



The Effect of Strategic Awareness on Creative Performance an Analytical Study of The Opinions of Faculty Members at A University Level

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ABSTRACT

The current research focused on the correlation and impact between the strategic awareness with its dimensions (expanded awareness, filtering and sensory awareness, human experience, and mental awakening) and the creative performance represented by its dimensions (idea generation, idea promotion, and idea application). The research used a questionnaire with internationally controlled standards as a main tool for data collection. The questionnaire forms were distributed to a sample of (60) teachers distributed over (5) colleges at the University of Al-Muthanna. The research reached several conclusions, including the existence of a significant positive correlation a statistic of the dimensions of strategic awareness collectively and individually in each of the dimensions of creative performance and the relationship of impact in different proportions. It also became clear that the sample members have a desire to have interest from college administrations in rewarding individuals Lead the creators and overcome obstacles to exchange opinions, ideas and information that will enable them to develop themselves and thus their faculties through achieving qualitative innovations. The research recommends that university leaders investigate the best means to attract individuals with high qualifications and develop mechanisms to attract and retain them, and twinning between universities and international organizations in order to raise the creative capabilities of teaching staff.

Keywords: Strategic awareness, Creative performance, Idea generation, Idea promotion

1. INTRODUCTION

Management scholars today believe that the time has come for the emergence of a science that seeks to consolidate strategic awareness, build strength and virtue, to reach a sustainable competitive advantage, so the interest in the positive aspects of strategic awareness has begun, believing that such aspects have a good and desirable reflection on performance. Based on that, the current study came in an attempt to answer the main question that does strategic awareness affect the creative performance of individuals? In other words, the current study attempts to provide objective answers to the following questions: What are the basic and conceptual foundations of strategic awareness and creative performance? What is the level of focus on the dimensions of strategic awareness and creative performance in our local universities? What is the nature and type of correlation and influence between the components of strategic awareness and the dimensions of creative performance in the context of the privacy of our local environment? Does the study sample realize the importance of strategic awareness and its impact on some variables, especially creative performance? Do our universities pay sufficient attention to strategic awareness in an effort to achieve creative performance by focusing attention on the dimensions of strategic awareness?

The current research is of scientific importance as it deals with one of the most important contemporary topics in administrative thought during the past few years (strategic awareness), as well as being one of the new research topics, as the researcher was not successful in finding a previous Arab or local study linking strategic awareness and creative performance. It is the first study, according to the researcher's information, among the local and Arab studies, which linked the dimensions of strategic awareness and the dimensions of creative performance. Its scientific importance also comes through an attempt to theoretically enrich the topics of strategic awareness and creative performance in terms of concepts and measurement indicators, clarifying the nature of the relationship that links them, as well as clarifying the role that the individual's possession of the components of strategic awareness plays in increasing levels of creative performance. The field importance of the research is embodied in the attempt to define the research variables and apply them in our local environment Scientific.

The research seeks to reach a main goal, which is to identify the role of strategic awareness in raising the levels of creative performance of individuals in Iraqi universities in order to achieve the strategic objectives of those universities. From this point of view, the current research aims to achieve a set of goals, perhaps the most prominent of which is a review of the most prominent books on strategic awareness and how individuals can be developed to become creative individuals in their performance, and an indication of the level of strategic awareness available to the teaching staff in the studied universities. As well as identifying the level of creative performance of the teaching staff in the studied universities. As well as a statement of the type and nature of the relationship that links each of the dimensions of strategic awareness and any of the dimensions of creative performance, and clarification of the level of impact that having the dimensions of strategic awareness, individually and/or collectively, can have on any of the dimensions of creative performance.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

There are many concepts that dealt with strategic awareness, and they developed over time, with the development of its practice by organizations, as it formed the subject of intensive theoretical, field and field discussions.

Table 1

The Concept of Strategic Awareness

No	Researcher's Name and Year	Concept
1	Davis et al. , 2012:324	It is the organization's work to acquire all its elements of strategic awareness at all levels, including senior management teams.
2	Thompson & Martin,2006:86	The understanding of managers within the organization of strategic awareness in terms of: the adopted strategy, the opportunities for change and the need for it, the improvement of the effectiveness of performance, and the understanding of the formula of change in the competing organizations of the organization.
3	Sisodia,2009:188	The degree of openness, an organized awareness of its surroundings, an understanding of its circumstances, and a knowledge of how to compete with the dynamism in ways that meet its needs.
4	Ward & Haase, 2016:433	It is the practice of the process of awareness to maintain an increased state of thought, emotion, experience, and awareness of reality moment by moment.

