

**STRATEGIC AWARENESS AS A CATALYST FOR ORGANIZATIONAL CHANGE THROUGH THE MEDIATING ROLE OF ADMINISTRATIVE CREATIVITY: AN APPLIED STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE UNION FOOD INDUSTRIES COMPANY IN BABYLON GOVERNORATE**

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**Abstract:**

The purpose of the current research is to reveal the role of strategic awareness in its dimensions (awareness of the external environment, awareness of the internal environment, awareness of the current situation, awareness of the current future) as a catalyst for organizational change in its dimensions (organizational structure, culture, human resources, advanced technology) through the mediating role of administrative creativity in its dimensions (originality, fluency, flexibility, sensitivity to problems) among a sample of employees in the Union Food Industries Company in Babylon Governorate. As it was distributed (140) questionnaire form to measure the level of availability of study variables, and retrieved (129) questionnaire by (11) damaged questionnaire, and (118) valid for analysis, and the research focused on modeling the structural equation in the interpretation and testing of hypotheses, and the research found a correlation and impact between strategic awareness and organizational change and administrative creativity, and this is what prompted a study to provide a set of recommendations came at the forefront of which the company surveyed to focus its interests on improving the capabilities of workers towards awareness of the external environment and Awareness of the internal environment, awareness of the current situation, awareness of the current future to stimulate their abilities to organizational change and compete with international companies through the mediating role of administrative creativity.

**Keywords:** strategic awareness, organizational change, administrative creativity.

**Introduction**

Strategic awareness is a powerful catalyst for organizational change, as it helps organizations understand the vision and strategic objectives and turn them into practical actions. Strategic awareness enhances the organization's ability to adapt to the changes surrounding it and deal with new challenges and opportunities. On the other hand, creativity plays an important role in promoting organizational change.

When strategic awareness and managerial creativity interact, a mediating role is formed that promotes organizational change. Strategic awareness gives the organization strategic vision and direction and provides the overall framework for change. Creativity contributes to finding new and innovative solutions that support the achievement of organizational change goals. The organization can thus encourage and enhance strategic awareness by providing training and development to employees and fostering a culture of continuous learning and

innovation. Creativity can also be encouraged by creating an encouraging environment that fosters creative thinking and encourages the exchange of ideas and collaboration. Hence, the current study came to highlight the role of strategic awareness as a catalyst for organizational change through the mediating role of creativity, and what can contribute to enhancing the organization's ability to adapt and innovate. Strategic awareness directs efforts towards achieving the organization's vision, while creativity helps in discovering and developing new solutions that support the process of organizational change.

## PART ONE: THE METHODOLOGY OF STUDY

### 1. Study problem

Organizations and companies live in an era where the regulatory environment is complex and constantly transforming. As organizational leaders face many challenges and changes that require innovative strategies to adapt and thrive in this changing context, and in order to overcome these challenges, strategic awareness is a powerful and vital tool for organizational change, as strategic awareness contributes to supporting the ability to understand the competitive environment and analyze current trends and future expectations. It also requires a clear vision of the objectives and strategic vision of the organization, and a deep understanding of the potential transformations and challenges it may face. Through strategic awareness, organizational leaders can adopt innovative strategies and identify new opportunities for growth and development. Hence the mediating role of creativity in achieving organizational change, as the importance of the mediating role of creativity is evident in the possibility of transforming strategic ideas into practical and executive solutions, and encouraging innovation and renewal at all levels of the institution. **From this standpoint, the problem of study can be formulated in an important question** (Can strategic awareness be employed as a catalyst for organizational change through the mediating role of creativity?), and in order to answer these questions, it is necessary to answer the sub-questions that lead to this main question, namely:

- a. Can participants' views on strategic awareness and its role in achieving organizational change be explored and analyzed?
- b. What is the importance of evaluating the mediating role of creativity?
- c. Can strategic awareness contribute as a catalyst for organizational change through the mediating role of innovation?

