

# THE ROLE OF STRATEGIC AWARENESS IN ACHIEVING ADMINISTRATIVE REFORM-AN ANALYTICAL STUDY IN THE INTEGRITY DIRECTORATES IN IRAQ

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## Abstract

The research aimed to identify the role of strategic awareness in its three dimensions (reflection, systems thinking, learning orientation, and reformulation) in achieving administrative reform in its six dimensions (organizational development, comprehensive quality management, performance evaluation, training, transparency, and responsiveness) in the Iraqi Integrity Commission. Based on a major problem diagnosed with several questions that included the extent of awareness of the influential relationship between the two variables in the field, the research sample included 180 individuals working in the Authority. Iraqi Integrity The descriptive analytical approach was mainly adopted in presenting, analyzing and interpreting the research information. The questionnaire was used as a main tool for collecting data and research information, in addition to some personal interviews with members of the research sample, who were represented by a group of leaders and followers of the Iraqi Integrity Commission. These methods were used using statistical programs (SPSS, Amos). Many conclusions were reached through the research, the most important of which was the interest of the Integrity Commission, the research sample, in applying and implementing awareness strategies and policies. Field strategy that would modify or enhance the effect of strategic awareness in administrative reform, so that the presence of strategic awareness in the field, in addition to the adoption of strategic awareness by the Integrity Commission departments, would improve the level of achieving administrative reform. The current research has yielded a set of recommendations, the most important of which is the need for the Integrity Commission departments to take measures, the most important of which is working to increase interest in strategic awareness among departments at various levels in order to achieve administrative reform.

**Keywords:** strategic awareness, administrative reform, reformulation

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## Introduction

As an embodiment of the perspective of improving human capital, which can be enabled through brilliant organizational leadership, which cannot inspire business organizations except through strategic awareness of all brilliant perceptions, which cannot inspire business organizations except through strategic awareness of all internal and external environmental perceptions, which is linked to an effective administrative system dominated by frameworks. Positive work environment, so the research sample body must strive to achieve regulatory frameworks and processes that enhance administrative reform in all its dimensions. The current research aims to know the role of strategic awareness in achieving strategic administrative reform, and to know which of the dimensions is more important for the authority and the research community, as it faces more challenges, which constitute one of the largest contemporary strategic areas on which the components of administrative reform are based. The first section included the research methodology and the second section included the framework. The theoretical research, while the third section includes the applied aspect, and the fourth section includes the most important conclusions and recommendations.

## The first section: research methodology

This section is concerned with reviewing the scientific methodology of the research, which includes the research problem, the importance of the research, the objectives of the research, the hypothetical plan of the research, and the research hypotheses.

**First: the research problem** The research problem can be summed up in the following main question: To what extent does strategic awareness affect achieving administrative reform? A group of sub-questions emerge from the main question

- 1- What is the level and nature of the researched organization's interest in the dimensions of strategic awareness?
- 2- What is the role of the dimensions of strategic awareness in achieving administrative reform?

**Second: Research objectives:** The research aims to the following:

- 1- Showing reliance on strategic awareness as an important factor in achieving administrative reform through the dimensions it includes.
- 2- The importance of studying the relationship between strategic awareness to achieve administrative reform in the organization under study in particular and other organizations in general.
- 3- Encouraging governmental and non-governmental organizations to develop new procedures or apply modern global systems to enhance strategic awareness among all their employees.
- 4- Developing and creating insight into the legal framework for combating corruption by reviewing global experiences in achieving administrative reform through awareness and strategic awareness.

**Third: The importance of research:** The importance of the research is evident in:

- 1- The importance of its variables, as strategic awareness represents one of the most important vital concepts in the field of strategic management, as well as administrative reform, which has become a necessity in the reality of most organizations.
- 2- It provides a practical application in a procedural manner to achieve administrative reform by spreading strategic awareness.
- 3- The importance of administrative reform as it is the cornerstone for developing administrative bodies, and thus achieving comprehensive and sustainable development.
- 4- Opening the door to further studies and research on the issue of administrative corruption in general and ways to combat and confront it, in particular, with the use of global strategies and strategic awareness as an effective role.