2.1 DIMENSIONS OF STRATEGIC AWARENESS

The departments may go through different circumstances that make them possess some capabilities that provide special methods for understanding the future directions of the organization and keeping pace with the changing environment, prosperity and sustainability in it. This depends on the organized departments and their awareness of what matches these changes. This awareness of the departments consists of a set of elements to meet these conditions, including:

1- Expanded awareness: Expanded awareness is related to the daily experiences of the administrations that enable them to change their choices, responses and their learning capabilities. The reason is to harmony and achieving positive results in competitive processes (War & Haase, 2016; Mehmood, Mohd-Rashid, Abdullah, Patwary., Aman-Ullah, 2022). Others pointed out that it is the perspective through which departments move beyond the limits of their perceptions so that it develops in a way that does not only lead to continuous improvement, but rather provides a greater understanding of its existence (Bateman & Merry, 2014:57).

2- Filtering and sensory perception: The different departments of organizations in their methods of interpretation of events that apply with their expectations and their perception of real issues (Robertson, 2009: 393), the higher managements in organizations are on a high degree of awareness so that the situations they face are seen through those filters that influence On the way he behaves, thinks, and interacts with any of the new experiences he is going through, as in the figure that shows the process of perceptual filtering:

3- Mindfulness: Because the concept of awareness is related to mindfulness, it has been called mental management, as it represents a mixture between science and art. It combines management theories that help formulate strategies to influence others and understand other experiences that affect them (Ward, 2016:383).

4- Human experience: The experiences, habits and beliefs acquired by the organization develop over time (Ward, Haase, 2016:4). They represent the organization's experience, way of thinking, and its acquired views that affect the formulation of its actions. (Steiner, 1996:27).

2.2 THE CONCEPT OF CREATIVE PERFORMANCE OF THE ORGANIZATION

There are many opinions and viewpoints on the concept of organizational creative performance, as writers and researchers defined creative performance through the angle from which it is viewed to creative performance (Kazem, Sabti, Ali, Abbas, & Nasser 2021). Hagedoorn and Cloudt (2003) and Abdullah, Ahmad-Zaluki, & Abd Rahim (2019) defined the organization's creative performance as the organizations' achievements in terms of ideas, planning, new methods, products, processes and systems. While both Gantumur and Stephan (2007) see it as the annual growth rate of the determinants of creativity. For his part, (Kheng, 2008:24) sees the organization's ability to understand external knowledge and adapt that knowledge to the specifics of the organization and link this knowledge with its creative results. As for Alshekaili and Boerhannoeddin (2011), he sees the organization's tendency to actively support new ideas, innovation, experimentation and innovative solutions. In turn, (Gunday et al., 2011:11) and Abdullah, Ahmad-Zaluki, & Abd Rahim (2021) looks at the creative performance as the overall organizational achievements as a result of the organization's creative efforts in development and renewal in the various areas that it takes into consideration.

2.3 INDIVIDUAL'S INNOVATIVE PERFORMANCE DIMENSIONS

While Naeyer (2011) considered creative behavior and innovation the most important dimensions of individual creative performance. It appears from this that generating ideas, defending them, promoting and implementing them is one of the most important and most important dimensions that researchers and writers focused on, and accordingly, these dimensions will be addressed as the focus of this study in its practical aspect as follows:-

1- Idea generation Idea generation means generating concepts related to the product, service or process and then entering new markets (Oukes, 2010: 14). Despite the growing recognition of the importance of fostering creativity among individuals, empirical research has been conducted on this subject within organizational psychology. Studies tend to focus on idea generation in addition to its implementation, as it was found that the idea proposal is largely related to individuals, group characteristics, and organizational characteristics, while the implementation of the idea is strongly expected through the group and organizational characteristics because the ideas were expected, and the interaction and anticipation of suggestions between group members

and characteristics. Organizational helps the successful application of ideas, as well as the appropriate and supportive environment for these ideas helps the successful implementation of those ideas (Axtell et al., 2000, Mehmood, Mohd-Rashid, & Ong, & Abbas, 2021).