### 2. The Importance of Study

The importance of studying the current research topic is as follows:

- a. Because of the ever-changing landscape and persistent problems of today's world, businesses must be able to adapt and adjust in order to thrive in a labor market that is highly competitive. Strategic awareness improves an organization's comprehension of the regulatory landscape and possible changes, allowing it to make the necessary adjustments and adaptations.
- b. One of the most effective tools for attaining competitive excellence is strategic awareness. By comprehending prevailing patterns and scrutinizing accessible data and insights, establishments may recognize novel prospects, enhance workflows, and create items and services through inventive approaches.

c. The mediating role of creativity is an essential part of achieving organizational change. Individuals with strategic awareness and the ability to think innovatively can be effective mediators between strategic insights and practical implementation. They can transform strategic ideas into practical and operational solutions, encouraging innovation in all aspects of the organization.

### 3. Objectives of Study

The research seeks to achieve the following objectives:

- a. Better understand strategic awareness and its importance in the context of organizational change.
- b. Analyze the mediating role of innovation and how to promote it to achieve change in organizations.
- c. Explore the feedback of UFII employees and assess their strategic awareness and ability to contribute to organizational change through creativity.
- d. Recommend best practices and procedures to enhance strategic awareness and invest in creativity as a catalyst for organizational change.

### 4. Study Model and Hypothesis Development

The development of study model contributes to the interpretation and laying of the cornerstone to address the problem of study and achieve its objectives, and then highlight its importance, and therefore study consists of three axes:

**Independent Variable:** It included **strategic awareness** in four dimensions (awareness of external environment, awareness of internal environment, awareness of current situation, awareness of current future).

**Mediating Variable:** **Administrative creativity** by four dimensions (originality, fluency, flexibility, sensitivity to problems).

**Dependent Variable:** It is represented in **organizational change** by four dimensions as well (organizational structure, organizational culture, human resources, advanced technology).

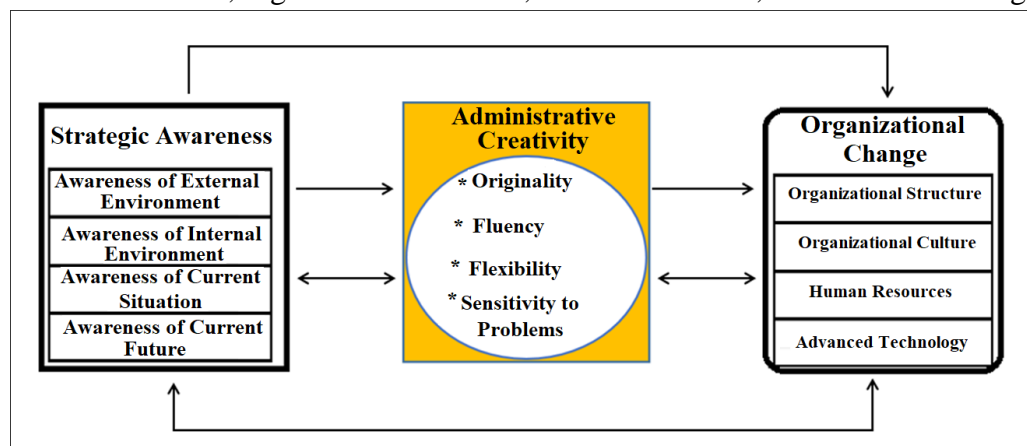


Figure 1 Hypothetical plan for study

From Figure 1, six hypotheses can be developed:

**H<sub>1</sub>: There is a correlation between strategic awareness and organizational change. Several sub-hypotheses branch out of them:**

- a. There is a correlation between awareness of the external environment and organizational change in its dimensions.
- b. There is a correlation between awareness of the internal environment and organizational change in its dimensions.
- c. There is a correlation between awareness of the current situation and organizational change in its dimensions.
- d. There is a correlation between awareness of the current future and organizational change in its dimensions.

