

# **The Impact of Strategic Awareness on Organizational Readiness: An Analytic Research of the Opinions of the Sample of Top Leaderships in Private Colleges in the Provinces of the Al-Furat Al-Awsat in Iraq**

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## **Abstract**

The current research aims to investigate and determine the nature of the relationship between strategic awareness as an independent research variable and organizational readiness as a dependent variable, and to know which dimensions of strategic awareness have the highest influence on organizational readiness. Private universities were selected in the Al-Furat Al-Awsat governorates in Iraq. There are (14) colleges that represent the field and community of the research, the size of the community has reached (230), and the research sample was chosen randomly, method. 180 questionnaire sheets were distributed to the subjects of the sample, and the ones retrieved were (157), while the valid for statistical analysis reached (151) questionnaires valid for statistical analysis, and they were analyzed using the statistical program (SmartPLS) and (SPSS V.23). A set of results, including the presence of a moral effect of strategic awareness on organizational readiness, and the dimension of reflection is one of the dimensions of strategic awareness that has the most influence on organizational readiness, as well as the Interest of colleges in orienting learning as one of the foundations for the success of educational institutions, especially colleges and private universities, as their environment is highly competitive and needs to be more developed and differentiated among them to ensure their continuity, as well as the orientation learning.

## **Keywords**

Strategic Awareness, Organizational Readiness.

## **Introduction**

Due to the intense competition in the business environment, it has become imperative for organizations to adopt all the new variables that will help them develop, adapt and excel over competitors, and based on the importance of private universities in the development of society, and in light of the intense competition imposed by the rapid dynamic changes that require Organizations wishing to achieve distinction must be able to meet the changing desires of customers, and to overcome competitors, so the current research has dealt with two main variables, namely (strategic awareness and organizational readiness), which are among the variables that have received a lot of intellectual controversy, which reflects their theoretical and practical importance in environments Diverse business, as strategic awareness shows the extent of the decision makers' knowledge and awareness of the internal and external conditions of the organization, while the organizational readiness indicates the extent of the organization's readiness to implement the planned change. Attention has been paid to strategic awareness because it is the focal point for reaching the goal. In addition, it increases the effectiveness of transforming Strategic planning into a practical reality, so the extent of awareness and awareness of strategic managers in the organization of the circumstances surrounding it They have a role in the success of the strategic process, and know the extent of the organization's ability to be ready for change and according to the resources and capabilities it possesses.

## **Literature Reviews**

### **1. Strategic Awareness**

#### **The Concept of Strategic Awareness (SA)**

The Strategic awareness as a concept appeared in the eighties of the east century, and it developed as a definition of top management to focus on all members of organizations besides taking into account the importance of external and internal factors, and strategic awareness was initially presented as a concept that it is based on the individual level and refers to the degree to which key individuals possess Awareness of strategic priorities (Hambrick, 1981), but was promoted be used at the organization level, as it was referred to as the effective implementation of the strategy and based on the assumption that managers of organizations have a clear and common understanding or awareness of the content of the current strategies of the organization (Davis et al., 2012) Therefore, strategic awareness is a topic that needs to be developed and grown over time, and organizations must be able to examine the data received from the environment, whether it

is internal or external, and through that, organizations will use the information to reach conclusions about what could be an objective. Strategically Values (Case, 1995).

The contributions of researchers and writers regarding the clarification of the concept of strategic awareness have varied, as Thompson defined it as the way in which managers become aware of the position of the organization and the opportunities for change, and all the internal and external environmental factors (Thompson, 1993). On the other hand, strategic awareness was defined as a skill. Cognitive empowerment enables organizations to develop a clear vision and a system of thought based on inquiry, research, value transformation, and increase in mental capacity (Halis et al., 2010).

Bowman defined it in his article “The Magic of Strategic Awareness” as the process of integrating awareness of strategy and access to non-analytical data and integrating awareness or internal knowledge into the strategic decision-making process (Bowman, 2017). As for (Aytar), he defined it as the level of awareness that should be Its possession for the effective investigation of the stages of the strategic management process (Aytar, 2019), and from the foregoing, the researchers see that strategic awareness is the degree of the organization’s awareness of the surrounding circumstances, and the ability of decision makers in it to anticipate the impact of any change that may occur in the future, and to take the necessary measures, Through a set of skills (Reflection, Reframing, Systems Thinking, Orientation Learning).

### **Dimensions of Strategic Awareness**

The Strategic awareness is expressed as a structure that enables strategic leaders to seek to redefine basic competition and distinctive superiority as a result of discussions, and how to identify alternative strategies against competitors' strategies, and trying to understand issues such as how to benefit from and think about them means having a strategic awareness (Şişko, 2010), As a result of the importance of the strategic awareness and its effective role in achieving the goals of the organization, it must be measured, and through access to a group of research and studies, most researchers agreed (such as Hambrick, 1981; Pisapia et al., 2005; Halis et al., 2010; Turkay et al., 2012; Yıldız, 2019), that strategic awareness can be measured through the following dimensions (reflection, reframing, Systems thinking, orientation learning), They are the ones that have been relied upon in this research, and they can be explained as follows:

- a. **Reflection (Re):** Reflection refers to the ability to weave logical and rational thinking through the use of perceptions, experience, and information to make judgments about

what happened, and then establish intuitive principles that guide future actions (Pisapia et al., 2005). This smart action includes understanding why few decisions are successful. Using a double circuit or review learning, applying feedback from information and past experience, and as a precondition for completion, strategically conscious managers build a structure that enables them to visualize and understand a set of difficulties and adapt by connecting clearly and disconnected and isolated objects and creating optional reactions (Dhir et al., 2018), and although managers do not have all the information required, the use of reasoning will provide the best possible options for action and forecasting (Pisapia et al., 2009).

