
THE ROLE OF THE COMBINED IMPACT OF STRATEGIC CULTURE AND SPIRITUAL EXPERIENCE IN REDUCING STRATEGIC MYOPIA

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Abstract

The current research aims to study the common impact of the strategic culture represented in (geographical dimension, historical dimension, political dimension, and core values and beliefs dimension) and spiritual experience with the reality of (spiritual support, and spiritual openness) in reducing strategic myopia represented by (temporal myopia, and spatial myopia) among a sample of workers in the Doha Cement Factory, as (125) questionnaires were distributed to measure the level of these variables, And retrieved (105) form by (7) damaged answers, and (105) valid for analysis, the research has relied on two packages of analysis (SPSS&AMOS) to measure the hypotheses of the research, and extract the required results of arithmetic media, standard deviations, stability coefficient, normal distribution and correlation coefficient, as the research focused on the analysis of the path to test the hypothesis of the effect, the research came out with several results came the most important The results also showed that the Doha Cement Plant has succeeded in investing the joint impact of strategic culture and spiritual experience to reduce strategic myopia by adopting a long-term strategic direction, which prompted study to provide a set of recommendations, the most important of which is that the Doha Cement Factory must be keen to have spiritual experience inherent in its community culture and build this experience on Comprehensive strategic thinking and helps to direct strategic decisions in a more visionary and wise manner that improves the ability of the laboratory to invest in available opportunities.

Keywords: strategic culture, spiritual experience, strategic myopia.

Introduction

Integrated reports are one of the effective tools for displaying the necessary information Employee awareness of green products and services offered by enterprises has expanded as a result of the growth, complexity, quick changes, and intense competition among private banks, both locally and regionally. It has become imperative for organizations to rely on frameworks and strategies that contribute to the development and improvement of their capabilities in the face of their strategic short-sightedness (Abbas et al.,2024 ; Dashtbayazet al.,2023). This, in turn, contributes to enhancing the ability of these companies to face crises and challenges and address spatial and temporal deficiencies by developing the capabilities and awareness of workers towards them.

Strategic culture and spiritual experience are important factors that improve the strategic outlook of the organization by focusing on the values, beliefs, norms and practices that build the organization's ability to make strategic decisions in a way that guides its strategic behaviors to achieve its long-term goals, as well as building personal and spiritual growth (Homayoun et al.,2023), developing the internal awareness of employees and improving the relationship in a sustainable manner between employees and the organization.

The combination of strategic culture and spiritual experience is one of the important strategic processes that contribute to reducing the strategic short-sightedness of the organization in developing its plans and building its long-term vision, which contributes to enhancing its ability to be aware of the goals and strategic vision and stimulate creativity and strategic success through participation in the development of appropriate strategic decisions.

Hence the current research to highlight the importance of the joint role of strategic culture and spiritual experience in reducing strategic myopia.

PART ONE: THE METHODOLOGY OF STUDY

1. Study problem

The regulatory framework that modern organizations and enterprises operate in is complicated and constantly evolving. Organizational leaders must therefore employ creative ways to adapt and thrive in this shifting environment given the numerous obstacles and changes they confront. Spiritual experience and a strategic culture are essential and potent weapons for overcoming these obstacles. Analyzing current trends and comprehending the competitive landscape are made easier by strategic culture. A strong grasp of the organization's objectives and strategic vision, which is represented in the organization's spiritual experience and profound comprehension of upcoming changes and obstacles, is also necessary for a strategy to be successful. Organizational leaders can adopt creative tactics, spot fresh chances for expansion and development, and steer clear of strategic myopia by utilizing strategic culture and spiritual understanding. Hence, the importance of the joint influence of strategic culture and spiritual experience in reducing strategic myopia, and therefore the problem of study can be formulated in an important question (**Can the joint influence of strategic culture and spiritual experience reduce strategic myopia?**), In order to answer these questions, the sub-questions that lead to this main question must be answered, they are:

- a. Is it possible to explore and analyze participants' views on strategic culture, spiritual experience, and strategic myopia?
- b. What is the importance of strategic myopia assessment?
- c. Can strategic culture and spiritual experience contribute to reducing strategic myopia?

2. The importance of study

The following are some reasons why researching the current issue is important:

- Understand how strategic culture and spiritual experience work in building powerful tools for organizational leaders to identify the opportunities and challenges they face in the future and adopt innovative strategies that contribute to building new directions.

