



The Exploring the Relationship between Strategic Awareness and Creative Performance of the Faculty Members of Iraqi Universities

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ABSTRACT

The research aimed to examine the relationship between strategic awareness and its dimensions, and the creative performance reflected by its dimensions. The instrument for data collection was a questionnaire. The questionnaires were disseminated to sixty faculty members in the University. The study yielded various findings, one of which is the presence of a significant correlation, as indicated by a between the dimensions of strategic awareness jointly and separately in each aspect of creative performance, and the impact in a variety of ways. The participants also expressed a strong inclination for gaining attention for the purpose of rewarding individuals. The study suggests that university management should explore the most effective methods to attract highly qualified individuals and establish strategies to attract and retain them. Additionally, efforts should be made to establish partnerships between universities to enhance the skills of teaching staff.

Keywords: Idea generation, Creative performance, Idea promotion, idea application, Strategic awareness.

INTRODUCTION

Contemporary management scholars assert that the time has come for the expansion of a discipline aimed at consolidating strategic awareness, fostering vitality, virtue, and achieving long-term competitive advantage. So, there is an increasing interest in the beneficial dimensions of strategic awareness, which are believed to positively influence performance. This study aims to address the primary question: Does strategic awareness (SA) influence individual creative performance (CP)? This study seeks to furnish impartial responses to the following inquiries: What are the fundamental and philosophical underpinnings of strategic awareness as well as creative performance? What is the importance on the aspects of strategic awareness as well as creative performance at our local universities? Does the strategic awareness on the dimensions of creative performance within the framework of local environmental? The study holds significance as it addresses a crucial contemporary subject in managerial thinking in the last decade (strategic awareness). Additionally, it is a novel research issue, just like the researcher failed to locate a prior Arab or local investigation that addresses the relationship between strategic awareness and creative performance. According to the investigator's information, this research is the first in local and Arab investigations to establish a connection between the dimensions of strategic awareness and the dimensions of creative performance. The significance of this study lies in its endeavor to enhance the theoretical understanding of strategic awareness and creative performance by elucidating the concepts and scale associated with these topics. It also seeks to explain the dynamics of the association between them and the role that the possession of all aspects of strategic awareness contributes in enhancing levels of creative performance. The primary significance of the investigation is in its endeavor to establish the variables that were studied and implement them within our specific scientific setting.

The main objective is to determine the impact of strategic awareness on enhancing the creative performance, so facilitating the attainment of strategy goals by these institutions. From this perspective, the present study seeks to accomplish a series of objectives, with the most significant being a comprehensive examination of the leading literature on strategic awareness and the methods for cultivating individuals to promote creativity in their performance. Additionally, it aims to assess the extent of strategic awareness among the faculty members in the universities under investigation. In addition to assessing the degree of CP exhibited by the teaching personnel in the universities under investigation. In addition to describing the specific type and way in which the association between each dimension of strategic awareness and

dimension of CP, this argument also aims to clarify the extent to which the presence of these dimensions, either individually or collectively, can influence of creative performance.

LITERATURE REVIEW

Acquisition of all components of strategic awareness at every stage, especially senior management teams, is the responsibility of the organization (Davis et al, 2012). In the context of organizational management, strategic awareness refers to the comprehension of the embraced strategy, possibilities to modify it and the necessity for it, the enhancement of performance effectiveness, and the awareness of the framework for change in competitor (Thompson & Martin, 2006). The level of transparency, a structured cognitive knowledge of its environment, a comprehension of its conditions, and a proficiency in adapting to the dynamic environment to fulfil its requirements (Sisodia, 2009).

Strategic Awareness

The various divisions may experience various situations that endow them with certain competencies that offer unique approaches for comprehending the future trajectories of the organization and adapting to the evolving environment so ensuring its prosperity as well as sustainability. The success of these adjustments relies on the well-structured sectors and their understanding of such changes.

Expanded awareness refers to the daily encounters of public administrations that empower them to modify their decisions, reactions, and learning capacities. The rationale behind this is to optimize harmony and attain favorable outcomes in competition (War & Haase, 2016). Other scholars have highlighted that this perspective enables departments to transcend their own perspectives and foster development that not only facilitates ongoing progress but also enhances comprehension of its existence as well (Bateman & Merry, 2014). In organizations, various departments employ distinct ways of interpreting events based on their expectations and opinions about real issues. The higher managements in these organizations possess a high level of awareness, allowing them to view the situations they encounter through the lenses which impact them. The individual's behavior, cognition, and interaction with novel events are influenced by the method of perception filtering, as depicted in the image. Mindfulness, being closely associated with the notion of awareness, has been referred to as psychological management due to its amalgamation of scientific and artistic elements. The framework integrates concepts of management that facilitate the development of strategies to exert

influence on others as well as understanding the various experiences that impact them. Human experience refers to the collections of events, habits, and beliefs that an organization acquires and develops throughout its history (Ward, Haase, 2016). Organizational values encompass the collective experience, cognitive framework, and acquired perspectives of an organization that influence the development of its activities (Steiner, 1996).