- b. Reframing(R):** The term refers to the ability to shift attention across multiple perspectives, frameworks, and mental models in order to generate new insights and options for actions (Pisapia et al., 2005), so the reformulation can be a way for organizations to abandon old concepts and envision new roles in times of crisis or if Change is needed (Lahtinen, 2020), and managers can also broaden their horizons and their ability to act and be better equipped to understand opportunities and challenges, prepare options, and thus cope more effectively in an increasingly uncertain business environment characterized by new and unprecedented changes (Mukherjee et al., 2020).
- c. Systems Thinking(ST):** Systems thinking refers to looking beyond characters, events, and underlying structures, which shape individual actions and create the conditions in which types of events become probable (Bonn, 2005: 338), and the ability to see systems holistically through an understanding of the characteristics, forces, patterns, and internal relationships that make up The behaviors of systems that provide options for action (Halis et al., 2010: 162), in particular how organizations and administrative procedures change over time and the feedback processes that lead to such changes, and how they are affected by the dynamics and interconnectedness of these systems (Bonn, 2005).
- d. Learning Orientation(LO):** According to Argyris (1976), learning is one of the most important resources for developing the ability to make decisions that are consistent with the effectiveness of the organization, and the lack of standardization of learning means that errors are not discovered or corrected, which causes the inefficiency of the organization due to the lack of information that is shared or developed by the same members The organization (Martinez et al., 2020), and there are three values routinely associated with the orientation towards learning, which are as follows:
  - **Commitment to Learning:** It refers to the extent to which the organization places a value on learning, and organizations that have committed to learning appreciate the need to understand the causes and effects of their actions (Aloulou, 2018).

- **Open-Mindedness:** is the extent of the organization's desire to constantly question its assumptions, procedures and beliefs. Open-mindedness is related to the concept of "non-learning" (Wang, 2008), that is, the organization gets rid of old perspectives and systems (Chen et al., 2017).
- **Shared Vision:** It shows the extent to which the organization develops and maintains a globally understood organizational focus that enhances the enthusiasm and purpose in the organization, and the shared vision gives the members of the organization a sense of purpose and direction, and without a shared vision, individuals are less motivated to learn (Özsahin et al., 2011).

## **Organizational Readiness**

### **The Concept of Organizational Readiness (OR)**

The concept of organizational readiness is a concept that is rooted in the change management literature and many practitioners in organizations are increasingly aware that only adaptive organizations will be able to achieve a competitive advantage and survive for a longer period, and this has prompted many researchers to pay attention to more in-depth studies in this area (Wulandari). et al., 2020), because it shows the organization's ability to manage change and the motivations and personal characteristics of change leaders, employees, and the organization's resources and climate (Amarneh, 2017). organizational readiness is often referred to as "readiness for change" (Timmings et al., 2014), and many organizations have tried to adopt continuous improvement policies, but they ended up failing to achieve their goals as a result of their lack of readiness for change, so organizational readiness can be considered a strong prelude to the success of organizational changes.

The contributions of researchers and writers regarding the clarification of the concept of organizational readiness have varied, as it was defined as a belief, intention, attitude and behavior regarding the extent of the need for change and the organizational capacity to achieve a successful implementation of change (Armenakis et al., 1993), while Weeks et al., This refers to the organization's ability to adopt and implement effective change to meet changing market trends (Weeks et al., 2004), while it was defined as the organization's ability and readiness to change from its current state to a desired future state to improve organizational effectiveness (Weiner et al., 2008).

As for (Weiner), organizational readiness is defined as a common psychological condition in which members of the organization feel committed to implementing organizational change and have confidence in their collective abilities to do so (Weiner, 2020). From the

above, the researchers see that organizational readiness (refers to the extent of the organization's readiness and readiness to implement change to achieve distinction, face challenges, survive and persist in a highly competitive environment, by supporting the top management for change efforts and the commitment of the organization's members to implement it efficiently and effectively).