**H<sub>2</sub>: There is a correlation between strategic awareness and managerial creativity. Several sub-hypotheses branch out of them:**

- a. There is a correlation between awareness of the external environment and administrative creativity in its dimensions.
- b. There is a correlation between awareness of the internal environment and administrative creativity in its dimensions.
- c. There is a correlation between awareness of the current situation and administrative creativity in its dimensions.
- d. There is a correlation between awareness of the current future and administrative creativity in its dimensions.

**H<sub>3</sub>: There is a correlation between administrative creativity and organizational change. Several sub-hypotheses branch out of them:**

- a. There is a correlation between originality and organizational change in its dimensions.
- b. There is a correlation between fluency and organizational change in its dimensions.
- c. There is a correlation between flexibility and organizational change in its dimensions.
- d. There is a correlation between sensitivity to problems and organizational change in its dimensions.

**H<sub>4</sub>: There is an impact of strategic awareness on administrative creativity. Several sub-hypotheses branch out of them:**

- a. There is an impact of awareness of the external environment in administrative creativity in its dimensions.
- b. There is an impact of awareness of the internal environment in administrative creativity in its dimensions.
- c. There is an impact of awareness of the current situation in administrative creativity in its dimensions.
- d. There is an impact of awareness of the current future in administrative creativity in its dimensions.

**H<sub>5</sub>: There is an impact of administrative creativity on organizational change. Several sub-hypotheses branch out of them:**

- a. There is an impact of originality in organizational change in its dimensions.
- b. There is an impact of fluency in organizational change in its dimensions.

- c. There is an impact of flexibility in organizational change in its dimensions.
- d. There is an impact of sensitivity to problems in organizational change in its dimensions.

**H<sub>6</sub>: There is an impact of strategic awareness on organizational change through the mediating role of managerial innovation. Several sub-hypotheses branch out from them:**

- a. There is an impact of awareness of the external environment in organizational change in its dimensions, through the mediating role of administrative creativity in its dimensions.
- b. There is an impact of awareness of the internal environment in organizational change in its dimensions, through the mediating role of administrative creativity in its dimensions.
- c. There is an impact of awareness of the current situation in organizational change in its dimensions through the mediating role of administrative creativity.
- d. There is an impact of awareness of the current future in organizational change in its dimensions through the mediating role of administrative creativity.

## 5. Study sample

The study population was represented in the Union Food Industries Company in Babylon Governorate, while the study sample included workers in this company, as (140) questionnaire forms were distributed to measure the level of availability of study variables, and (129) questionnaires were retrieved by (11) damaged questionnaire, and (118) valid for analysis.

## PART TWO: THE THEORETICAL SIDE

### First: Strategic Awareness

#### 1. The concept of strategic awareness

The first to define strategic awareness is (Flavell, 1976), which indicated that there is no awareness without knowledge and defined strategic awareness as a person's knowledge and the degree of his awareness of his cognitive processes. Hambrick (1981) defined strategic awareness as the extent to which entrepreneurial leaders are aware of the strategic priorities of the senior management team (Taha&Hussein,2022:4). Strategic awareness emerged as a concept in the late seventies of the last century and was developed by the management of organizations at all administrative levels, taking into account the importance of internal and external factors, as awareness represents the degree of perception of managers to the farthest temporal limits, which exceed the limits of their organizations to include the external environment and control their movements through internal strategic awareness (Kolli&Sindi,2021:539).

Strategic awareness also represents a strategic means that leads organizations to identify opportunities, threats and areas of influence that organizations can exploit to improve their competitive position (Al-Fatlawi et al.,2020:29), and explained (Davis, et al.,2012:322) that strategic awareness represents a precise system through which the goal of the organization is to build a comprehensive view of its internal and external environment to determine the current situation and predict the future status of the organization. He defined (Pencarelli, et al., 2009: 81) Strategic awareness is the process of collecting and using information related to environmental events and variables and the relationship of an organization to its external environment and providing knowledge to support managers in planning and planning the future of an organization.