Creative Performance

Numerous perspectives and interpretations exist on the notion of organizational creative performance, as scholars and authors have characterized it based on the specific aspect from which it is observed (Kazem, et al, 2021). Abdullah, et al, (2019) provided a definition of organizational creative performance is the accomplishments of an organization across the spectrum of ideas, planning, innovative approaches, products, and systems. The Researchers conceive of it as the yearly rate of increase in the factors that influence creativity. In the study, Kheng (2008) examines the organization's capacity to comprehend external knowledge, modify it to suit the organization's needs, and integrate that information with its innovative outcomes. The author observes the organization's inclination to actively endorse novel concepts, creativity, experimentation, and inventive solutions. Abdullah, et al, (2021) define creative performance is the collective accomplishments of an organization resulting from its creative endeavors to achieve growth and renewal across several domains assessed.

Innovative Performance

Naeyer (2011) identified creative behavior and invention as the primary metrics for assessing creative performance. Therefore, it is evident that the generation, defense, promotion, and implementation of ideas are crucial aspects that researchers' priorities. Consequently, this study is going to concentrate on the dimensions in the practical component as follows:

1- Generation of ideas Idea creation refers to the act of creating concepts that are relevant to a product, service, or process and thereafter expanding into emerging markets (Oukes, 2010). Although there is an increasing acknowledgement of the need of promoting creativity, systematic study is currently carried out on this topic in the field of organizational psychology. Research typically emphasizes both idea generation along with implementation. It has been shown that the quality of an idea proposal is mostly influenced by individuals and group dynamics. However, the actual implementation of the idea is heavily dependent on the group, as the ideas are anticipated and influenced by the relationship and suggestions among members

of the group and their respective characteristics. The effective application of ideas is facilitated by organizational factors, while the provision of a suitable and supportive atmosphere to promote these ideas enables their effective execution (Mohd-Rashid, et al, 2021).

2- Promotion of ideas: Upon the completion of the initial stage (idea generation), the phase of promoting the idea commences. Jon (2007) argues that when somebody conceives a certain idea, there has to be a chance to promote it. However, it is important for ideas to be given credibility, particularly when they address a deficit in performance. It is not guaranteed that these ideas will result in new successful applications, as their marginal level of success indicates failure. However, some people may embrace ideas despite requiring further support, making them easy to implement.

3- Implementation of the concept: Actualization of the Concept The concept of creativity includes not only the novel ideas from generation, but also the effective presentation and implementation of those ideas to attain creative performance inside the organization (Aman-Ullah, et al, 2021). Effective implementation of innovative concepts generally necessitates significant exertion from individuals to convert ideas into proposals. Properly applied, implementation refers to the act of carrying out the necessary actions to convert concepts into tangible outcomes. Behavioral aspects of creative behavior encompass activities such as the creation of novel products or processes, experimentation and adjustment. To be considered a characteristic of creative behavior, this behavior must be interactive, indicating self-initiation in creating anything without external prompting. Self-efficacy is the attribute that facilitates the implementation of a concept, as it is associated with somebody's trust in their aptitude to effectively carry out the change in specific situations (Jon, 2007).

METHODOLOGY

This study utilized established data gathering tools to accomplish its goals. It relied on the work of researchers who provided access to these resources from diverse sources including books and dissertations relevant to the study topic. Additionally, the study made use of the information the system. Regarding the practical component of the study, the instrument served as a means of gathering the necessary data. The early version of the questionnaire was submitted to several experts for their input and observations to verify the suitability of the terms and paragraphs. This was done to assess the level of accuracy of the questionnaire, with the aim of thoroughly analyzing it. The questionnaire comprises three sections, outlined below:

The first portion comprises a brief intro to the replies, consisting of five sentences that provide personal information about the professors, such as age, gender, license, academic title, and years of employment. The second section comprises 24 paragraphs that assess the SA of the faculty members as the sample across four dimensions. A pre-designed questionnaire, adapted from the work of Luthans & Youssef (2007). The third section comprises nine statements that assess creative performance using a pre-designed questionnaire developed by Janssen et al. (2004). The rating scale comprises five levels, ranging from 1 (I strongly disagree) to 5 (I strongly agree).

RESULTS AND DISCUSSION

There exists a significant association between the various aspects of SA and their respective dimensions. Following the computation of the correlation coefficient, indications pertaining to the two constructs are presented in Table 2.

Table 1: *Correlation Matrix*

Constructs	Expanded Awareness	Sensory Perception	Mindfulness	Human experience
IG	0.98	0.98	0.96	0.97
SA	IG			
	.98			

The data shown in Table 1 clearly indicates a robust and positive link between strategic awareness, idea generation. The correlation coefficient achieved a value of.99, which is statistically significant at the.01 level with 100% confidence.

Table 2: *Correlation Matrix*

Constructs	Expanded Awareness	Sensory Perception	Mindfulness	Human experience
IG	0.99	0.980	0.97	0.96
SA	IG			
	.983			

The analysis of Table (2) reveals a positive association between strategic awareness as well as idea promotion. The correlation coefficient achieved a value of 0.98 at a significance level of 0.01 with confidence limits of 0.99.