### **Dimensions of Organizational Readiness**

The Organizational Readiness is referred to as the state of alert that allows business organizations to remain in the business world according to appropriate strategic plans to achieve organizational success in accomplishing their tasks (Al-Mousawi, 2019), and includes the beliefs, attitudes and intentions of the targeted change members and in relation to the need and ability to implement Organizational change (Allaoui & Benmoussa, 2020). Therefore, it is necessary to measure the readiness of the organization for change, and by examining continuous knowledge efforts, the following dimensions (change effectiveness, commitment to change and support for top management) were chosen as they were chosen to measure organizational readiness through See the studies and research referred to by (Holt et al., 2007; Paré et al., 2011; Shea et al., 2014; Nilsen et al., 2018; Ruest et al., 2019; Manzano, 2020), Therefore, these dimensions will be addressed (Support Top Management, Change Efficacy and, Commitment to Change), to measure organizational readiness, as follows:

- a. Support Top Management (STM):** The support this is provided by the top management shows the extent of commitment and resources provided by the top management to adopt and implement change in the organization (Geenhuizen & Faber, 2015), In a similar rein Al Shobaki et al., Indicated that top management plays a pivotal role in change. The success of change depends on the support of top management (Al Shobaki et al., 2016), because it is the body responsible for making decisions in the organization, setting goals and plans for organizational continuity, and responsible for providing direction, resources and oversight to manage organizational change (Hertati et al., 2020), therefore, through the support of top management, employees will show a better acceptance of change, as many of the decisions that are made before starting the change affect the entire organization, because decisions about change are usually made by top managers, and this will require maximum a measure of acceptance and commitment from the employees. Moreover, allocating the necessary resources and making quick and effective decisions requires commitment from the top management (AL-Zoubi& Al-Haija, 2018).
- b. Change Efficacy (CE):** Effectiveness of change refers to the common beliefs of the members of the organization in their common ability to engage in the necessary courses

of action to implement change (Helfrich et al., 2018), so the Change Efficacy is a concept that links the employee's self-efficacy, performance and success, as it is the result of a series of interactions between employees and their direct managers, as it begins with the interaction with employees and results in flexible procedures in the direction of implementing change (Lyons & Bandura, 2019), as it reflects the amount of knowledge available about what to do and how to do it, that is, it is a function of the members' cognitive evaluation of three factors of the ability to implement: Available resources (including time), task requirements, and the situation the organization is facing, the ability to measure how organizational members perceive these two components may be used by organization leaders to develop more efficient and effective change strategies (Storkholm et al., 2018).

- c. **Commitment to Change (CC):** Commitment to change can be defined as the mentality that connects the individual to the course of action that is necessary for the successful implementation of the change initiative, and the joint design of the employees and management targeted to follow the courses of action that will lead to the successful implementation, because the implementation of change requires collective action between individuals and interrelated work units and according to the commitment of the members of the organization Implement the change for the following reasons (Weiner, 2009):

- They "want" to value change on a personal level.
- They have to "do" that is, they have no choice but to change.
- " They should," that is, they feel obligated to change.

Members whose commitment to change is based on motives of 'wanting' rather than 'having to' or 'should' both exhibit more cooperative behaviors, such as volunteering and promoting the value of change to others (Larson et al., 2017).

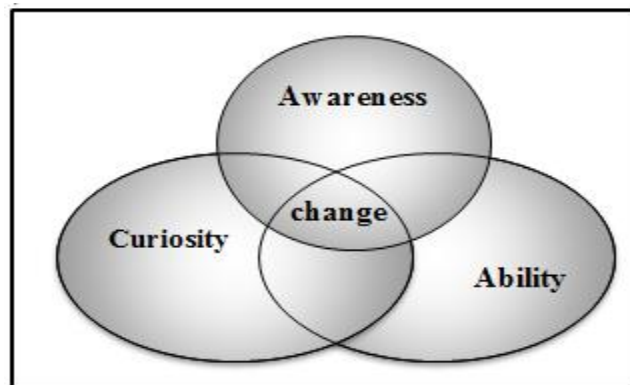
### **The Relationship between Strategic Awareness and Organizational Readiness**

One of the main reasons for change is often driven by the organization's need for a way to remain in business, and these changes are implemented in order to survive. Therefore, one of the reasons for the failure of the organization to implement the change successfully is due to its lack of readiness for change (Johnson, 2004). Recently, in a dynamic business environment and a competitive environment, they have started to look for new opportunities in order to maintain their competitive position, so organizations must change constantly because development and growth occur through change (Hayajneh et al., 2021), and for change to happen. Successfully, decision makers must possess the



strategic awareness necessary to be aware of the position of the organization and the opportunities for change in it, and of all the internal and external environmental factors of the organization (Thompson, 1993).

There are some changes that may affect certain departments, teams or processes, or affect the organization as a whole, and the expected and unexpected pressures (external or internal) can compel organizations to take corrective measures, such as restructuring, strategies, policies, culture or approaches to achieve a competitive advantage. (Hayajneh et al., 2021), in addition, both Lowdermilk & Hammontree (2020) indicated that there are three important behaviors that contribute to achieving the required change, including awareness, Figure (2) illustrates these behaviors:



**Figure 2 The three behaviors vital to change**

Source: Lowdermilk, T., & Hammontree, M. (2020). *The Customer-driven Culture: A Microsoft Story: Six Proven Strategies to Hack Your Culture and Develop a Learning-focused Organization*. O'Reilly Media.

These characteristics or behaviors, which are among the important behaviors that decision-makers must characterize in organizations, can be described to achieve the goals of the organization (Lowdermilk & Hammontree, 2020).