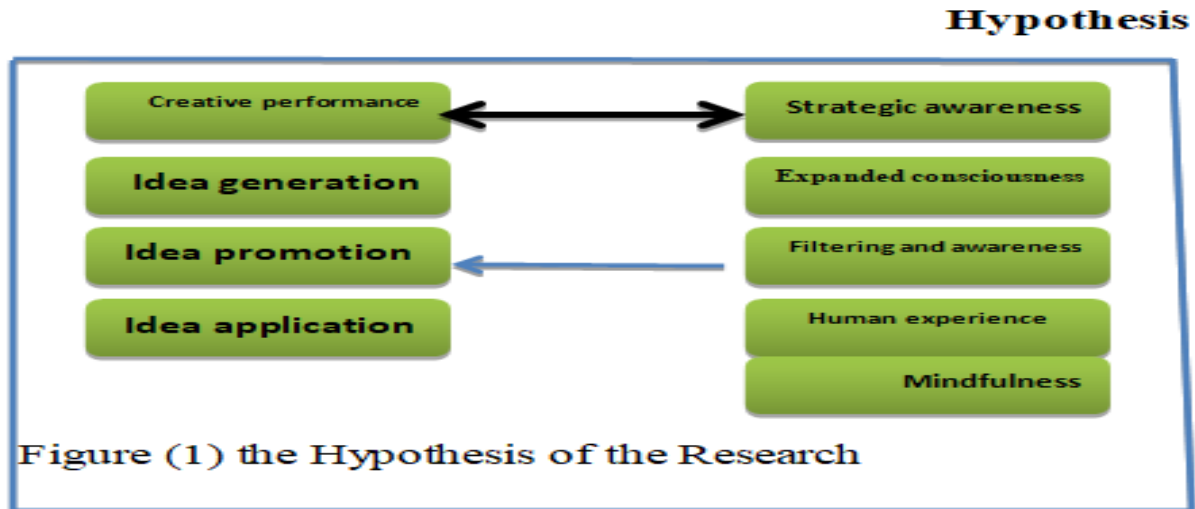
2- Idea promotion: The stage of promoting the idea begins as soon as the first stage (idea generation) is completed Jong & Hartog (2007) and Jon (2007) sees that when an individual thinks of a particular idea, there should be an opportunity to sell it, and despite That ideas must have legitimacy, especially when they fill the performance gap, and that it is not certain that the ideas will lead to new successful applications, because the mere fact that the ideas are marginal shows failure, and ideas may be accepted from some individuals without the need for additional support, and therefore they will be easy application.

3- Application of the idea: Realizing Idea Creativity is not just concerned with generating new ideas, but moreover it is the presentation and application of those ideas in order to achieve creative performance in the organization (Jansson, 2001; Aman-Ullah, Aziz, Ibrahim, Mehmood, & Abbas 2021). The application of creative ideas often requires great efforts from individuals to transform ideas into proposals. Practically applied, the application means doing what is required to transform ideas into reality. It includes behaviors such as developing a new product or processes, testing and modification, and in order to be a feature of creative behavior, such behavior requires that it be interactive, meaning self-initiation in doing something without being It is requested by others, and that the characteristic that helps to implement the idea is self-efficacy, as it is related to the individual's awareness that the change can be implemented successfully in the given cases (Jon, 2007:28).

The hypothesis of the study includes:

The first main hypothesis: There is a statistically significant correlation between the dimensions of strategic awareness collectively and/or individually and the dimensions of creative performance collectively and/or individually.

The second main hypothesis: There is a statistically significant effect of the dimensions of strategic awareness collectively and/or individually on the dimensions of creative performance collectively and/or individually.



3. RESEARCH METHOD

This study relied on the well-known tools for collecting data and information in order to achieve its objectives by relying on the contributions of researchers and scholars that facilitate access to them from various references such as books, scientific research, theses and university theses related to the subject of the study, as well as making use of the global information network. As for the practical aspect of the study, the questionnaire was used as a tool for collecting the required data, as the questionnaire's prototype was presented to a number of experts to review their opinions and observations to ensure the appropriateness of the vocabulary and paragraphs, and to consider the extent of its comprehensiveness with the intention of analyzing it and then extracting the results.