**Fourth: hypothetical model:**

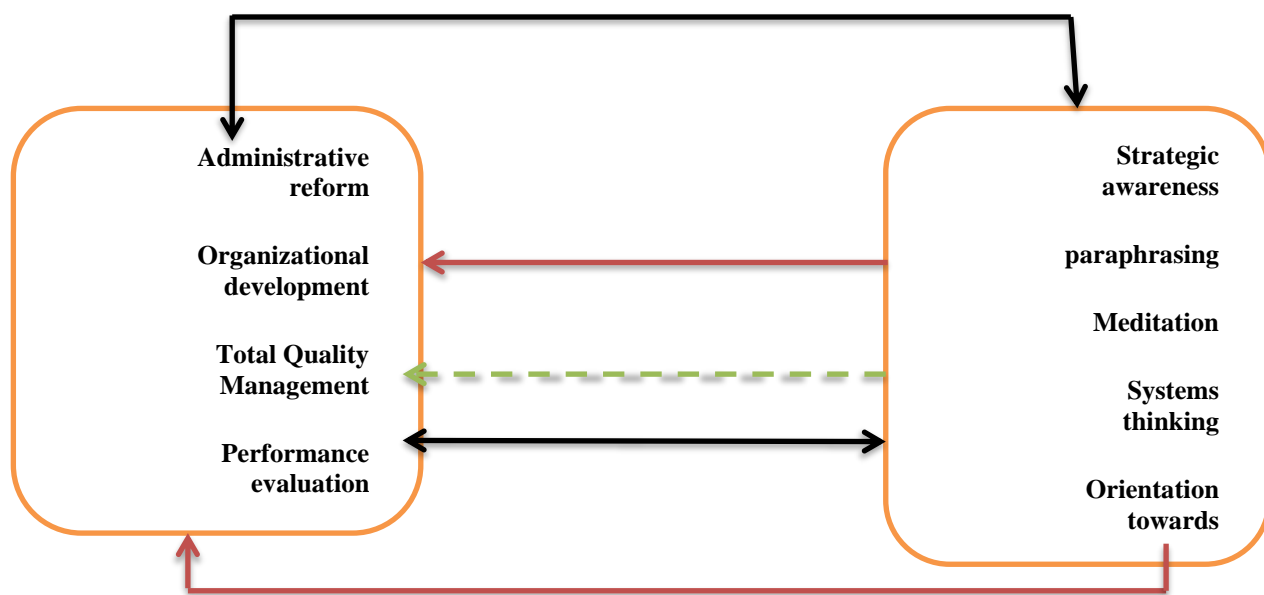


Figure (1) Hypothetical diagram of the research

### The second section: The theoretical framework First: strategic awareness

**1: The concept of strategic awareness:** Strategic awareness appeared as a concept in the late seventies of the last century, and was developed by the management of organizations and at all administrative levels, taking into account the importance of internal and external factors (Khatib, 2018: 16). -AL). It is noted that the importance of interest in the concept of awareness, its fields and models has increased since the eighties of the twentieth century, which came as a result of different stages and as a result of increasing complexity and environmental differentiation, as the period was from (1986 - 1994), when awareness was considered a decisive factor for cooperation, and a description of the concept of awareness and how to apply it practically, specifically through The period (1995 - 1999) was characterized by being the most active in the aspect of awareness research, as it was embodied in a set of concepts and terms that included social awareness, shared awareness, awareness of awareness, awareness of work spaces, awareness of organizations, and others (Rittenbruch, 2007: 12).

**2: Objectives of strategic awareness:** (Kraus et al., 2009:1135) stated that the objectives of strategic awareness lie in:

a- Raising the level of managers' experience about the best use of the organization's resources and operational activities such as sales, research and development instead of strategy formulation processes, with the ability to recognize possible future scenarios and changes at the same time.

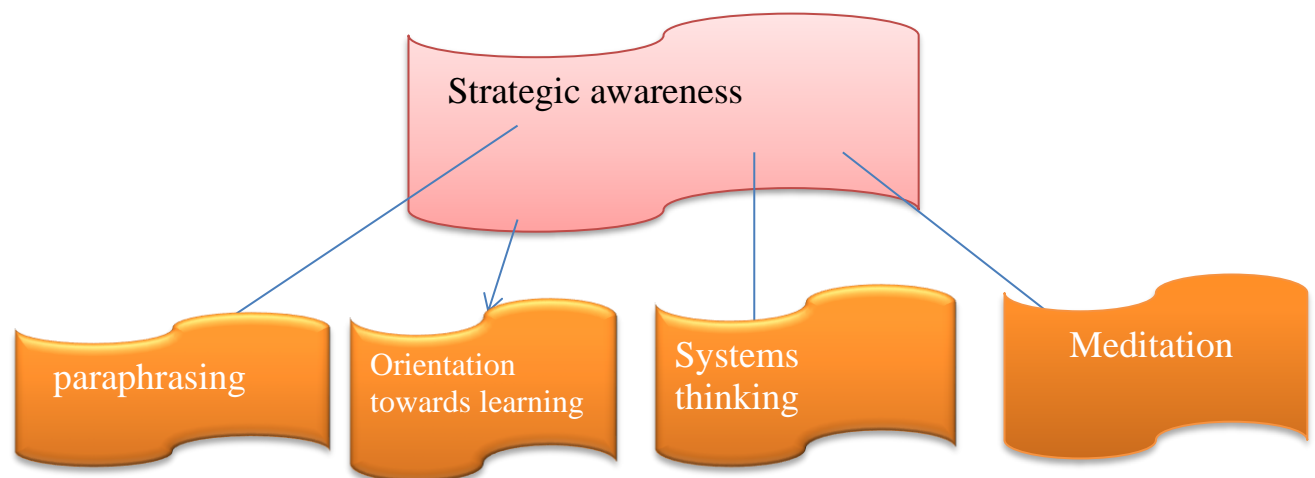
b- Providing more effective guidance and programs to achieve the goals and thus determining the basic conditions for implementing the strategy. Thus, the process of making strategic decisions is based on experience and certainty instead of intuition and guesswork.

c- Knowing the needs and desires of customers, with awareness of how to allocate the necessary resources to satisfy them. Thus, awareness works to bring a new identity to the company by entering into actual projects in which it takes advantage of market opportunities by better satisfying customers' needs.

d- Awareness of the quality and size of competitive markets, along with awareness of competitors' strategic plans and moves.