- a. **Awareness:** Awareness is a vital behavior and plays a role in making change, and through it, it is possible to know the extent of the knowledge and awareness of decision makers in it in light of the changing environment and the organizations' endeavor to be a proactive approach to achieving competitiveness (Lowdermilk & Hammontree, 2020).
- b. **Curiosity:** The desire to gain new experience and / or knowledge that stimulates exploratory behavior, and the search for information in an attempt to reduce the pressure resulting from not having the experience to make a specific decision. Has (Harvey et al., 2007).



- c. **Ability:** When engaging in a fast and continuous learning environment, there is an opportunity for workers to prove that they are able to overcome difficult situations, and they are ready to take decisions commensurate with the changing circumstances, so this option is important in change as workers in the organization must be able to Learn all that is new to satisfy the customers' desires (Lowdermilk & Hammontree, 2020), thus it can be said that these behaviors are vital and necessary for the success of the change.

From the foregoing, strategic awareness has an impact on organizational readiness, as it is through the strategic awareness that decision makers possess in the organization and the extent of their knowledge and awareness of the organization's conditions and the factors that affect them, which they may face in the future, it is possible to know the extent of the organization's readiness, and the availability of the necessary resources for change, By setting up plans through which change can be successfully implemented.

## **The Scientific Methodology**

### **1. The Research Problem**

Today, business organizations, especially service organizations, including private colleges and universities, are confronted with one of the most complex environments and the most in need of change, as they face many challenges, most notably the rapid environmental changes, the difficulty in predicting threats, their severity, and the ability of these organizations to survive and continue in this dynamic environment, especially after the spread of Corona Pandemic. (19-Covid) As the spread of the new virus in most countries of the world has destabilized their internal security and threatens their economy, so organizations must continue to respond proactively to the environment and take the necessary changes to raise the level of their performance, and to face these challenges, decision-makers in these organizations must: They have strategic awareness that enables them to know and understand the conditions surrounding the organization, to take an appropriate strategic behavior, which enables them to make the necessary change to face and adapt to environmental conditions, and based on the above mentioned facts, the main problem of the study is embodied in raising the following question: Does the strategic awareness have an effect on the readiness and this problem proposes are the following questions:

- a. What is the nature of the theoretical relationship between the study variables? and how can one benefit from the intellectual debate surrounding them to form a research model that can help the research sample to be ready for change?
- b. What is the level of impact of strategic awareness on organizational readiness?

### **The Importance of Research**

The current academic effort derives its importance from the vital role that private colleges contribute in developing the scientific aspect and employing the energies of society and its scientific and material capabilities in the scientific construction process to contribute to the renewing by creating specializations that complement the specializations in public universities and meet the needs of society, since the readiness of organizations for change depends to a large extent on the extent to which the managers of the under research organizations possess adequate strategic awareness of the conditions of the organization and the importance of change, and accordingly the importance of the research can be highlighted in the following:

- a. The environment in which the research will be conducted is considered as an appropriate environment because it needs to be constantly changed and renewed, in addition to the role of the current research variables in achieving that goal.
- b. The absence of Arab or foreign research that are relevant to the variables of the current research (to the knowledge of the researchers), which prompted an attempt to study these variables to obtain a clear and integrated picture of the relationship between these variables and their major role in achieving the goals of the organizations.
- c. This work represents a scientific and cognitive enrichment added to the Iraqi library in the field of strategic awareness and organizational readiness through the researchers' attempt to pay attention to presenting a summary of the ideas and opinions of a number of thinkers and researchers in terms of the originality and modernity of the references.

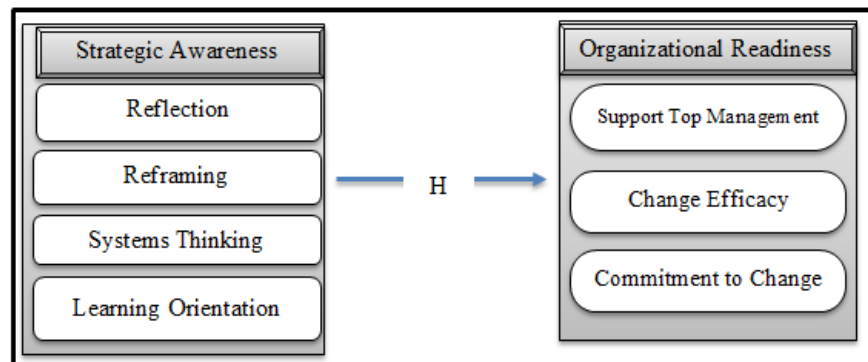
### **The Aims of the Research**

The aims of this study are considered as the scientific frontiers within which the researchers move in order to provide possible solutions to the research problem and come up with theoretical and practical results that might contribute to achieving the goals of the research sample organizations, so the main goal of the research is to know the role of strategic awareness in enhancing the organizational readiness in private colleges and universities, and accordingly, this research seeks to achieve the following aims:

- a. Presenting an integrated knowledge framework that deals with the basic research variables represented by (Strategic Awareness and Organizational Readiness) as well as describing the sub-dimensions of these variables.
- b. Knowing the extent to which the research sample organizations own the organizational readiness dimensions.
- c. Knowing the level of the impact of strategic awareness on the organizational readiness of the organizations, the research sample.