The questionnaire consists of three parts, as follows: The first part: includes an introductory introduction to the respondents through five paragraphs that include personal data about the teachers of the two universities (Al-Muthanna University), including age, gender, certificate, scientific title and years of service. The second part: consists of 24 paragraphs that measure the strategic awareness of the teachers in the study sample in its four dimensions, as a ready-made questionnaire was adopted by (Seaton, 2011) based on ideas (Luthans & Youssef, 2007) and using a seven-level scale consisting of seven graded levels starting from (1) I strongly disagree, to 7, I strongly agree). The third part: consists of nine paragraphs that measure creative performance based on a ready-made questionnaire prepared by (Janssen et al., 2004) using a seven-level scale consisting of seven graded levels (1 never, 7 always).

The research interest focused on testing two main hypotheses, which were derived from each of the three main hypotheses. Sub-hypotheses, using a set of statistical methods, most notably the arithmetic mean, standard deviation, percentages, correlation coefficients and ANOVA analysis, and the results were extracted based on the statistical program (SPSS, V.23).

The target study community consists of all the teachers in Iraqi universities, and due to the impossibility of obtaining information and the difficulty of accessing all Iraqi universities due to the exceptional conditions experienced by the country, the researcher considers that the accessible study community is the teachers of the University of Al-Muthanna.

4. RESULTS AND DISCUSSION

1- There is a statistically significant correlation between the dimensions of strategic awareness (expanded awareness, filtering and sensory perception, human experience, mental awakening) and idea generation. After linking the paragraphs related to the two variables by calculating the Pearson correlation coefficient, the indicators shown in Table (2) appeared.

Table 2

Pearson's Correlation Matrix for the Relationship between the Dimensions of Positive Psychological Capital and Idea Generation, N= 423

Variables	Expanded Consciousness	Sensory perception	Human experience	Mindfulness
Idea generation	**0.987	**0.979	**0.971	**0.962
Strategic awareness	idea generation			
	**0.981			

**Significant level 0.01

Its noted Table (2) that the relationship between strategic awareness and idea generation is a very strong and positive relationship, as the simple correlation coefficient reached (0.992) at the level of significance (0.01) and with confidence (0.99), while at the level of the sub-dimensions of strategic awareness and its relationship to the dimension of idea generation It was as follows:-

A - The relationship between expanded awareness and idea generation is a very strong and positive relationship, as the simple correlation coefficient reached (0.987) at the level of significance (0.01) and the confidence limits (0.99).

B - The relationship between sensory perception and idea generation is a very strong and positive relationship, as the simple correlation coefficient reached (0.979) at the level of significance (0.01) and the confidence limits (0.99).

C - The relationship between human experience and idea generation is a very strong and positive relationship, as the simple correlation coefficient reached (0.971) at the level of significance (0.01) and the confidence limits (0.99).

D - The relationship between mental awakening and idea generation is a very strong and positive relationship, as the simple correlation coefficient reached (0.962) at the level of significance (0.01) and with confidence limits (0.99).

2- There is a statistically significant correlation between the dimensions of strategic awareness (expanded awareness, filtering and sensory awareness, human experience, mental awakening) and idea promotion. After linking the paragraphs related to the two variables by calculating the Pearson correlation coefficient, the indicators shown in Table (3) appeared.

Table 3

Pearson's Correlation Matrix for the Relationship between the Dimensions of Strategic Awareness and Idea Promotion, N=423

Variables	Mindfulness	Human experience	Filtering and sensory perception	Expanded consciousness
Idea promotion	**0.977	**0.961	**0.979	**0.991
Strategic awareness	Thousand balls promotion **0.984			

** Significant level 0.01

It is noted from Table (3) that the relationship between strategic awareness and idea promotion is a very strong and positive relationship, as the simple correlation coefficient reached (0.984) at the level of significance (0.01) and with confidence limits (0.99). It was as follows:-

A - The relationship between the expanded awareness and the promotion of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.991) at the level of significance (0.01) and the confidence limits (0.99).

B - The relationship between filtering, sensory perception and idea promotion is a very strong and positive relationship, as the simple correlation coefficient reached (0.979) at the level of significance (0.01) and with confidence limits (0.99).

C - The relationship between human experience and the promotion of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.961) at the level of significance (0.01) and the confidence limits (0.99).

D- The relationship between mental awakening and idea promotion is a very strong and positive relationship, as the simple correlation coefficient reached (0.977) at the level of significance (0.01) and with confidence limits (0.99).