- Build a clear understanding of the importance of co-influence strategic culture and spiritual experience among employees, helping the lab avoid strategic myopia and focus on a long-term vision.
- Develop well-defined mechanisms and strategies in light of the complex and changing environment and develop them continuously, which helps the laboratory with adaptation and growth.

3. The Objectives of study

The following goals are the focus of the research:

- Analyze the mechanism of influence of strategic culture on strategic myopia through the combined influence of spiritual experience.
- Examine the role of spiritual experience in reducing the mechanisms of strategic myopia.
- Disclosure of the combined influence of strategic culture and spiritual expertise in reducing strategic myopia at Doha Cement Factory

4. Study Model and Hypothesis Development

Study is divided into two axes because the building of the study model facilitates interpretation and establishes the framework for resolving the research's problem and achieving its goals:

Independent variables:

1. **Strategic culture**, represented in four dimensions (geographical dimension, historical dimension, political dimension, and dimension of core values and beliefs).
2. **Spiritual experience**, which included two dimensions (spiritual support, and spiritual openness).

Dependent variable: It is represented in strategic myopia, and is represented in two dimensions (temporal myopia, and spatial myopia).

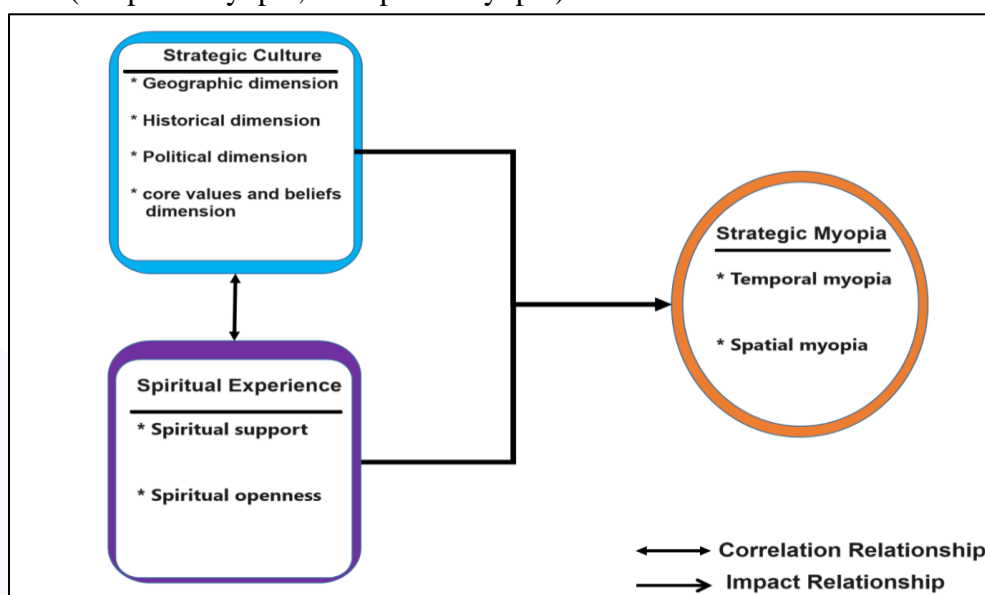


Figure 1 Hypothetical plan for study

Based on Figure (1), four hypotheses can be developed:

H₁: "There is a correlation between strategic culture and spiritual experience. Several sub-hypotheses branch out of" them:

- a. "There is a correlation between geographical distance and spiritual experience in its dimensions" (spiritual support, spiritual openness).
- b. "There is a correlation between the historical dimension and spiritual experience in its dimensions" (spiritual support, spiritual openness).
- c. "There is a correlation between the political dimension and spiritual experience in its dimensions" (spiritual support, spiritual openness).
- d. "There is a correlation between the value dimension, core beliefs and spiritual experience in its dimensions" (spiritual support, spiritual openness).

H₂: "There is a correlation between strategic culture and strategic myopia. Several sub-hypotheses branch out of" them:

- a. "There is a correlation between the geographical dimension and strategic myopia in its dimensions" (temporal myopia, spatial myopia).
- b. "There is a correlation between the historical dimension and strategic myopia in its dimensions" (temporal myopia, spatial myopia).
- c. "There is a correlation between the political dimension and strategic myopia in its dimensions" (temporal myopia, spatial myopia).
- d. "There is a correlation between the value dimension and core beliefs and strategic myopia in its dimensions" (temporal myopia, spatial myopia).