## The Outline of the Research

The hypothesis research scheme is designed on the basis of the results of intellectual surveys of the related literature, strategic awareness and organizational readiness, and to clarify the interconnectedness between the research variables in preparation for presenting the research hypotheses and testing the extent of the influence that is shared by the research variables. As shown in Figure (1), the hypothetical scheme is composed of two main variables, namely (Strategic Awareness and Organizational Readiness):



**Figure 1 Hypothesis Research Model**

Source: Prepared by the researchers

## Hypotheses of the Research

Based on the questions raised by the research problem of the between, and in order to achieve its objectives, one main hypothesis has been formulated, and three sub-hypotheses emerge from it, as follows:

**Main hypothesis:** There is no significant influence between strategic awareness and organizational readiness. The following sub-hypotheses are derived from this hypothesis:

- a. There is no significant effect of reflection on the organizational readiness.
- b. There is no significant effect of reframing on the organizational readiness.
- c. There is no significant effect of systems thinking on the organizational readiness.
- d. There is no significant effect of orientation learning on the organizational readiness.

## The Research Community and Sample

The accurate selection of the sample represents one of the basic requirements for the success of the research because the subjects of the sample are the main source for obtaining the information required to reach accurate results, and to expand the scope of field research, the researchers tried to include a larger number of private universities and

colleges, These private colleges and universities were selected in the governorates of the Al-Furat Al-Awsat (Najaf), Karbala, Babylon and Diwaniyah) as a field and community for research because of the scientific and cultural standing of these colleges among the Iraqi scientific institutions. The sample consisted of top leaders in colleges and universities. The research sample corers (University President, Asst President, College Dean, Asst Dean, Department Head, Department coordinator). That amounted to (14) colleges and universities, the size of the community reached (230), and the research sample was chosen by the stratified random method, as (180) questionnaires were distributed to the sample, and the ones retrieved were (157), while the valid for statistical analysis reached (151) questionnaires, the adequacy of the sample size was verified using the (Krejcie & Morgan, 1970) equation. Table (1) shows the details of distributing the questionnaire to the research sample:

**Table 1 Details of the distribution of the questionnaire on the research sample**

No.	College or University	Valid for analysis	Retrieved	Distributed Questionnaires
1	The Islamic University / Najaf	22	21	20
2	Altoosi University College	9	7	7
3	University of Al Kafeel	23	23	22
4	Imam Jaafar Al Sadiq University	12	12	12
5	Alfiqh University College	6	3	3
6	Al-Hussein University College	9	7	7
7	Altuff College	6	5	5
8	Al-Zahrawi University College	9	2	2
9	Ahl al-Bayt University	7	4	4
10	University of Al-Ameed	15	13	12
11	Islamic University / Babylon	9	9	9
12	Hillah University College	19	18	16
13	Al-Mustaqbal University College	24	23	22
14	Islamic University / Diwaniyah	10	10	10
<b>Total</b>		<b>180</b>	<b>157</b>	<b>151</b>

Source: Prepared by the researchers

Table (1) shows that the number of questionnaires that have been distributed is (180), while the number of questionnaires received and that are valid for statistical analysis is (151), meaning that the retrieval rate is approximately 84%, which is high and appropriate.

### Research Methodology and Measurement Tool

The research approach is a way to solve the research problem systematically by adopting different logical steps, with the aim of describing research methods and analyzing it, highlighting its limits and resources, and clarifying its assumptions and results (Patel& Patel, 2019), and that the method used in this research is a descriptive approach. It is an

analytic one and based on taking a random stratified sample by dividing the research population into strata according to the required sample and taking disproportionate samples from the strata, to obtain more valuable and differentiated information regarding each stratum (Sekaran& Bougie, 2016), and Table (2) shows a tool Measurement adopted in the research:

**Table 2 Dimensions tool measurement and sources adopted in determining its standards**

No.	Variable	Dimensions of measurement tool	No. paragraphs	Certified sources	Cronbachs alpha
1	Strategic Awareness (SA)	Reflection (Re)	7	(Turkay et al., 2012)	0.964
		Reframing (R)	6		
		Systems thinking (ST)	7		
		Orientation learning (LO)	7		
2	Organizational Readiness (OR)	Support Top Management (STM)	7	(Bader, 2017)	0.962
		Change Efficacy (CE)	7	(Shea et al., 2014)	
		Commitment to Change (CC)	7		

Source: Prepared by the researchers

The reliability of the scale has been verified using the (Cronbachs alpha) factor, as the results of the statistical treatment using the SmartPls program showed that the general stability factor of the resolution reached nearly (98%), noting that when the (Cronbachs alpha) factor was more than (70%). Then this indicates that there is a correlation between the paragraphs of the questionnaire, and this means that the questionnaire gives the same results if it is repeated again, which indicates its statistical acceptance.

