that the systemic thinking dimension was positively correlated with organizational values connection. This means that the administrative leaders of Tikrit University possess the systemic thinking dimension within the framework of strategic awareness, which is reflected in their influence on the dissemination of organizational values and connections.
2. The results showed that the learning orientation dimension was positively correlated with organizational values connection. This indicates that the administrative leaders of Tikrit University continually learn within the framework of strategic awareness and strive to acquire diverse knowledge and experience, which helps spread organizational values and connections within the university.
3. The results showed that the reflection dimension was positively correlated with commitment to organizational values. This means that administrative

leaders reflect deeply, which enhances their strategic awareness, which in turn is reflected in their commitment to organizational values.

4. The results showed that strategic awareness at the macro level was positively correlated with identification with organizational values. This suggests that Tikrit University's administrative leaders possess high levels of strategic awareness in all dimensions (systems thinking, learning orientation, reflection), which is effectively reflected in the spread of identification with organizational values within the university, thereby building a supportive organizational environment, meeting people's deep needs, and creating an organizational culture that promotes a sense of belonging.

Suggestions

Promote the application of systems thinking in administrative decision-making.

1. **Implementation mechanism:** Develop an administrative development plan focused on macro-system analysis and conduct inter-departmental participatory meetings.
2. **Recommendation:** Implement a continuous learning strategy for university administrative leaders.
3. **Implementation mechanism:** Provide short-term training courses and open internal education channels (such as group discussions).
4. **Recommendation:** Schedule regular administrative reflection time in the work environment.
5. **Implementation mechanism:** Incorporate meditation sessions in department meetings.
6. **Recommendation:** Make strategic awareness a core part of the university's strategic planning.
7. **Implementation mechanism:** Establish an institutional committee dedicated to cultivating conscious leadership and linking it to organizational values.
8. **Recommendation:** Train managers to use reinterpretation and constructive situation analysis models.
9. **Implementation mechanism:** Practice-oriented workshops that address complex situations and require active reframing.
10. **Recommendation:** Foster a culture that connects daily work to the university's overall goals.

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