H₃: "There is a correlation between spiritual experience and strategic myopia. Several sub-hypotheses branch out of "them:

- a. "There is a correlation between spiritual support and strategic myopia in its dimensions (temporal myopia, spatial myopia).
- b. "There is a correlation between spiritual openness and strategic myopia in its dimensions (temporal myopia, spatial myopia).

H₄: "A combined influence of strategic culture and spiritual experience exists in strategic" myopia.

5. Study sample

The Doha Cement Factory was part of the research community, and the workers there made up the research sample. A total of 125 questionnaires measuring the level of these variables were distributed; of those, 105 were recovered by repairing answers, and the remaining 105 were valid for analysis.

PART TWO: THE THEORETICAL SIDE

First: Strategic Culture

1. The Concept of Strategic Culture

The term strategic culture is a relatively recent concept, as strategic culture was developed in the seventies of the twentieth century (Degaut,2017:261), and Jack Snyder, American professor of international relations (Šelepová,2020:29), used this concept in his book "Soviet Strategic Culture". The concept of strategic culture is used to analyze the role of cultural and organizational characteristics in theAgent organizational decision-making and develop

competitive impact. Several paradigms (Laforest, 2016:5), including strategic culture, evolved during the Cold War as they emerged in the context of great power competition to serve U.S. decision-makers. Strategic culture represents a set of beliefs and ideas and influences a country's foreign policy. Historical events and geopolitical visions of strategic choices and their place in international relations (Myklin,2018:36). A clear vision of how organizational values affect strategy makes strategic culture an unconventional model for organizational theorists who understand rational decision-making processes based on mathematical gains and losses. A strategic culture is a permanent framework, not something that changes with an organization's life cycle (Dagi,2020:376). Innovation and change occur in longer time frames, as fluctuations in local politics and global norms guide strategic cultures to adapt and evolve (Al-Rodhan, 2018:1).

Of course, the strategic culture is a basis for building relationships with other companies through previous experiences (Vinken, 2018: 11), in order to improve their strategic thinking and address the deterioration and weaknesses of the organization, and of course the strategic culture is usually a key partner in responding to initiatives and building a clear vision towards market requirements through cooperation with companies in order to obtain the largest possible market share (Lewis, 2019:1),

From the above, it can be said that the strategic culture represents the sum of values, beliefs, attitudes and behaviors that contribute to building the strategic direction of the organization through the perception and treatment of managers of long-term strategic issues.

2. Dimensions of Strategic Culture

Strategic culture can be measured through four dimensions:

- **Geographic dimension:** The size and location of an organization are key determinants of the way policymakers and strategies think about achieving functional and strategic security (Umar, 2016:154).
- **Historical dimension:** Historical issues usually help advance strategic culture in defining and reinforcing organizational outcomes and strengthening an organization's culture and strategic strength (Olejarski,2021:12).
- **Political dimension:** It has long been acknowledged that internal politics inside organizations have importance for both people and institutions. Any kind of organization has a defined regulatory policy, but the public sector has many more of them than the private sector. Politics in organizations is a contentious subject, particularly in public entities. According to numerous studies, they are objective and can affect consumers, employees, and citizens in both positive and negative ways (Baxxa et al.,2024; Alkafaji et al., 2023). Organizational political leadership can be viewed as a constructive and useful leadership approach to resolve recurring disputes and rivalry and to reach agreements inside the organization (Vigoda-Gadot & Beeri, 2011:579).
- **Core values and beliefs dimension:** Principles and beliefs represent the basis that form the structure, identity and image of the organization in the business environment and society, as well as the ideas, concepts and deep vision that guide the behavior of individuals and the organization towards achieving their goals (Bertassini et al.,2021:3161).

Second: Spiritual Experience

1. The concept of spiritual experience

Spiritual experience represents a set of foundational foundations for a leader in influencing one's own values and actions (Freer & Robertson,2020:103), a spiritual leader is represented as that leader who provides spiritual survival to the organization's members using the values, therapies, and behaviors necessary for the inner motivation of himself and others (Siadat et al.,2013:49). Frisdiantara & Sahertian,2012:287) defined a spiritual leader as the kind of leadership that is compassionate, caring, courageous, hopeful, honest, humble, inspiring, integrity, sense of purpose, intuition, optimism, unity, openness, transparency, forgiveness, gratitude, patience, service, stillness, peace, form, tolerance, experience, vision, feeling, and achievement. 1998:304), as well as spiritual experience refers to the extent to which an individual believes in the ability to develop and refine the standards of the organization and reflect them on the service it provides to the customer (Edwards, 2015:1). Fidler (2020:1-3) believes that spiritual experience represents the ability to communicate with the cognitive factor and work to know the requirements of workers and work to meet them as much as possible.