### **Research Limits**

Limiting the research boundaries within specific and clearly defined domains is a basic step for any academic research within a specific scientific discipline, and thus diagnosing the knowledge, human, temporal, and practical boundaries of this research as follows:

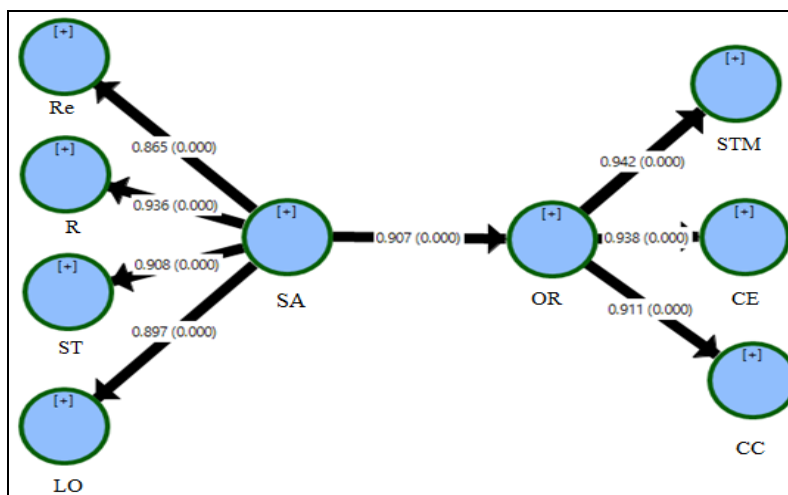
- a. **Knowledge limits:** The cognitive boundaries of the research include the study of strategic awareness and its impact on the organizational readiness, and that strategic awareness consists of (reflection, reframing, systems thinking, orientation learning), while organizational readiness consists of the dimensions (support top management, change efficacy and commitment to change).
- b. **Human limits:** The human boundaries of the research are represented by the top leaders in private colleges and universities in the Al-Furat Al-Awsat governorates in Iraq.
- c. **Time limits:** The time limits for the research are represented by the period in which the questionnaire was distributed in colleges and universities, which extended from (5/1/2021) until (10/3/2021).

**d. Practical limits:** The research was applied to a sample of service academic organizations, which are colleges and private universities, that amounted to (14) colleges and universities in the governorates of the Al-Furat Al-Awsat (Najaf, Karbala, Babylon and Diwaniyah).

### The Practical Framework of the Research

In this paragraph, the hypotheses that have been stated will be tested, as the extent of the impact of the independent variable: the strategic awareness on the dependent variable: organizational readiness will be examined, and the direction of the relationship will be recognized whether it is a positive or negative relationship. Moreover, the quality of the model will be confirmed by extracting the coefficient of determination that shows the extent of interpretation of the independent variable from the dependent, and that the acceptance or rejection of the effect hypothesis depends on the level of significance which the researchers assumed (5%). When the calculated level of significance is less or equal, then the hypothesis is accepted and vice versa, and the statistical program (SmartPLS) will be used in extracting the results are based on the structural equation (SEM-PLS), and these results will be demonstrated as follows:

Analysis of the main effect hypothesis: This hypothesis states that there is no effect of positive significance for the strategic awareness on the organizational readiness, and the quality of the model will be recognized among the variables according to the coefficient of determination (R<sup>2</sup>), the effect coefficient and the level of significance if it is less than (5%). The hypothesis accepts the opposite, and the results can be illustrated according to Fig. (3), Fig. (4), and Table (3):



**Figure 3 Influence coefficient and level of significance between Strategic Awareness and Organizational Readiness**

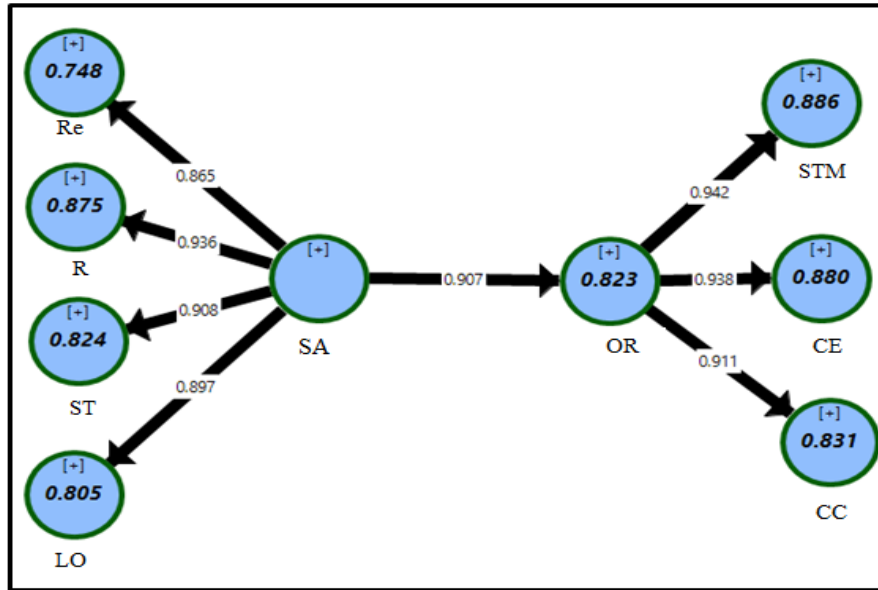


Figure 4 Coefficient of determination between Strategic Awareness and Organizational Readiness