Table 3: *Correlation Matrix*

Constructs	Expanded Awareness	Sensory Perception	Mindfulness	Human experience
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IG	0.97	0.99	0.99	0.98
SA	IG			
	.991			

The analysis of Table (3) reveals a robust and positive correlation between strategic awareness as well as the implementation of the idea. The correlation coefficient achieved a value of 0.99, which is statistically significant at the 0.01 level within the appropriate confidence limits of 0.99.

Table 5: Path Coefficient

SA	Tabular	Calculated	Significant	df	β	R ²	Correlation
CP	19.5	6437.32	0.0	321-1	0.89	0,98	0,99

The results shown in Table 5 demonstrate that the cognitive process of SA shows a notable impact on CP. Table (5) of the analysis of variance indicates that the model is significant based on the computed F value, which exceeds the critical value at the selected significance level and with 2 degrees of freedom. This model has a very high level of explanation. This measure assesses the capacity of the variable that is independent to account for the variations in the dependent variable. Through the analysis of beta coefficients, we determine the values of (β), which indicate the magnitude of the influence of the SA column on CP. Consequently, the second primary hypothesis has been successfully implemented.

Table 6: The Effect of Dimensions of SA on IG

IG	Tabular	Calculated	df	β	R ²	Correlation
Expanded Awareness	19.5	15.80	421-1	.85	0.97	.98
Sensory Perception	19.5	98.6	421-1	.88	0.95	.97
Human Experience	19.5	70.3	421-1	.77	0.94	.97
Mindfulness	19.5	52.8	421-1	.80	0.926	.96
Strategic awareness	19.5	11.60	421-1	.83	0.96	.98

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dependent variable. Through the analysis of beta coefficients, we determine the values of (β), which indicate the magnitude of the influence of the SA column on CP. Consequently, the second primary hypothesis has been successfully implemented.

Table 6: *The Effect of Dimensions of SA on IG*

IG	Tabular	Calculated	Df	β	R ²	Correlation
Strategic Awareness	5.63	4534	418-4	.85	.97	.98

The results shown in Table 5 demonstrate that the cognitive process of SA shows a notable impact on CP. Table (5) of the analysis of variance indicates that the model is significant based on the computed F value, which exceeds the critical value at the selected level of significance and with 2 degrees of freedom. This model has a very high level of explanation. This measure assesses the capacity of the variable that is independent to account for the variations in the dependent variable. Through the analysis of beta coefficients, we determine the values of (β), which indicate the magnitude of the influence of the SA column on CP. Consequently, the second primary hypothesis has been successfully implemented.

Table 7: *The Effect of Dimensions of SA on IG*

IG	Tabular	Calculated	Df	B	R ²	Correlation
Expanded Awareness	19.5	8716	421-1	.91	.96	.98
Sensory Perception	19.5	33942	421-1	.97	.99	.99
Human Experience	19.5	13639	421-1	.89	.97	.99
Mindfulness	19.5	12016	421-1	.85	.97	.98
Strategic awareness	19.5	23577	421-1	.91	.98	.99

CONCLUSIONS

Strategic awareness is a current and significant subject in the realm of strategic as well as organizational behavior, serving as an approach to management employed by organizations to accomplish their objectives. Numerous variables have influence on the development of organizations, particularly universities. The theoretical foundation of the study revealed that implementing the notion of SA in universities enhances the faculty performance and fosters the development of their talents and skills, so enabling the provision of services of a high degree of quality. The study sample has a strong inclination and drive to enlist organizational backing,

allocate the required resources, and secure permissions from colleagues or superiors in order to endorse novel ideas.

RECOMMENDATIONS

1- Striving to transform the institution into a trailblazer in its performance by presenting educational options to the faculty members and challenging their current techniques and beliefs, even if they are currently producing the desired outcomes. **2-** Motivating the teaching staff to actively participate in innovative activities and apply their cognitive and intellectual capacities in accordance with the advancements of the globalized period. Furthermore, enhancing creative performance by associating it with the incentive system to foster an environment conducive to innovation. **3.** Collaboration between universities to enhance the creative capacities of the teaching staff, address challenges, and propose ideas that align with ongoing developments and the level of competitiveness among the organizations. **4-** It is necessary to reassess the process of hiring teachers with rigorous academic credentials and eliminate the occurrence of politicization during the selection process in order to enhance the scientific standards of educational institutions. **5-** It is necessary to broaden the scope of scientific missions for practitioners to observe the most recent scientific and technology advancements in industrialized nations and use them to enhance the application of such knowledge in Iraqi higher education. **6-** Discovering a program to incentivize employees that actively participate in generating, advancing, or delivering innovative ideas that enhance the quality of professional tasks. **7-** It is imperative for all Iraqi organizations to embrace the notion of SA as a fundamental remedy to eradicate aberrant behavior, which is a fundamental cause for managerial and monetary corruption.

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