From the above, it can be said that spiritual experience represents a set of individual and organizational intellectual, emotional and ethical aspects that contribute to achieving goals, meaning and communication with oneself and others.

2. Dimensions of Spiritual Experience

Spiritual experience can be measured in two dimensions:

- **Spiritual support:** emphasizes consciousness, meaning-giving, and inner-self-expression. As spirituality is seen to be an investigation of meaning, solidarity, communion with nature and mankind, and the differentiation of divinity, it is the power of acknowledging the underlying basis of the organization. Religion is a moral code or a group of believers with teachings and calculations that encourage holiness and inspire righteousness (Singh & Khan,2019:85).
- **Spiritual openness:** Spiritual openness represents the process of developing the intrinsic human capacity (Atchley, 2011:156) for self-transcendence where the self is an integral part of the spiritual (Roehlkepartain et al., 2006:5).

Third: Strategic Myopia

1. The Concept of Strategic Myopia

Strategic myopia is the state in which business management can clearly see those things that will happen in the short term, prompting the organization to consider whether it has a clear vision for the future of business over the next five to ten years. It also represents narrow thinking about other things and focusing on the immediate requirements of organizations rather than the requirements of customers and their changing tastes. This would affect the competitive advantage of the organization, lead to a lack of knowledge regarding customer requirements, and attract new customers to the organization (Al-Sarayreh, 2020:1).

Strategic myopia refers to the desire to reject inaccurate or negative information (Menet, 2016:266). Fudenberg & Kreps (2009:8) argued that strategic myopia refers to managers practicing a range of strategies in order to influence the future state of their competitors. Emezi, 2015:44 Strategic myopia is the state in which an organization is concerned in order to achieve one or two goals at the expense of others. Wolters et al., 2014:8 believe that strategic myopia is an organization's focus on short-term results coupled with an inability to predict or see the future state of the organization. Ansoff (1991:452) argues that the concept of strategic myopia for key strategists and resistance to strategic change has been formulated and a practical procedure has been developed to overcome them during strategy formulation and implementation.

One of the reasons for strategic myopia is that managers and owners focus on developing a short-term strategy, i.e. to accomplish the tasks assigned to them (Mazzarol et al., 2015:2; Fudenberg & Kreps, 2009:8). Strategic myopia is an impediment to strategic change (Lorsch, 1986:98), and strategic change contributes to improving the awareness and performance of the organization (Frølich et al., 2014:80; Jaynes, 2015:100), and the absorption of environmental disruption within organizations (Agarwal & Ansell, 2016:429), maintaining long-term competitive advantage and organizational stability (Kunisch et al., 2017:1005).

From the above, it can be said that strategic myopia represents the tendency to focus on problems and maximize them and short-term decisions as a result of incorrect planning and investment.

2. Dimensions of Strategic Myopia

Strategic myopia can be measured through two dimensions:

- **Temporal myopia:** Organizational decision-makers prioritize the here and now above expansion or investing in future prospects. As a result, when managers or staff are only able to concentrate on the immediate effects of their decisions, the organization's sustainability is at risk. Behaviors that disregard other behaviors, which will influence their future decisions and, ultimately, the degree of stability they attain (Al-Sarayreh, 2020:18).
- **Spatial myopia:** This dimension concentrates on current markets without considering the focus on new customers. When an organization concentrates on its current market, it ignores opportunities in the external environment and instead concentrates on its internal environment over the long term. This is known as spatial myopia, which denotes a lack of awareness or a lack of benefit from the use of technologies, processes, routines, and markets that the organization is targeting (Sajet, 2021:296).

PART THREE: THE PRACTICAL SIDE

1. "Coding and reliability of measurement instrument"

To help the reader better grasp the needs and objectives of the current research, this paragraph tries to make the coding of the variables and study dimensions more clear. Table (1) further demonstrates the high degree of stability and trustworthiness of the used questionnaire tool,

as its relative stability coefficient was within the range of (0.915-0.989). This aligns with the minimum requirement of 70% in the academic literature.