Table 3 The results of the impact of Strategic Awareness in Organizational Readiness

Independent Variable	Dependent Variable	Effect Coefficient	R <sup>2</sup>	Standard. deviation	T. value	P. value
Strategic Awareness (SA)	Organizational Readiness (OR)	0.907	0.82	0.017	52.688	0.000

Figure (4) and Table (3) show that the strategic awareness influences organizational readiness by (0.91) and that the effect is moral and positive, because the level of morale achieved is less than the level of morale imposed by the researchers, which is (0.05), and that strategic awareness is explained by the variation in organizational readiness, as the determination coefficient reached (0.82), and this amount of interpretation is significant based on the calculated value of (T), that reached (52.688), which is greater than its tabular value (1.96). According to these results, the hypothesis is rejected, that is, there is a significant effect of strategic awareness on organizational readiness.

### Testing the Sub-hypotheses of Influence

After the main hypothesis of the effect has been tested, the sub hypotheses will be tested here. It which states that there is no significant effect of significant significance for the dimensions of Strategic Awareness (Reflection Re, Reframing R, Systems Thinking ST, Orientation Learning LO) and Organizational Readiness (OR). (5), Figure (6), and Table (4):



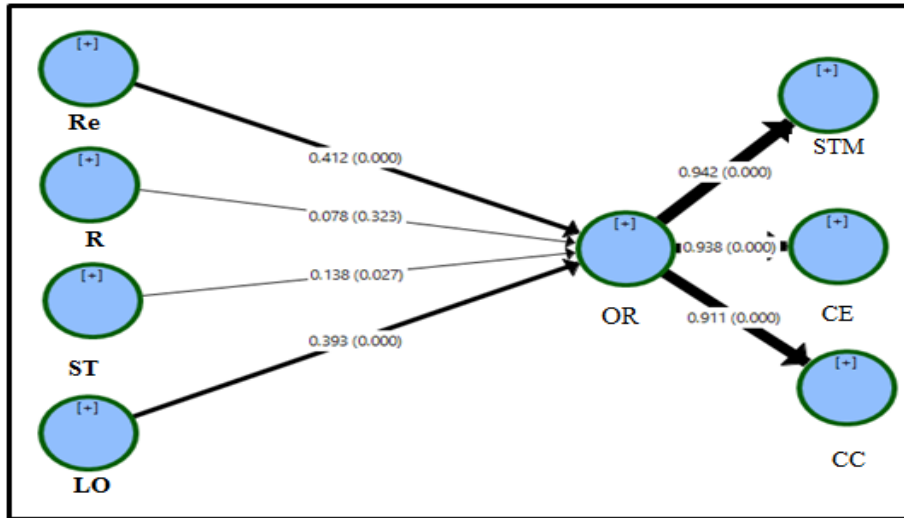


Figure 5 Influence coefficient and level of significance between Strategic Awareness Dimensions and Organizational Readiness

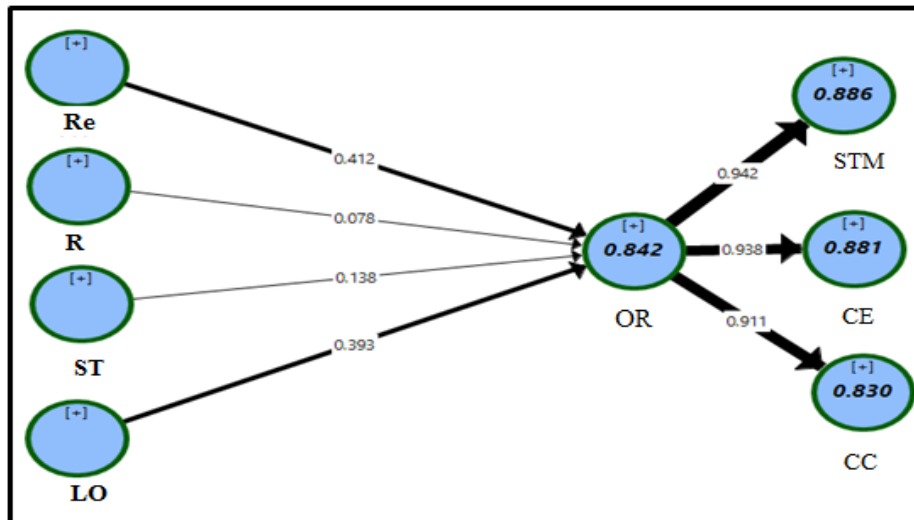


Figure 6 Coefficient of determination between Strategic Awareness Dimensions and Organizational Readiness

Table 4 The results of the impact of Strategic Awareness dimensions in Organizational Readiness