### 3- Dimensions of strategic awareness

Researchers (al, 2010; Turkay et al, 2012 & Pisapia, et al, 2005; 2009; Halis et al) were relied upon to define the dimensions of strategic awareness in (contemplation, systemic thinking, orientation towards learning, and reformulation).



a- Reflection: It is the ability to apply knowledge to new situations and facts. Reflection is a vital element in all types of learning. It is considered a multifaceted phenomenon that produces significant effects. Reflection is crucial to creating personal synthesis, integration, knowledge acquisition, and validating personal knowledge. New emotional feelings, and the decision to engage in a new activity (Turkay et al, 2012:9190). An individual with the ability to reflect will be able to understand the past, present, and future through questions about why some options were accepted and others rejected. The individual is prepared to question his assumptions and test whether his behaviors actually lead to desirable results or not (Piasapia et al, 2009:48). Researchers have discussed meditation from different points of view, as meditation is the key for individuals to transform concrete experience into abstract concepts, and meditation is necessary for individuals to reconsider the skills and knowledge they possess

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in order to improve them, and thus they become adept at realizing that they are skilled and demonstrating their skills that affect Organization management (Chang, 2019:95).

b- Systems thinking: Systems thinking is based on the idea that the whole is greater than the sum of its parts. This makes systems thinking useful in understanding organic organizations, and this shift in the mentality of thinking from parts to wholes is the breakthrough you need to understand living organisms, and this analysis is done first. By developing the concept of genetic code (essential properties of systems) common to all open systems and their value, and secondly, it clarifies the thinking processes in the system (Pisapia et.al, 2005:53)

c- Orientation towards learning: Orientation towards learning refers to employees' interest and dedication to developing their personal skills and abilities (Gong et al, 2009:756) and also refers to the ability to organize learning as a whole, which requires enhancing the organization's ability to learn through adopting learning. Double-loop, which has a degree of depth that facilitates the re-evaluation of standards or mental models. (Cella et al, 2002:546) Double-loop learning facilitates the process of monitoring and reflecting on both the changes that occur in the external and internal environments. This type of learning changes the organization's knowledge and efficiency because it encourages interaction and collective analysis of employees and develops common mental forms, which leads to changes in the prevailing rules, policies and norms within. Organization (Al-Hadrawi, 2015: 93) The topic of orientation towards learning has sparked controversy and great interest by many researchers and theorists for decades and has attracted similar concepts such as (organization of education) and (educational orientation).The interest of researchers is wide-ranging, as the orientation towards learning is a basic result of effective human resources management. It is based on the individual learning of the employees who make up the organization, and in return, the ability of the entire organization to stimulate learning and generate new knowledge is affected by the human resources system (Alersoul et al., 2021:

d- Paraphrasing: It is a cognitive skill that enables the individual to see and evaluate events and facts from different points of view and is linked to members' awareness of their strengths and weaknesses. It gives the individual the ability to shift attention from across multiple perspectives and mental models in order to form new visions and options for action (Turkay et al, 2012:1190). It also gives the ability to reflect on a variety of sources of evidence and consider feedback with a focus on development and evolution. Continuing (Heck, 2017:7) It also gives the individual the ability to think about situations and situations in more than one way. The essence of the reformulation lies in that it examines the same situation from multiple points of view. An effective leader changes lenses when things do not make sense, and reframing offers powerful new options, as each lens offers distinct advantages, which is why the possibility of success of the actions taken can be great (Bolman & Deal; 2008:357). (Turkay et al., 2012:9195) showed that through reformulation, the problems facing the organization and their nature are understood, and then data and information are collected through experienced people to use them in solving these problems, while searching for the causes of errors that accompany the processes and thinking consciously to address them. Drawing on multiple points of view.



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## **Second: Administrative reform**

### **1/ The concept of administrative reform**

Administrative reform refers to a deliberate attempt to change the organizational structure and bureaucratic procedures followed (i.e., the institutional aspect) as well as the attitudes and behaviors of its employees (i.e., the attitudinal aspect) in order to enhance organizational effectiveness and achieve institutional development goals. (Quah, 2010, 129) Cruz, (2018, 21))

### **2- The importance of administrative reform:**

The process of administrative reform is one of the phenomena of administration science, and it is not separate from public administration, but rather it is linked to it and the development of state activities in all areas of life as well as administration. No two disagree on the importance of administrative reform, as it is a legitimate goal that every individual seeks to achieve, as every organization and society also seeks to achieve. To him, as it involves two aspects: (Al-Buhairi, 2011: 40)

- a- The first treatment of existing deficiencies, and the restoration of the operational and performance balance of the administrative process
- b- Addressing unfair conditions by distributing results and returns in a way that supports change efforts

The administrative reform process is also characterized by complexity due to its connection to various environmental elements and factors and also includes all sectors of the state and its affiliated organizations without exception. It is a non-centralized participatory process that works within a single approach in which all parties seek to achieve a number of main goals, the most prominent of which is rationalizing government spending for governmental and private organizations. Reforming the administrative and organizational systems related to mechanisms for distributing resources equally between organizations and members of society.