Table 1 Coding and stability of the measuring instrument

Variables	Dimensions	Paragraphs	Icon	source	Cronbach's Alpha		
Strategic Culture	Geographical distance	4	SCG	STC	Al-Abadi & Jaber,2018	0.960	0.986
	Historical dimension	4	SCH			0.957	
	Political dimension	4	SCP			0.965	
	Core values and beliefs dimension	4	SCV			0.952	
Spiritual Experience	Spiritual support	13	SES	SPE	Guinea,1997	0.983	0.989
	Spiritual openness	10	SEO			0.981	
Strategic Myopia	Temporal myopia	9	SMT	STM	Al-Sarayreh, 2020	0.932	0.945
	Spatial myopia	9	SMS			0.915	

2. Data moderation test

It is evident from examining Table 2's results that the study's variables and dimensions adhere to a normal distribution. The study's conclusions are supported by the distribution parameters, as their values are greater than 0.05. This outcome is predicated on the null hypothesis, which holds that the study's data have a normal distribution.

Table 2 Data moderation test parameters

	Kolmogorov-Smirnov ^a		
	Statistic	Push	Sig.
Geographical distance	0.173	105	0.200*
Historical dimension	0.193	105	
Political dimension	0.181	105	
Core values and beliefs dimension	0.201	105	
Strategic Culture	0.204	105	
Spiritual support	0.175	105	
Spiritual openness	0.165	105	
Spiritual experience	0.182	105	
Temporal myopia	0.153	105	
Spatial myopia	0.103	105	
Strategic myopia	0.117	105	

3. Description of study sample

Based on the results of Table (3), it is clear that Al-Doha Cement plant has a medium-level strategic culture, with an arithmetic mean of (3.49) and a standard deviation of (1.35). This culture focuses more on the political dimension (SCP) with an arithmetic mean (3.56) and a standard deviation (1.44), while its interest in the historical dimension (SCH) It was somewhat average with an arithmetic mean (3.44) and standard deviation (1.37). This suggests that the lab pays relative attention to the political factors influencing its strategy, while its attention to historical aspects has been less focused.

Through the results received, it is clear that the employees of the Doha Cement Plant pay an average interest in building their spiritual experiences, with an arithmetic mean of (3.51) and a standard deviation of (1.36). This interest is further reflected in the dimension of spiritual openness, which received an arithmetic mean (3.51) and a similar standard deviation (1.35). In contrast, the spiritual support dimension received the least attention with an arithmetic mean (3.50) and a standard deviation (1.38). This suggests that lab staff focus more on the spiritual aspects of spiritual openness and openness, compared to aspects related to spiritual support and reinforcement.

On the other hand, it is found that the Doha Cement plant suffers from strategic myopia with an arithmetic mean of (3.32) and a standard deviation of (1.19). This strategic shortcoming is more due to the laboratory's weak capabilities towards temporal myopia, where this dimension obtained a higher arithmetic mean (3.40) and a standard deviation (1.31). Spatial myopia came in second place with an arithmetic mean (3.25) and a standard deviation (1.11). This indicates that Doha Cement Plant faces challenges in long-term strategic planning and vision, and focuses more on limited time issues and variables, which hinders its ability to plan and forecast in the long term. This may reflect negatively on the ability of the laboratory to adapt to future changes and developments.

Table 3 Description of study variables

No.	Mean	S D	No.	Mean	S D	No.	Mean	S D
SCG1	3.60	1.58	SES3	3.60	1.50	SPE	3.51	1.36
SCG2	3.46	1.52	SES4	3.46	1.47	SMT1	3.57	1.50
SCG3	3.50	1.57	SES5	3.53	1.51	SMT2	3.46	1.44
SCG4	3.44	1.39	SES6	3.50	1.46	SMT3	3.48	1.49
SCG	3.50	1.40	SES7	3.48	1.62	SMT4	3.50	1.53
SCH1	3.37	1.44	SES8	3.49	1.51	SMT5	3.41	1.47
SCH2	3.32	1.60	SES9	3.54	1.43	SMT6	3.33	1.49
SCH3	3.51	1.47	SES10	3.49	1.50	SMT7	3.34	1.47
SCH4	3.53	1.48	SES11	3.48	1.53	SMT8	3.14	1.45
SCH	3.44	1.37	SES12	3.50	1.48	SMT9	3.35	1.40
SCP1	3.56	1.43	SES13	3.51	1.51	SMT	3.40	1.31
SCP2	3.50	1.54	SES	3.50	1.38	SMS1	3.24	1.48
SCP3	3.64	1.49	SEO1	3.47	1.46	SMS2	3.14	1.44
SCP4	3.55	1.59	SEO2	3.50	1.49	SMS3	3.40	1.45
SCP	3.56	1.44	BAD U	3.38	1.41	SMS4	3.26	1.43
SCV1	3.44	1.56	SEO4	3.47	1.43	SMS5	3.17	1.46
SCV2	3.47	1.48	SWEKH	3.55	1.46	SMS6	3.38	1.47
SCV3	3.37	1.52	WHIPS	3.56	1.46	SMS7	2.70	1.43
SCV4	3.57	1.42	SOIH	3.58	1.52	SMS8	3.42	1.46
SCV	3.46	1.32	SOUQ	3.54	1.47	SMS9	3.52	1.43
STC	3.49	1.35	SOOS	3.50	1.50	SMS	3.25	1.11
SES1	3.52	1.39	SEO10	3.54	1.51	STM	3.32	1.19
SES2	3.42	1.52	SEO	3.51	1.35			