Sub dimensions of the independent variable	Dependent variable	Effect Coefficient	$R^2$	Standard. deviation	T. Value	P. Value
Reflection (Re)	Organizational Readiness (OR)	0.412	0.84	0.000	8.399	0.049
Reframing (R)		0.078		0.323	0.988	0.079
Systems Thinking (ST)		0.138		0.027	2.221	0.062
Orientation Learning (LO)		0.393		0.000	5.633	0.07

According to the results of Figure (6) and Table (4) reflecting the results, the determination coefficient R<sup>2</sup> reached (0.84), which represents the percentage of variance revealed by the dimensions of the strategic awareness variable from organizational readiness, that represent a percentage within the permissible limits, as for the results of hypothesis testing, they can be illustrated as follows:

- a. **The first sub-hypothesis:** This hypothesis states that there is no influence relationship with a positive significance for reflection in the organizational readiness, and according to the results shown in Table (4) it was found that there is an effect relationship of meditation on organizational readiness with an impact factor of (0.41) and a calculated level of significance (0.000) It is an acceptable ratio at the significance level (0.05). According to these results, this hypothesis is rejected at the level of this study, meaning that there is a significant impact for reflection in organizational readiness.
- b. **The second sub-hypothesis:** This hypothesis stated that there is no influence relationship with a positive significance for Reframing in organizational readiness, and according to the results shown in Table (4) it was found that there is an effect relationship for reformulation in organizational readiness with an impact factor of (0.08) and with a calculated significant level (0.323), which is an unacceptable ratio at the significance level (0.05). According to these results, this hypothesis is rejected at the level of this study, meaning that there is a significant impact for Reframing in organizational readiness.
- c. **The third sub-hypothesis:** This hypothesis stated that there is no influence relationship with significant positive for systems thinking in organizational readiness, and according to the results shown in Table (4) it was found that there is an influence relationship of systems thinking on organizational readiness with an impact factor of (0.14) and with a calculated level of significance (0.027), which is an acceptable ratio at the significance level (0.05). According to these results, this hypothesis is rejected at the level of this study, meaning that there is a significant impact for systems thinking in organizational readiness.
- d. **The fourth sub-hypothesis:** This hypothesis stated that there is no influence relationship with a positive moral significance for the orientation learning in organizational readiness, and according to the results shown in Table (4), it was found that there is an impact relationship for orientation learning in organizational readiness with an impact factor of (0.39) and a significant level. It is calculated (0.000), which is an acceptable ratio at the level of significance (0.05). According to these results, this hypothesis is rejected at the level of this study, meaning that there is a significant impact for orientation learning in organizational readiness.

- **According to these results, the main hypothesis is rejected at the level of this study, which states that there is no significant effect of strategic awareness on organizational readiness.**

## **Conclusions and Recommendations**

### **Conclusions**

In accordance with the results and findings that are obtained in the current study, the following conclusions can be presented:

- a. The existence of significant influence relationship between the main research variables (Strategic Awareness and Organizational Readiness), and this indicates the strength of the contributions and cohesion of these variables with each other, which calls for acceptance of the main hypotheses, and this indicates that there is a state of understanding and awareness of the importance of the investigated variables and their A role at the macro level of organizations (the research sample).
- b. It has been verified that the top leaderships (the research sample) take into account the impact of the decisions they make on the reality. In addition, they have awareness and awareness of the importance of using information and past experiences to solve the problems they face.
- c. The interest of the research sample in orientation learning as one of the foundations for the success of educational institutions, especially colleges and private universities (the research sample), including that their environment is highly competitive and it needs to be more developed and differentiated for them to ensure its continuity, as well as that the orientation learning is a major factor in gaining an advantage from the sustainable competitiveness in light of the rapid developments and changes.
- d. The results that are reached here confirm the decreased interest of the research sample in discussing the problems they face from different points of view.
- e. It is possible to benefit from the findings of the research, as, by knowing the awareness of the top leadership (the research sample), this will be reflected in the knowledge of the organizations readiness for change and thus successfully achieving their future goals.

### **Recommendations**

Based on the conclusions made in the present study, the following recommendations are given:

- a. The necessity of investing in the relationship between strategic awareness and organizational readiness should be highlighted in the success of organizations (the research sample), as this has a major role in increasing the organization's readiness for change, as well as awareness of the importance of change to keep pace with the rapid developments.
- b. The research recommends that the research sample should pay attention to discussing the problems they face from different points of view, in addition to the necessity to avoid finding a preconceived solution to a problem before it is understood or clearly.
- c. The research also recommends paying attention to the orientation learning as a major factor in gaining a competitive advantage in educational institutions, and the use of modern educational methods, especially in light of the "Covid-19" crisis that the world is experiencing, and the majority of educational institutions are directed towards e-learning as a more appropriate alternative to ensure the continuation of the educational process.
- d. It is recommended that the top leaderships in colleges and universities (the research sample) to be aware of the importance of providing support, commitment, information, training and resources necessary for making change, as well as overcoming obstacles to successfully implementing change.
- e. The research recommends top leaderships in colleges and universities (the research sample) should be aware of the importance and necessity of encouraging workers that the proposed change is appropriate and appropriate for the working individuals and the organization and brings them many benefits, in order to motivate them and mobilize their energies to engage, participate and commit to implementing the change.

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