### **3: Dimensions of administrative reform**

(Maher, 2007: 116), (Khashoggi, 2001: 33), and (Khalaf, 2009: 50) believe that the dimensions of administrative reform, which emphasize the necessity of paying attention to developing institutions and services that are provided to the beneficiary public, eliminating problems of red tape, and achieving administrative reforms Comprehensive and are as follows:

- a- Total Quality Management: Government organizations adopt Total Quality Management as an entry point for administrative reform and organizational development, especially since most organization managers realize the urgent need for change and improvement of services in an era of increasing budget deficits. Scarcity of resources. Total quality management as a strategy for transformation or organizational change management is a method for improving the administrative process that ultimately aims to achieve quality and increase productivity without any new resources. Organizations also adopt total quality management for many reasons, including strengthening administrative skills, motivating the workforce to work as a team, trying to complete work correctly the first time, improving skills at work, managing change, instilling ethics, and trimming costs.
- b- Organizational development: Organizational development is considered a long-term process that aims to raise the efficiency of the organization by relying on various methods and

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approaches to bring about development at the individual, team and organizational levels. It focuses on the administrative organization as an integrated system in which many elements with a mutual relationship interact, that is, it includes organizational structures and resources. Humanity, modern technology and administrative process re-engineering are consistent with organizational development in that they aim to improve... Quality performance and raising the organization's efficiency (Shehab, 2016:14)

c- Transparency: It means making the matter clear and transparent, away from ambiguity and complexity of procedures in a way that does not allow for the possibility of following them up and knowing the shortcomings and defects in them. It is therefore a systematic and scientific view characterized by complete clarity in the mechanisms of decision-making and taking, building work strategies, drawing up plans and policies, and methods of implementing them, monitoring and evaluating them, which It is supposed to be compatible with environmental developments and the spirit of the times and be presented to the parties concerned with monitoring government or private performance, and to make all these administrative and political practices subject to accountability and monitoring. Transparency is considered one of the important entry points for reform, business development, and institutional performance for employees within the organization and achieving organizational excellence within the framework of the government's direction to confront administrative corruption and improve the organization's institutional performance (Al-Rashidi, 2007: 18).

d- Performance evaluation: Institutions are interested in the evaluation process as it is the basic foundation that enables the institution to measure the results achieved from its desired goals, ensure the efficiency of implementation, monitor the difficulties that obstruct the achievement of goals or diagnose their causes and recommend how to work on solving them to avoid repeating mistakes in the future, and so that The process of evaluating performance in an objective manner clarifies what achievements have been achieved and what has not been achieved, this should be done according to clear and specific indicators that can be measured (Zaki, 2019: 7).

e- Training: It is an organizational effort aimed at facilitating employees' acquisition of work-related knowledge and skills, or changing employees' attitudes or behaviors to ensure improved performance and the achievement of the organization's goals. It is the process of refining and developing workers' skills in a cognitive, methodological and scientific context (Jamil, 2020: 143)

f- Response: A clear response must be felt by the administrative apparatus and workers in institutions to the reform steps and ways of its impact on the reality of performance, as well as achieving tangible results on the ground, as environmental conditions are changing and renewed due to its structure, and the degree of its openness to various aspects of life in contemporary human civilizations. Therefore, it is a mistake to imagine administrative reform as a temporary, temporary, emergency process. Rather, the directions of comprehensive and integrated administrative reform should be based on renewed continuity. Within the framework of the integrated vision, administrative reform can achieve a degree of efficiency and permanent effectiveness in institutions and agencies, which is linked to... He has the ability to achieve the goals and ambitions set upon him. (Fayez, 2008: 228)



Dimensions of administrative reform Figure (3)

### The third section: the practical framework of the study

#### Testing the study hypotheses:

**First / Testing the correlation hypotheses:** The first part of the current research is related to verifying the level at which a variable appears, and this correlates with the availability of another responding variable. The Pearson correlation coefficient will be adopted to conduct correlation hypotheses between the study variables and their dimensions, as the two variables represent strategic awareness, administrative reform, and before starting a procedure. The process requires building the criteria that will be adopted to determine the acceptance and level of correlation, as the correlation value that is between  $\pm (0.71-0.99)$  expresses a very high level of correlation (very strong) in the direct or inverse direction. As for the correlation value that is Between  $(0.31-0.70) \pm$ , it expresses a high (strong) correlation in the direct or inverse direction, and if the value is between  $0.30 \pm (0)$ , it expresses a low (weak) correlation in the direct or inverse direction, but if the correlation value is at  $\pm 1$  indicates a complete direct or inverse correlation, while a correlation value of 0 indicates that there is no correlation between the two variables (Saunders.2009:459). Verification also requires knowing the level of significance of the test (Sig.), from which one can know whether The value resulting from the correlation is statistically acceptable or not, which is inferred by the appearance of (\*\*), which shows that the program has compared the tabular t and the calculated t and gave acceptance of the result at a significant level (1%). However, if the higher value (\*) appears, this means The result is accepted at a level of (5%). The correlation table also includes a statement of the sample size (n). The following is a statement of the testing procedures for the hypotheses.