Strategy and awareness work together to get the best combination of discovering potential in a market environment and knowing what can be done so that the organization's goals are achieved and achieved most efficiently (Al-Khatib, 2018:16). From the above, it can be said that strategic awareness refers to the ability of individuals and organizations to understand and evaluate the environment around them, analyze future trends and challenges, set strategic goals and vision, and make decisions that promote the development and strategic success of the organization.

## 2. The importance of strategic awareness

Strategic awareness also has a significant impact in terms of absorbing what is going on in the external environment and then preparing for it in the internal environment of the organization. Strategic awareness affects the performance of the organization. and achieve competitive advantage. Enhance cooperation in creativity by working by providing as many ideas as possible aimed at achieving the goals of the organization (Al-Khatib, 2018:19; Al Balushi,2021:106).

It also highlights the importance of strategic awareness by helping the organization to enhance strengths and transform them into core capabilities, transform weaknesses into strengths, build homogeneous organizational forces capable of facing challenges and changes in the surrounding environment, as well as help the organization diagnose opportunities and avoid threats as it acts as a link between vision and intuition in decision-making, and building the strategic planning process. which allows the decision-maker to verify the format and validity of the selective decision (Kolli&Sindi,2021:540)

## 3. Dimensions of strategic awareness

Strategic awareness can be measured in five dimensions (Al-Khatib, 2018:74):

a. **External environment awareness:** Strategic awareness of the external environment refers to the competitive and social capabilities controlled by the organization that allow it to implement strategies that enhance efficiency and effectiveness and those that are related to the competitive market, and that affect the formulation of the organization's strategy (Al Balushi,2021:106).

b. **internal environment awareness:** It is the capacity of a company to get a competitive edge by meeting client needs while utilizing its resources, expertise, and experience. Strategic understanding of the present state of affairs, which shows the variety of the organization's workforce and upholds the caliber of its output via ongoing market research and consumer feedback (Pencarelli, et al., 2009: 81).

c. **Awareness of current situation:** Practices, training and attention refer to analyzing the current situation and evaluating the directions available to the organization to achieving the goals it seeks; strategic awareness refers to the understanding of managers within the organization about the strategies it follows and its competitors and how to improve the effectiveness of these strategies and their suitability for opportunities for change (Hassan,2021:382).

d. **Awareness of current future:** Awareness of the current future requires collecting information related to trends and developments in the market, technology, environment, society, etc., analyzing this information strategically, and using forecasts, statistical models, quantitative

and qualitative analysis to anticipate the future and identify opportunities, challenges and threats (Saarikko et al.,2020:826).

## Second: Organizational Change

### 1. The concept of organizational change

Today, the management of the organization can no longer make its decisions in the light of rigid rules, historical policies, or just a simple extrapolation of current events, but must have the vision that explores future events when planning organizational goals, developing policies and designing strategies based on an in-depth analysis of the internal and external environment and exploring opportunities and risks after the basis in the process of its formation, the results of environmental changes affect in one way or another the organization, and therefore their direct or indirect impact on the resource Human in all its dimensions, and working to detect changes and try to deal with them has become insufficient, but must be managed appropriately, as appropriate management is the one that achieves good results and not the ability to react (Muhameed,2022:368).

The world has witnessed significant development in all scientific fields, and this is reflected in the administrative nature of organizational leadership (Rajah & Jiyad,2023:464), as it necessitates change, starting with human resources. Organizational change in this sense means reorganizing the components of an object to improve its performance, which is a natural phenomenon based on administrative processes that result in the introduction of development to some extent on one or more elements. It can be seen as a series of stages through which the transition from the current situation to The new situation, and therefore sustainable performance can be the key element to justify organizational change (Guermazi,2023:47). believes that (Al-Sagheer,2022:52) organizational change may affect people and human resources and may occur in technological aspects such as the introduction of new equipment and machinery to keep pace with developments and reduce the cost of production.