3- There is a statistically significant correlation between the dimensions of strategic awareness (expanded awareness, filtering and sensory awareness, human experience, mental awakening) and the application of the idea. After linking the paragraphs related to the two variables by calculating the Pearson correlation coefficient, the indicators shown in Table (4) appeared.

Table 4

Pearson's Correlation Matrix for the Relationship between the Dimensions of Strategic Awareness and the Application of the Idea, N=423

Variables	Mindfulness	Human experience	Filtering and sensory perception	Expanded consciousness
Idea application	**0.985	**0.983	**0.994	**0.977
Strategic awareness	idea application			
	**0.991			

** Significant level 0.01

It is noted from Table (4) that the relationship between strategic awareness and the application of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.991) at the level of significance (0.01) and with confidence limits (0.99). It was as follows:-

A- The relationship between the expanded awareness and the application of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.977) at the level of significance (0.01) and with confidence limits (0.99).

B - The relationship between filtering and sensory perception and application of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.994) at the level of significance (0.01) and with confidence limits (0.99).

C - The relationship between human experience and the application of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.983) at the level of significance (0.01) and with confidence limits (0.99).

D - The relationship between mental awakening and the application of the idea is a very strong and positive relationship, as the simple correlation coefficient reached (0.985) at the level of significance (0.01) and the confidence limits (0.99).

Second: The second main hypothesis: There is a statistically significant effect of the dimensions of strategic awareness collectively and/or individually on the dimensions of creative performance collectively and/or individually. Table (5) was formulated as a first step to find out the effect that strategic awareness in general has on creative performance.

Table 5
The Effect of Strategic Awareness on Creative Performance

Strategic awareness	(Values)		Significant	Degree of freedom (FD)	Beta coefficient (B1)	The coefficient of determination R ²	Correlation coefficient
	Tabular	calculated					
Creative performance	19.5	26437.32 2	0.00	421-1	0.895	0.984	0.992

Table (5) shows that the mental awakening of strategic awareness has a significant effect on creative performance. Table (40) of the analysis of variance shows that the model is significant according to the calculated F value, which amounted to (26437.322), which is greater than the tabular value of (19.5) at the level of significance (0.05) and with two degrees of freedom (1-421). The explanatory power of this model was very high according to the value of (=0.984R²). This indicates the ability of the independent variable to explain (98.4%) of the differences in the dependent variable. By following the beta coefficients, we find that the values of (B1) were (0.895), and this shows the extent of the impact of the strategic awareness axis on creative performance, and thus the second main hypothesis was achieved.

1- There is a statistically significant effect of the dimensions of strategic awareness (expanded awareness, filtering and sensory awareness, human experience, mental awakening) in generating the idea.

Table 6*The Effect of Individual Dimensions of Strategic Awareness on Idea Generation*

Idea generation	Values F		FD degree of freedom	Beta coefficient B1	The coefficient of determination R ²	Correlation coefficient
	Tabular	Calculated				
Expanded consciousness	19.5	15929.8	421-1	0.850	0.974	0.987
Filtering and sensory perception	19.5	9830.69	421-1	0.883	0.959	0.979
Human experience	19.5	7070.36	421-1	0.775	0.944	0.971
Mindfulness	19.5	5274.83	421-1	0.805	0.926	0.962
Strategic awareness	19.5	11057.6	421-1	0.838	0.963	0.981

Table (6) shows the results of the simple regression analysis, as it indicates that there is a significant impact of strategic awareness in generating the idea, and this reinforces the calculated (F) value of (11057.6), which is greater than its tabular value of (19.5) at the two degrees of freedom (1-421) and at the level of Significant (0.05), and the coefficient of determination reached (R²) for him (0.963), meaning that strategic awareness explains the amount of (96.3%) of the changes that occurred in idea generation, and by following up on beta coefficients (B), it became clear that there is an effect of strategic awareness in generating the idea, as The value of (1B) was (0.838) at the level of significance (0.01), thus the first sub-hypothesis of the second main hypothesis was fulfilled.

As for the level of the sub-dimensions of strategic awareness, each separately and its impact on idea generation, the results of the simple regression analysis were as follows:

- 1- The expanded awareness axis affects idea generation by (0.974).
- 2- The axis of filtering and sensory perception affects idea generation by (0.959).
- 3- The human experience axis affects idea generation by (0.944).
- 4- The mental awakening axis affects idea generation by (0.926).