**Firstly. Testing the main correlation hypothesis:** The content of the correlation hypothesis indicates (there is a direct correlation with significant significance between strategic awareness and the administrative reform variable). It was shown through table (1) the values of the correlation matrix between the independent variable and the dependent variable, as well as the dimensions of the independent variable in the dependent variable. It was shown that a



high level of correlation was achieved between the strategic awareness variable and the administrative reform variable, as it became clear that there is a strong level of correlation, as the value of the correlation reached (.726\*\*). This value is considered statistically acceptable because its level of significance reached (Sig=.000, <0.01), in addition to significance. Through the two asterisks that are above the link value Which is related to the calculated t. The statistical program compares the calculated t value with its tabulated value. When the t value is higher than the tabulated t value, it means that the level of confidence in the value was (0.99), meaning that it was accepted within a significant limit (0.01). It also becomes clear that the direction of the relationship was positive, as indicated by the lack of The appearance of a negative sign with a higher value. This means that the more the strategic awareness variable is available in the application environment, the more this is associated with the emergence of the administrative reform variable within the boundaries of the Integrity Commission in Iraq, the sample of the current study. The above result indicates that the hypothesis cannot be verified in the application environment

Table (1) Matrix of correlation coefficients between strategic awareness in its dimensions and administrative reform

		paraphrasing	Meditation	Systems thinking	Learning survival orientation	Strategic awareness
paraphrasing	Pearson Correlation	1	.821**	.655**	-.083-	.820**
	Sig. (2-tailed)		.000	.000	.270	.000
	N	180	180	180	180	180
Meditation	Pearson Correlation	.821**	1	.590**	-.078-	.804**
	Sig. (2-tailed)	.000		.000	.298	.000
	N	180	180	180	180	180
Systems thinking	Pearson Correlation	.655**	.590**	1	.402**	.882**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	180	180	180	180	180
Learning survival orientation	Pearson Correlation	-.083-	-.078-	.402**	1	.425**
	Sig. (2-tailed)	.270	.298	.000		.000
	N	180	180	180	180	180
Strategic awareness	Pearson Correlation	.820**	.804**	.882**	.425**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	180	180	180	180	180
administrative reform	Pearson Correlation	.689**	.731**	.564**	.188*	.726**
	Sig. (2-tailed)	.000	.000	.000	.011	.000
	N	180	180	180	180	180

Source: Spss V.25 output

Through the third main hypothesis, the following sub-hypotheses related to the dimensions of the independent variable and the dependent variable can be derived:

1- Testing the first sub-hypothesis: The content of the correlation hypothesis indicates (there is a direct correlation with a significant significance between the reformulation dimension and the administrative reform variable). It was shown through Table (2) Values of the correlation matrix between the variable, the mediating dimension, and the dependent variable. It has been shown that a high level of correlation has been achieved between the reformulation dimension and the administrative reform variable, as it is clear that there is a strong level of correlation,

as the value of the correlation reached (.689\*\*), and this value is considered statistically acceptable because its significance level reached ( $\text{Sig} = .000, < 0.01$ ), in addition to the significance through the two asterisks that are above the value of the correlation, which is linked to the calculated t. The statistical program compares the calculated t value with its tabulated value. When the t value is higher than the tabulated t value, it means that the level of confidence in the value was (0.99), meaning that it was accepted within significant limits (0.01). It is also clear that the direction of the relationship was positive, demonstrated by the absence of a negative sign above the value. This means that the more the reformulation dimension is available in the application environment, the more this is associated with the emergence of the administrative reform variable within the boundaries of the Integrity Commission in Iraq, the sample of the current study. The above result indicates that the hypothesis is not accepted in the application environment. The values of the correlation matrix between the intermediate variable and the dependent variable have shown that a high level of correlation has been achieved between the reflection dimension and the administrative reform variable, as it is clear that there is a strong level of correlation as the value of the correlation reached (.731\*\*). This value is considered statistically acceptable because its level of significance reached ( $\text{Sig} = .000, < 0.01$ ). In addition to the significance through the two asterisks that are above the value of the correlation and which is linked to the calculated t, the statistical program compares the calculated t value with its tabulated value. When the t value is higher than the tabulated t value, it means that the level of confidence in the value was (0.99), meaning it was accepted within significant limits (0.01). It also becomes clear that the direction of the relationship was positive. It was shown that a negative sign above the value did not appear, and this means that the more after contemplating the application environment, the more this is associated with the emergence of the administrative reform variable within the boundaries of the Integrity Commission in Iraq, the sample of the current study. The above result indicates that the hypothesis cannot be verified in the application environment. A high level of correlation was achieved between the dimension of systemic thinking, variables, and administrative reform, as it became clear that there is a strong level of correlation, as the value of the correlation reached (.564\*\*). This value is considered statistically acceptable because its level of significance reached ( $\text{Sig} = .000, < 0.01$ ), in addition to the significance of Through the two asterisks that are above the correlation value, which is linked to the calculated t, the statistical program compares the calculated t value with its tabulated value. When the t value is higher than the tabulated t value, it means that the level of confidence in the value was (0.99), meaning that it was accepted within a significant limit (0.01). It is also clear that the direction of the relationship was positive, as shown by the absence of a negative sign with a higher value. This means that the further away systemic thinking is in the application environment, the more this is linked to the emergence of the administrative reform variable. Within the limits of the Iraq Integrity Commission, the sample of the current study. The above result indicates that the hypothesis cannot be verified in the application environment