From the above, it can be said that organizational change refers to the process of modifying the organization's structure, processes, culture, procedures or systems in order to improve its performance and adapt it to environmental changes and internal and external challenges.

### 2. Dimensions of organizational change

Organizational change can be measured through four dimensions (Aljohani, 2023):

- a. **Organizational Structure:** Organizational structure is the formal arrangement of a job in the workplace, where the job is formally divided, grouped, and coordinated (Yusuf et al., 2022:2). explained that (Gül,2023:212) organizational structure is the formal system of relations of duty and authority that control the way individuals coordinate their actions and use resources to accomplish them.
- b. **Organizational Culture:** Organizational culture is defined as the values of organization, relationships and hierarchy, which are based on patterns of behavior and attitudes that determine key actions (Schuldt & Gomes,2020:4572), pointed out that (Ziaei Nafchi & Mohelská,2020:175) organizational culture is a fixed set of values, beliefs, assumptions and symbols distributed in the organization and according to this formation.

c. **Human resources:** It means using them optimally, linking them to work, worker productivity and human elements, evaluating the degree of achievement and achieving the goals of the organization, and this reflects the mechanism of achieving or satisfying the employee with the requirements of the organization, and achieving the most appropriate performance and the goals or outputs that the organization seeks to achieve (Jaber, 2017: 49).

d. **Advanced technology:** It is the most significant cause of change in the twenty-first century as it is evident that the industrialized countries' quick technological advancement and the rapid advancement of science in all spheres of life have changed the labor structures of those nations simultaneously. It changed from a typical corporate organization with a hierarchical structure to an organization of minds and knowledge. This led to changes in performance standards, training curricula, and access to overall quality (Guermazi, 2023:47).

### **Third: Administrative creativity**

#### **1. The concept of administrative creativity**

Problems that have been partially or never addressed require creativity, and only creative thinking can keep up with the world's constant changes. The most widely recognized definition of creativity is that it is the act of being sensitive to issues, shortcomings, incomplete knowledge, missing components, and incompatibility; recognizing challenges, looking for solutions; and formulating and regularly testing forecasts or hypotheses on shortcomings (Güven et al., 2021:330).

Administrative creativity is a successful policy and has tangible goals, which is one of the most important issues that must be addressed, because creativity is a theoretical framework, whenever real and realistic tangible foundations and practices are developed for it, so that it turns into daily performance and behavior among senior management and employees, and thus these practices will affect production, workflow, dealing and employee behavior, which will raise the percentage of job satisfaction and prosperity within the organization, and raise job performance (Sulaiman & Al Harrasi, 2020:131). The definition of managerial creativity is the capacity to generate novel concepts, ideas, goods, services, or methods of operation (Ahmed,2022:185). believes that (Hussein et al., 2020:26) administrative creativity is one of the basic decisions in managing the organization's business, as administrative creativity is one of the means of renewal and change (Ateer & Al Qassem,2021:66), as businesses and organizations of all stripes may contribute uniquely to the growth of administrative creativity by creating a creative strategy that draws creators to it and tries to identify the barriers that stand in the way of creativity in it. and get rid of them, find their employees' creative potential, and provide the ideal environment for their adoption (Suleiman& Abdel-Khair,2021:92).

From the above, it can be said that managerial creativity refers to the ability of individuals and organizations to generate and apply new and unconventional ideas to achieve improvements in processes, products, services and management.

#### **2. Dimensions of administrative creativity**

Administrative creativity can be measured through four dimensions (Mahdi, 2006):



a. **Originality:** Authenticity is the ability to think independently and creatively (Shaheen,2021:2), and sees (Meilin,2020:46) originality as the degree to which consumers see products as new and unique compared to similar products that exist.

b. **Fluency:** It refers to the capacity to generate a lot of thoughts in a short amount of time. When it comes to coming up with ideas for a certain topic in a set amount of time, a creative person outperforms others since they are more flexible and easy to come up with ideas for (Mahdi, 2016:165).

c. **Resilience:** Represents the organizational capacity to adapt to environmental changes, as well as the degree to which an organization has a set of actual and potential actions, and the speed with which it can implement these actions (Khuntia et al., 2014:4).

d. **Sensitivity to problems:** the ability to recognize and react to problems and challenges faced by individuals or organizations (Hemdan & Kazem,2019:297).