For the purpose of testing the effect of the dimensions of strategic awareness combined in generating the idea through the multiple regression equation, the table (7) was formulated.

Table 7*The Effect of the Combined Dimensions of Strategic Awareness on Idea Generation*

Idea generation	Values F		Sig	Degree of freedom)FD	The coefficient of determination (R2)	Correlation coefficient R
	Tabular	Calculated				
Strategic awareness	5.63	4534	0.00	418-4	0.977	0.989

Table (7) shows the results of the multiple regression analysis, as it indicates that there is a significant effect of the dimensions of strategic awareness combined in generating the idea, and this reinforces the calculated (F) value of (4534), which is greater than its tabular value of (5.63) at the two degrees of freedom (4-418).) with a significant level of (0.05) and the coefficient of determination reached (R2) for it (0.977), meaning that the strategic awareness combined explains the amount of (97.7%) of the changes that occurred in the generation of the idea.

2- There is a statistically significant effect of the combined dimensions of strategic awareness in promoting the idea. Table (8) has been drawn up.

Table 8*The Impact of the Dimensions of Strategic Awareness in Promoting the Idea*

Idea promotion	Values F		Sig	Degree of freedom FD	The coefficient of determination (R2)	Correlation coefficient R
	tabular	calculated				
Expanded consciousness	19.5	24391	421-1	0.948	0.983	0.991
Filtering and sensory perception	19.5	9504	421-1	0.981	0.985	0.979
Human experience	19.5	5079	421-1	0.893	0.923	0.961
Mindfulness	19.5	8937	421-1	0.866	0.955	0.977
Strategic awareness	19.5	12543	421-1	0.933	0.968	0.984

Table (8) shows the results of the simple regression analysis, as it indicates a significant impact of strategic awareness in promoting the idea, and this reinforces the calculated (F) value of (12543) which is greater than its tabular value of (19.5) at the two degrees of freedom (1-421) and at the level of Significant (0.05), and the coefficient of determination reached (R2) for him (0.968), meaning that the strategic awareness explains the amount of (968%) of the changes that

occurred in promoting the idea, and by following the beta transactions (B), it became clear that there is an impact of strategic awareness in promoting the idea, as The value of (1B) was (0.933) at the level of significance (0.01), and thus the second sub-hypothesis of the second main hypothesis was fulfilled.

As for the level of the sub-dimensions of strategic awareness separately and its impact on promoting the idea, the results of the simple regression analysis were as follows:

- 1- The expanded awareness axis affects the promotion of the idea by (0.983).
- 2- The axis of filtering and sensory perception affects the promotion of the idea by (0.985).
- 3- The axis of human experience affects the promotion of the idea by (0.923).
- 4- The axis of mental awakening affects the promotion of the idea by (0.955).

For the purpose of testing the effect of the combined dimensions of strategic awareness in promoting the idea through the multiple regression equation, Table (9) was formulated.

Table 9

The Effect of the Dimensions of Strategic Awareness Combined In Promoting the Idea

Idea promotion	Values F		Sig	Degree of freedom FD	The coefficient of determination (R ²)	Correlation coefficient R
	Tabular	Calculated				
Strategic awareness	5.63	6196	0.00	418-4	0.983	0.993

Table (9) shows the results of the multiple regression analysis, as it indicates a significant effect of the dimensions of strategic awareness combined in promoting the idea, and this reinforces the calculated (F) value of (6196), which is greater than its tabular value of (5.63) at the two degrees of freedom (4-418).) at a level of significance (0.05) and the coefficient of determination reached (R²) for it (0.983), meaning that the dimensions of strategic awareness combined explain the amount of (98.3%) of the changes that occurred in promoting the idea.

3- There is a statistically significant effect of the dimensions of strategic awareness (expanded awareness, filtering and sensory perception axis, human experience and mental alertness) in applying the idea. Table (10) has been drawn up.