4. Hypothesis testing

The results of Table (4) indicated that there was a significant correlation between strategic culture, spiritual experience, and strategic myopia, and it ranged from the strength of the correlation (0.843) between strategic culture and spiritual experience, while the strength of

the correlation between strategic culture and strategic myopia was (0.769), on the one hand. Another strong correlation between spiritual experience and strategic myopia was (0.797), and there is also a correlation with the dimensions of strategic culture and the dimensions of strategic myopia that ranged between (0.716) towards the historical dimension (**SCH**) and spatial myopia (**SMS**) to (0.748) between the political dimension (**SCP**) and temporal myopia (**SMT**) and between the dimensions of spiritual experience and strategic myopia, it ranged between (0.754) towards the dimension of spiritual openness (**THIS**) and spatial myopia (**SMS**) to (0.794) between the dimension of spiritual support (**HIS**) and temporal myopia (**SMT**), This shows that the company's strategic culture and spiritual experience have a strong connection with its strategic myopia, which may negatively affect its ability for long-term strategic planning and thinking.

Based on the above, the validity of the first, second and third hypothesis can be accepted, and this shows the acceptance of a correlation between the research variables by (100%) and for all hypotheses, and this contributes to consolidating the relationship of influence between these variables.

Table 4 Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11
SCG (1)	1										
SCH (2)	0.814**	1									
SCP (3)	0.805**	0.813**	1								
SCV (4)	0.796**	0.792**	0.813**	1							
STC (5)	0.843**	0.844**	0.847**	0.838**	1						
SES (6)	0.811**	0.811**	0.821**	0.804**	0.834**	1					
Eden (7)	0.817**	0.814**	0.825**	0.814**	0.840**	0.841**	1				
SPE (8)	0.820**	0.818**	0.829**	0.815**	0.843**	0.860**	0.860**	1			
SMT (9)	0.743**	0.740**	0.748**	0.729**	0.760**	0.794**	0.775**	0.791**	1		
SMS (10)	0.735**	0.716**	0.724**	0.721**	0.744**	0.770**	0.754**	0.768**	0.793**	1	
STM (11)	0.756**	0.745**	0.753**	0.741**	0.769**	0.800**	0.782**	0.797**	0.851**	0.844**	1

The results of Table (5) note the existence of a significant effect of strategic culture in strategic myopia and its amount (0.961), and notes the existence of a moral effect of spiritual experience in strategic myopia by (0.936) and this shows the validity of the fourth hypothesis, because there is a statistically significant joint effect of strategic culture and spiritual experience in strategic myopia, which means that the strategic culture and spiritual experience contributed to the interpretation of (0.868) of the box of variation in strategic myopia, This indicates that strategic culture and spiritual experience have a significant impact on the strategic myopia of the surveyed laboratory, and that they explain about 87% of the variation in this variable.