### PART THREE: THE PRACTICAL SIDE

#### 1. Coding and reliability of measurement instrument

This paragraph shows the coding of the variables and dimensions of the study to make it easier for the reader to understand the current research requirements and axes. It is also clear from Table (1) that the questionnaire tool is characterized by stability and high credibility, as it obtained relative stability ranging between (0.789-0.989) and it conforms to the standard required in Academic literature (70%).

Table (1) Coding and reliability of the measurement tool

Variables	Dimensions	Paragraphs	Source	code	Cronbach's Alpha	
<b>Strategic awareness (STAW)</b>	Awareness of external environment	5	<b>Al-Khatib,2008</b>	SAEE	0.958	0.984
	Awareness of internal environment	5		SAIE	0.964	
	Awareness of current situation	5		SACS	0.956	
	Awareness of current future	5		SACF	0.962	
<b>administration creativity (ADIN)</b>	originality	5	<b>Mahdi,2006</b>	<b>AIOR</b>	<b>0.977</b>	<b>0.989</b>
	Fluency	5		<b>AIFU</b>	<b>0.968</b>	
	Flexibility	5		<b>AIFE</b>	<b>0.970</b>	
	Sensitivity to problems	5		<b>AISP</b>	<b>0.966</b>	
<b>Organizational change (ORCH)</b>	Organizational Chart	5	<b>Aljohani,2023</b>	OCOS	0.963	0.958
	culture Organizational	4		OCCU	0.789	
	Human Resources	3		OCHR	0.883	
	Advanced technology	4		OCAT	0.865	

#### 2. Data normality test

By analyzing the results of Table (2), it can be seen that the variables and dimensions of the study follow a normal distribution. The distribution parameters have values higher than 0.05, which

supports the acceptability of the results presented by the study. This result is based on the null hypothesis which assumes that the data used in the study follows a normal distribution.

Table (2) Data normality test parameters

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Awareness of external environment	<b>0.180</b>	<b>118</b>	0.200*
Awareness of internal environment	<b>0.187</b>	<b>118</b>	
Awareness of current situation	<b>0.197</b>	<b>118</b>	
Awareness of current future	<b>0.173</b>	<b>118</b>	
<b>Strategic awareness</b>	<b>0.200</b>	<b>118</b>	
originality	<b>0.168</b>	<b>118</b>	
Fluency	<b>0.164</b>	<b>118</b>	
Flexibility	<b>0.193</b>	<b>118</b>	
Sensitivity to problems	<b>0.203</b>	<b>118</b>	
<b>administration creativity</b>	<b>0.178</b>	<b>118</b>	
Organizational Chart	<b>0.186</b>	<b>118</b>	
culture Organizational	<b>0.206</b>	<b>118</b>	
Human Resources	<b>0.139</b>	<b>118</b>	
Advanced technology	<b>0.135</b>	<b>118</b>	
<b>Organizational change</b>	<b>0.123</b>	<b>118</b>	

### 3. Description of the study sample

It is noted from the results of Table (3) that strategic awareness obtained an arithmetic mean of (3.30) and a standard deviation of (0.46), and this is due to the interest of the studied sample in the dimension of awareness of the current future with an arithmetic mean of (3.34) and a standard deviation equal to (0.49), while it is noted There is little interest in the dimension of awareness of the internal environment, which resulted in a mean of (3.28) and a standard deviation of (0.48). This shows that the studied sample gives greater importance to thinking and planning for the future, while showing less interest in understanding and analyzing the current internal environment. This interest centered on awareness of the future may reflect a strategic orientation of the studied sample towards development and improvement.