Table 10*The Impact of the Dimensions of Strategic Awareness in Implementing the Idea*

Idea application	Values F		Sig	Degree of freedom (FD)	Beta coefficient B1	The coefficient of determination R ²	Idea application R
	tabular	calculated					
Expanded consciousness	19.5	8716	0.00	421-1	0.908	0.954	0.977
filtering and sensory perception	19.5	33942	0.00	421-1	0.969	0.988	0.994
human experience	19.5	13639	0.00	421-1	0.890	0.970	0.985
Mindfulness	19.5	12016	0.00	421-1	0.847	0.966	0.983
strategic awareness	19.5	23577	0.00	421-1	0.914	0.982	0.991

Table (10) shows the results of the simple regression analysis, as it indicates a significant impact of strategic awareness in the application of the idea, and this reinforces the calculated (F) value of (23577), which is greater than its tabular value of (19.5) at the two degrees of freedom (1-421) and at the level of Significant (0.05), and the coefficient of determination reached (R²) for him (0.982), meaning that strategic awareness explains the amount of (982%) of the changes that occurred in the application of the idea, and by following up on the beta coefficients (B), it became clear that there is an impact of strategic awareness in the application of the idea, as The value of (1B) was (0.914) at the level of significance (0.01), thus the second sub-hypothesis of the second main hypothesis was verified.

As for the level of the sub-dimensions of strategic awareness, each separately, and its impact on the application of the idea, the results of the simple regression analysis were as follows:

- 1- The expanded awareness axis affects the application of the idea by (0.954).
- 2- The axis of filtering and sensory perception affects the application of the idea by (0.988).
- 3- The human experience axis affects the application of the idea by (0.970).
- 4- The mental alertness axis affects the application of the idea by (0.966).

For the purpose of testing the effect of the combined dimensions of strategic awareness in applying the idea through the multiple regression equation, Table (11) was formulated.

Table 11*The Effect of the Dimensions of Strategic Awareness Combined In the Application of the Idea*

Idea application	Values F		Sig	Degree of freedom FD	The coefficient of determination (R ²)	Correlation coefficient R
	tabular	calculated				
Strategic awareness	5.63	10483	0.00	418-4	0.990	0.995

Table (11) illustrates the results of the multiple regression analysis, as it indicates that there is a significant effect of the dimensions of strategic awareness combined in the application of the idea, and this reinforces the calculated (F) value of (10483) which is greater than its tabular value of (5.63) at the two degrees of freedom (4-418).) at a level of significance (0.05), and the coefficient of determination reached (R²) for it (0.990), meaning that the dimensions of strategic awareness combined explain the amount of (99%) of the changes that occurred in the application of the idea.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

- 1- Strategic awareness is one of the contemporary and important topics in the field of strategic and organizational behavior as a management philosophy used by organizations to achieve their goals.
- 2- There are many factors that affect the growth of organizations, especially universities.
- 3- It was found through the theoretical framework of the study that adopting the concept of strategic awareness in universities helps in improving the performance of teaching staff and developing their abilities and skills in order to provide services of a distinguished level of quality.
- 4- There is a high desire and motivation among the study sample to mobilize organizational support, provide the necessary resources, and obtain approvals from peers or supervisors to support new creative ideas.

5- The study sample has the ability to transform ideas into useful applications within work roles, department councils, or all colleges, and try to be the first to implement new ideas.

6- The level of creative performance in all universities (the study sample) was at a good level.

7- The sample has a great deal of accepting creative ideas and seeking to support them wherever they exist, and the scarcity of resistance to new ideas proposed by peers, but rather the approval of creative ideas and their ability to convert them into useful products and their encouragement.

5.2 RECOMMENDATIONS

1- Working on developing the university to become a pioneer in its performance by showing the educational alternatives to the teaching staff and the methods and convictions that they practice now, even if these methods achieve the desired results currently.

2- Encouraging the teaching staff to engage in creative behavior and to invest their mental and intellectual abilities in line with the developments of the era of globalization and fueling creative performance by linking it to the reward system in order to encourage creativity.

3- Twinning between universities and international organizations with the aim of raising the creative abilities of the teaching staff, solving problems and presenting ideas that are compatible with the developments taking place, and the intensity of competition between the organizations.

4- The need to reconsider the method of selecting the appropriate teachers with high academic qualifications and to remove the phenomenon of politicization when choosing in order to raise the scientific level of educational institutions.

5- The need to expand the plan of scientific missions for scientific competencies to see the latest scientific and technological developments in developed countries and to benefit from them in applying the same experience in Iraqi higher education.

6- Finding a program to motivate employees who contribute to creating, developing or presenting new ideas that add value to improve work.

7- The necessity for all Iraqi institutions to adopt the concept of strategic awareness as a basic solution to eliminate deviant behavior (deficiency in behavior), as the latter is a pillar of administrative and financial corruption.

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