Testing the fourth sub-hypothesis: The content of the correlation hypothesis indicates (there is a direct correlation with a significant significance between the dimension of orientation towards learning and the administrative reform variable). It was shown through table () the values of the correlation matrix between the intermediate dimension variable and the

dependent variable. It was shown that a high level of The correlation between the dimension of orientation towards learning and the administrative reform variable, as it becomes clear that there is a weak level of correlation, as the value of the correlation reached (.188\*). This value is considered statistically acceptable because its level of significance reached (Sig = .011, < 0.05), in addition to the significance through the asterisk that The highest value of the correlation is the t calculated in the statistical program He compares the calculated t value with its tabulated value. When the t value is higher than the tabulated t value, it means that the level of confidence in the value was (0.95), meaning that it was accepted within a significant limit (0.05). It also becomes clear that the direction of the relationship was positive, as shown by the absence of a negative sign above the value, and this means The further the orientation towards learning in the application environment, the more this is linked to the emergence of the administrative reform variable within the boundaries of the Integrity Commission in Iraq, the sample of the current study. The above result indicates that the hypothesis cannot be verified in the application environment

Second: Testing the impact hypotheses

Firstly. Main Hypothesis: The content of the hypothesis indicates (there is a direct and significant relationship of influence between the strategic awareness variable and the administrative reform variable), that is, determining the extent to which strategic awareness is used to bring about changes in the administrative reform variable. This is done through indicators including the standard beta value and the explanatory and moral ability related to the test. As well as the importance of verifying the conformity of the tested model. It is clear through the structural model for testing the effect of the independent variable, strategic awareness on the dependent variable, administrative reform, that there is a level of significant effect that is characterized by statistical significance, and that the criteria for matching the model were within the statistical area of acceptance. It achieved (RMR=0.033), which is less than its acceptable range of (0.08). As for the employment capacity of the independent variable, it had an effect level of (B = 0.73), which is a value with moral significance based on the Sig value, which reached (P-Value = 0.01), and its critical ratio reached (14.138), which is a statistically acceptable value because it is higher than The acceptable minimum is (1.96), and based on the previous results, it is clear that the change that occurs in the strategic awareness variable by one unit will directly change by (0.73) the administrative reform variable within the scope of the place of application, and that this effect is a direct effect, meaning that the increase A positive increase in the independent variable will lead to a positive increase in the dependent variable and with regard to the explanatory power ( $R^2$ ) of the independent variable in The dependent variable, the structural model shows that the strategic awareness variable is able to explain a percentage of (0.53) of the changes occurring in the dependent variable, administrative reform, as for the remaining percentage of changes, which is estimated at (0.47). Based on the above, the results support accepting the hypothesis of the influence between awareness. Strategic and administrative reform within the application environment, with a strong level of influence and in a positive direction.

Table (3 ) shows the standard values and non-standard values of the impact factor, as well as the measurement error, the critical ratio in light of which and the level of significance make it clear whether or not the results are accepted.

Variables and dimensions	Track	Variables	Nonstandard Beta values	Nonstandard Beta values	Measurement error	Critical ratio	Moral
Administrative reform	<---	Strategic awareness	.726	1.021	.072	14.138	***

Source: Prepared by the researcher based on the outputs of the Amos program. V.23

The main hypothesis has four sub-hypotheses, which are sequentially as follows:

The first sub-hypothesis: The content of the hypothesis indicates (there is a direct and significant relationship of influence between the reformulation dimension and the administrative reform variable), that is, determining the extent to which the reformulation dimension is used to bring about changes in the administrative reform variable. This is done through indicators including the standard beta value and the explanatory and moral ability. Related to testing, as well as the importance of verifying the conformity of the tested model. This is evident through the structural model ( ) for testing the effect of the independent dimension after reformulating the variable Administrative reform approved the presence of a statistically significant level of influence, and the model conformity criteria were within the statistical acceptance zone, as they were achieved ( $RMR = 0.062$ ), which is less than its acceptable range of (0.08). As for the employment capacity of the independent variable, it had an effect level of ( $B = 0.69$ ), which is a value with moral significance based on the Sig value, which reached ( $P\text{-Value} = 0.01$ ), and its critical ratio reached (12.715), which is a statistically acceptable value because it is higher than The minimum is (1.96), and based on the previous acceptable results, it is clear that the change that occurs in the recast dimension by one unit will directly change by ( 0.69) the administrative reform variable within the scope of the place of application, and that this effect is a direct effect, meaning that the increase Positive in the independent variable It will lead to a positive increase in the dependent variable. With regard to the explanatory power ( $R^2$ ) of the independent variable in the dependent variable, the structural model shows that the reformulation dimension is able to explain a percentage (0.47) of the changes occurring in the dependent variable administrative reform, that is, the occurrence of changes in the variable Administrative reform contributes to it after reformulation at a rate of (47%), while the remaining percentage of changes, which is estimated at (0.53), is the contribution of other variables and phenomena that were not included in the current study model. Based on the above, the results support accepting the hypothesis of the influence between the reformulation dimension and reform. Administrative within the application environment with a strong level of influence and a positive direction. Table (4 ) shows the standard and non-standard values of the impact factor, as well as the measurement error, the critical ratio in its light, and the level Moral It is clear whether the results are accepted or not .

Table (4) Estimates of the effect model between the reformulation dimension and the strategic awareness variable

Variables and dimensions	Track	Variables	Nonstandard Beta values	Nonstandard Beta values	Measurement error	Critical ratio	Moral
paraphrasing	<---	Strategic awareness	.689	.654	.051	12.715	***

Source: Prepared by the researcher based on the outputs of the Amos program. V.23

The second sub-hypothesis: The content of the hypothesis indicates (there is a direct and significant relationship of influence between the contemplation dimension and the administrative reform variable), that is, determining the extent to which the contemplation dimension is used to bring about changes in the administrative reform variable. This is done through indicators including the standard beta value and the explanatory and moral ability related to the test. As well as the importance of verifying the conformity of the tested model. It is clear through the structural model ( ) for testing the effect of the independent dimension after contemplating the dependent variable administrative reform that there is a level of significant effect that is characterized by statistical significance and that the criteria for matching the model were within the statistical area of acceptance as they achieved (RMR = 0.075), which is less than its acceptable range. Adult (0.08). As for the employment capacity of the independent variable, it had an effect level of (B = 0.73), which is a value with moral significance based on the Sig value, which reached (P-Value = 0.01), and its critical ratio reached (14.316), which is a statistically acceptable value because it is higher than The acceptable minimum is (1.96), and based on the previous results, it is clear that the change that occurs in the contemplation dimension by one unit will directly change by (0.73) the administrative reform variable within the scope of the place of application, and that this effect is a direct effect, meaning that the positive increase In the independent variable, it will lead to a positive increase in the dependent variable. Regarding the explanatory power ( $R^2$ ) of the independent variable in the dependent variable, the structural model shows that the reflection dimension is able to explain a percentage (0.53) of the changes occurring in the dependent variable, the reform. Administrative, meaning that the occurrence of changes in the administrative reform variable contributes to it after reflection by (53%). As for the remaining percentage of changes, which is estimated at (0.47), it is the contribution of other variables and phenomena that were not included in the current study model. Based on the above, the results support the acceptance of The hypothesis of the influence between the dimension of reflection and administrative reform within the application environment, with a strong level of influence and in a positive direction. Table ( ) shows the standard values and non-standard values of the impact factor, as well as the measurement error, the critical ratio in light of which and the level of significance make it clear whether or not the results are acceptable.



Table (5) Estimates of the effect model between the contemplation dimension and the administrative reform variable

Variables and dimensions	Track	Variables	Nonstandard Beta values	Nonstandard Beta values	Measurement error	Critical ratio	Moral
Meditation	<---	Strategic awareness	.731	.693	.048	14.316	***

Source: Prepared by the researcher based on the outputs of the Amos program. V.23

The third sub-hypothesis: The content of the hypothesis indicates (there is a positive, significant, and significant influence relationship between the systemic thinking dimension and the administrative reform variable), that is, determining the extent to which the systemic thinking dimension is employed in bringing about changes in the administrative reform variable. This is done through indicators including the standard beta value and the explanatory and moral ability. Related to testing, as well as the importance of verifying the conformity of the tested model. It is clear through the structural model ( ) for testing the effect of the independent dimension after systemic thinking on the dependent variable administrative reform that there is a level of significant effect that is characterized by statistical significance and that the criteria for matching the model were within the statistical area of acceptance as they achieved (RMR = 0.071), which is less than the specific acceptable range. Its adult value (0.08). As for the employment capacity of the independent variable, it had an effect level of (B = 0.56), which is a value with moral significance based on the Sig value, which reached (P-Value = 0.01), and its critical ratio reached (9.137), which is a statistically acceptable value because it is higher than The acceptable minimum is (1.96), and based on the previous results, it is clear that the change that occurs in the systemic thinking dimension by one unit will directly change by (0.56) the administrative reform variable within the scope of the place of application, and that this effect is a direct effect, meaning that the increase A positive increase in the independent variable will lead to a positive increase in the dependent variable. Regarding the explanatory power ( $R^2$ ) of the independent variable in the dependent variable, the structural model shows that the systems thinking dimension is able to explain the percentage (0.32) of the changes occurring in the adopted variable is administrative reform, meaning that the occurrence of changes in the administrative reform variable is contributed by (32%) after systemic thinking. As for the remaining percentage of changes, which is estimated at (0.68), it is the contribution of other variables and phenomena that were not included in the model. The current study, and based on the above, the results support accepting the hypothesis of the influence between the systemic thinking dimension and administrative reform within the application environment, with a strong level of influence and in a positive direction. Table (6 ) shows the standard values and non-standard values of the impact factor, as well as the measurement error, the critical ratio in light of which and the level of significance make it clear whether or not the results are acceptable.