With a mean of (3.32) and a standard deviation of (0.48), the results also demonstrated that the sample had an interest in administrative inventiveness. This is because the dimension of creativity scored highest, and the sample was more interested in the dimension of sensitivity to difficulties, which had a mean of (3.34) and a standard deviation of (0.50). The latter has a standard deviation of (0.53) and an arithmetic mean of (3.30). This indicates that the sample under study values creativity and tactful handling of obstacles and issues. A concentrated interest in problem-solving skills might also be a sign of the sample's want to advance and enhance administrative job.

The results also indicate that organizational change obtained an arithmetic mean of (3.06) and a standard deviation of (0.29), and this is due to the interest of the studied sample in the dimension of organizational structure, with an arithmetic mean of (3.30) and a standard deviation equal to (0.50), while it is noted that there is little interest in The advanced technology dimension generated a mean of (3.04) and a standard deviation of (0.70). This shows that the studied sample

gives importance to the dimension of organizational structure and organizational change. The focused interest in the organizational structure may reflect the sample's desire to improve the organization of work and develop the internal structure of the institution.

Table 3: Description of the study variables

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
SAEE0	3.42	0.68	AIOR0	3.26	0.55	OCOS0	3.39	0.60
SAEE2	3.26	0.59	AIOR2	3.36	0.60	OCOS2	3.28	0.54
SAEE3	3.30	0.64	AIOR3	3.30	0.55	OCOS3	3.30	0.59
SAEE4	3.25	0.49	AIOR4	3.30	0.70	OCOS4	3.33	0.63
SAEE5	3.09	0.53	AIOR5	3.29	0.59	OCOS5	3.22	0.54
SAEE	<b>3.28</b>	<b>0.49</b>	AIOR	<b>3.30</b>	<b>0.53</b>	OCOS	<b>3.30</b>	<b>0.50</b>
SAIE0	3.04	0.65	AIFU0	3.34	0.53	OCCU0	3.08	0.58
SAIE2	3.30	0.56	AIFU2	3.30	0.60	OCCU2	3.06	0.54
SAIE3	3.33	0.57	AIFU3	3.30	0.63	OCCU3	2.98	0.50
SAIE4	3.38	0.55	AIFU4	3.33	0.59	OCCU	<b>3.09</b>	<b>0.50</b>
SAIE5	3.30	0.60	AIFU5	3.33	0.60	OCCU	3.00	0.39
SAIE	<b>3.28</b>	<b>0.48</b>	AIFU	<b>3.32</b>	<b>0.52</b>	OCJR0	3.09	0.56
SACS0	3.42	0.59	AIFE0	3.30	0.57	OCJR2	3.05	0.43
SACS2	3.35	0.67	AIFE2	3.32	0.60	OCJR3	3.30	0.46
SACS3	3.25	0.62	AIFE3	3.20	0.50	OCHR	<b>3.07</b>	<b>0.36</b>
SACS4	3.30	0.58	AIFE4	3.30	0.54	OCAT0	3.05	0.42
SACS5	3.20	0.60	AIFE5	3.36	0.56	OCAT2	3.05	0.47
SACS	<b>3.32</b>	<b>0.50</b>	AIFE	<b>3.30</b>	<b>0.46</b>	OCAT3	3.29	0.49
SACF0	3.39	0.54	AISP0	3.36	0.56	OCAT4	2.65	0.39
SACF2	3.32	0.49	AISP2	3.37	0.60	OCAT	<b>3.04</b>	<b>0.70</b>
SACF3	3.23	0.59	AISP3	3.34	0.56	ORCH	<b>3.06</b>	<b>0.29</b>
SACF4	3.42	0.60	AISP4	3.30	0.58			
SACF5	3.30	0.65	AISP5	3.36	0.62			
SACF	<b>3.34</b>	<b>0.49</b>	AISP	<b>3.34</b>	<b>0.50</b>			
STAW	3.30	0.46	ADIN	<b>3.32</b>	<b>0.48</b>			