Table 5 Standard Results of the Combined Impact of Strategic Culture and Spiritual Experience in Reducing Strategic Myopia

path		Estimate	S.E.	C.R	R ²	P
STC	--->	0.691	0.149	4.638	0.868	0.001
SPE		0.936	0.200	4.680		0.001

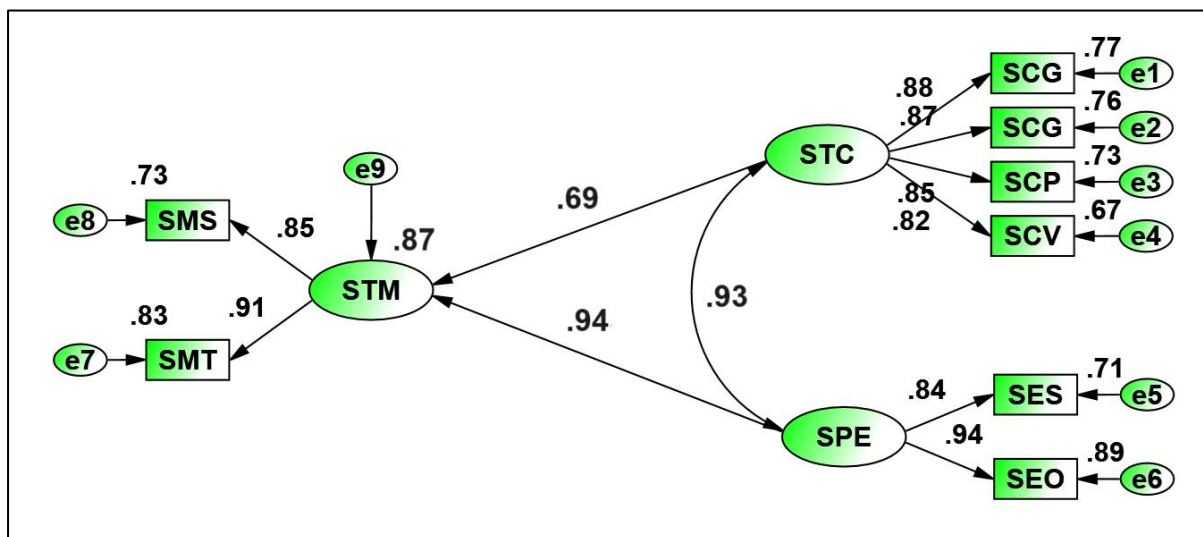


Figure 2 Structural Standard Model of the Combined Impact of Strategic Culture and Spiritual Experience in Strategic Myopia Reduction

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: conclusions

1. There is a relationship of correlation and influence between strategic culture, spiritual experience, and strategic myopia, which means that the Doha Cement Factory is keen to have a spiritual experience rooted in its societal culture and build this experience on comprehensive strategic thinking and help direct strategic decisions in a more visionary and wise way that improves the ability to The factory invests in available opportunities.
2. The factory is keen to improve its strategic performance in the long term to enhance its competitive ability through managing change and adapting effectively to accelerating environmental changes in a way that can invest the culture and experience of the factory to achieve the best alignment for the development of the cement industry sector at the factory.
3. The laboratory’s interest in establishing a close relationship between employees and senior management by achieving a high level of internal cohesion and harmony to successfully achieve and build the laboratory’s strategy.
4. The laboratory is keen to enhance the confidence of stakeholders and partners in the laboratory and its reputation by enhancing mutual trust between the laboratory and all actors to ensure the improvement of the reputation and position of the laboratory in the local and regional markets, which helps in supporting a common understanding of the vision and strategic goals of the laboratory.

5. The Doha Cement Factory has laid solid foundations to achieve reputation and a distinguished market position through long-term growth and sustainability, in addition to maintaining an ethical and societal image aimed at achieving the future ambitions of the factory.

Second: Recommendations

1. The Doha Cement Factory must be keen to have a spiritual experience rooted in its societal culture and build this experience on comprehensive strategic thinking that helps direct strategic decisions in a more visionary and wise way that improves the factory's ability to invest in the available opportunities.

2. The Doha Cement Factory should pay great attention to building effective communication between employees and senior management by setting periodic meetings and exchanging ideas and observations to identify opportunities and strengths and invest in them, and identify weaknesses and threats and confront and address them.

3. The Doha Cement Factory should encourage workers to work together by organizing events and activities that enhance cohesion and cooperation between them, which contributes to building team spirit between workers and senior management. This pushes workers to participate in making decisions and achieving their goals and the goals of the factory in the long term.

4. The need for the Doha Cement Factory to focus on building and strengthening the spirit of belonging and loyalty among employees by providing benefits and rewards that reflect the factory's provision and respect for its employees.

5. The factory must build strong and sustainable relationships with stakeholders, including suppliers, customers, society, and actors, which contributes to building communication and transparency between important parties and meeting their requirements as much as possible.

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