Table (6) Estimates of the effect model between the systemic thinking dimension and the administrative reform variable

Variables and dimensions	Track	Variables	Nonstandard Beta values	Nonstandard Beta values	Measurement error	Critical ratio	Moral
systemic thinking	<---	Strategic awareness	.564	.734	.080	9.137	***

Source: Prepared by the researcher based on the outputs of the Amos

The fourth sub-hypothesis: The content of the hypothesis indicates (there is a direct and significant relationship of influence between the learning orientation dimension and the administrative reform variable), that is, determining the extent to which the learning orientation dimension is used to bring about changes in the administrative reform variable. This is done through indicators including the standard beta value and ability. The explanatory and moral significance related to the test, as well as the importance of verifying the conformity of the tested model. It is clear from the structural model ( ) for testing the effect of the independent dimension after the orientation towards learning on the dependent variable administrative reform that there is a level of moral effect characterized by statistical significance and that the criteria for matching the model were within the region The acceptable statistic was achieved (RMR=0.059), which is less than its acceptable range of (0.08). As for the employment capacity of the independent variable, it had an effect level of (B = 0.19), which is a value with moral significance based on the Sig value, which reached (P-Value = 0.05), and its critical ratio reached (2.563), which is a statistically acceptable value because it is higher than The minimum acceptable limit is (1.96), and based on the previous results, it is clear that the change that occurs in the dimension of orientation towards learning by one unit will directly change by a percentage of (0.19) the administrative reform variable within the scope of the place of application, and that this effect is a direct effect, that is, A positive increase in the independent variable will lead to a positive increase in the dependent variable. Regarding the explanatory power ( $R^2$ ) of the independent variable in the dependent variable, the structural model shows that the dimension of orientation towards learning is able to explain the percentage (0.04) of the changes occurring in the adopted variable is administrative reform, meaning that the occurrence of changes in the administrative reform variable is contributed by (4%) after the orientation towards learning. As for the remaining percentage of changes, which is estimated at (0.96), it is the contribution of other variables and phenomena that were not included in The current study model, and based on the above, the results support accepting the hypothesis of the influence between the systemic thinking dimension and administrative reform within the application environment, with a weak level of influence and in a positive direction. Table ( ) shows the standard values and non-standard values of the impact factor, as well as the measurement error, the critical ratio in light of which and the level of significance make it clear whether or not the results are acceptable.

Table (7) Estimates of the effect model between the learning orientation dimension and the administrative reform variable

Variables and dimensions	Track	Variables	Nonstandard Beta values	Nonstandard Beta values	Measurement error	Critical ratio	Moral
learning orientation dimension	<---	Strategic awareness	.188	.201	.078	2.563	.010

Source: Prepared by the researcher based on the outputs of the Amos

## Section Four: Conclusions and recommendations

### First: conclusions

There is a belief by the Integrity Commission that it must exercise calculated strategic steps to accomplish its work and goals related to its field of work. The Integrity Commission in Iraq is concerned with considerations of the surrounding environment in its field of work and that its employees possess the necessary cognitive qualifications for work. Learning is a basic necessity for developing the Authority's work areas and is the basis for achieving competence in the required work. Studying the relationship and influence between the dimensions of strategic awareness and the dimensions of administrative reform leads, as a result, to the development of an administrative model with an applied scientific characteristic in achieving administrative reform. The Integrity Commission is concerned with creating a suitable climate to achieve the goals of its field of work.

### Second: Future recommendations and proposals

Urging the departments of the Integrity Commission to enhance their interest in strategic awareness, adopt the concepts of strategic thought, deepen them, and strive to ingrain them among managers and employees, which increases the interaction between the boss and the subordinate. Formulating an innovative short- and long-term strategy that takes into account the realities of administrative reform, its future repercussions, and developing advanced methods for dealing with working individuals, employing them, investing in them, and relying on them as a source of thought, creativity, and development in order to achieve the dimensions of administrative reform. Supporting the procedures for implementing the administrative reform process in terms of supporting non-governmental organizations represented by humanitarian organizations to ease the government's burden in implementing the procedures by being in direct contact with the citizen and knowing and identifying the cause of corruption to enhance organizational integrity. Through it, new paths of investigation will be opened and future research will be informed on administrative reform and its role in achieving integrity.

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