#### 4. Hypothesis testing

It is noted from the results of Table (4) that there is a significant correlation between strategic awareness, organizational change, and administrative creativity, and it ranged from (0.927) between administrative creativity and organizational change to (0.914) between strategic awareness and organizational change. There is also a correlation with the dimensions of strategic awareness and organizational change in its dimensions. It ranged from (0.722) for the dimension of awareness of the current situation and organizational structure to (0.953) between awareness of the current future and advanced technology, and between the dimensions of administrative creativity and organizational change in its dimensions. It ranged from (0.738) for the dimension of sensitivity to problems and organizational structure to (0.953) between the dimension of originality and advanced technology, and this It shows that strategic awareness and administrative creativity are positively and significantly associated with organizational change. It is also noted that there is a mutual relationship between the dimensions of strategic awareness and administrative creativity with the dimensions of organizational change. These correlations

indicate the importance of providing strategic awareness and enhancing administrative creativity in the context of organizational change.

Hence, the first, second, and third main hypothesis were achieved, with an acceptance rate of (100%) for all hypotheses, and this paves the way for the influence hypothesis.

Table 4: Correlation matrix

	SAEE	SAIE	SACS	SACF	STAW	AIOR	AIFU	AIFE	AISP	ADIN
<b>OCOS</b>	.916**	.916**	.917**	.953**	<b>.946**</b>	.953**	.925**	.937**	.925**	<b>.950**</b>
<b>OCCU</b>	.737**	.747**	.722**	.734**	<b>.751**</b>	.782**	.739**	.752**	.738**	<b>.765**</b>
<b>OCHR</b>	.821**	.813**	.806**	.854**	<b>.841**</b>	.863**	.834**	.837**	.838**	<b>.857**</b>
<b>OCAT</b>	.805**	.793**	.787**	.827**	<b>.821**</b>	.857**	.806**	.817**	.805**	<b>.835**</b>
<b>ORCH</b>	<b>.890**</b>	<b>.892**</b>	<b>.879**</b>	<b>.917**</b>	<b>.914**</b>	<b>.934**</b>	<b>.901**</b>	<b>.908**</b>	<b>.904**</b>	<b>.927**</b>

The results of Table (5) show that there is a significant effect of strategic awareness on administrative creativity, amounting to (0.98), and this shows the validity of the fourth hypothesis. It is also noted that there is a significant effect of administrative creativity on organizational change, amounting to (0.78), and this shows the validity of the fifth hypothesis. From this, the sixth hypothesis can be measured. The fact that the fourth and fifth hypothesis paves the way for the validity of the relationship between the variables.

Accordingly, it is clear that there is a significant effect of strategic awareness on organizational change through the mediating role of administrative creativity, as this relationship achieved a standard weight (0.792), which means that creating an improvement of one standard weight in strategic awareness works as a catalyst for organizational change through the mediating role of creativity. Administrative and contributes to improving organizational change by (85.9%), with a standard error of (0.033). This indicates that strategic awareness plays an important role in promoting organizational change, and that administrative creativity acts as a mediator between strategic awareness and organizational change. In other words, organizational change is greatly influenced by strategic awareness, and administrative creativity mediates this relationship. Therefore, enhancing strategic awareness in the organization and enhancing administrative creativity can have a positive impact on achieving organizational change. This reinforces the importance of developing and enhancing strategic awareness and enhancing administrative creativity as essential aspects of organizational change processes.

Table (5): Standard results of the effect of strategic awareness on organizational change through the mediating role of administrative creativity

path				Estimate	S.E	C.R	R <sup>2</sup>	P	
<b>STAW</b>	--->	<b>ADIN</b>	--->	<b>ORCH</b>	<b>0.792</b>	<b>0.033</b>	<b>24</b>	<b>0.859</b>	<b>***</b>

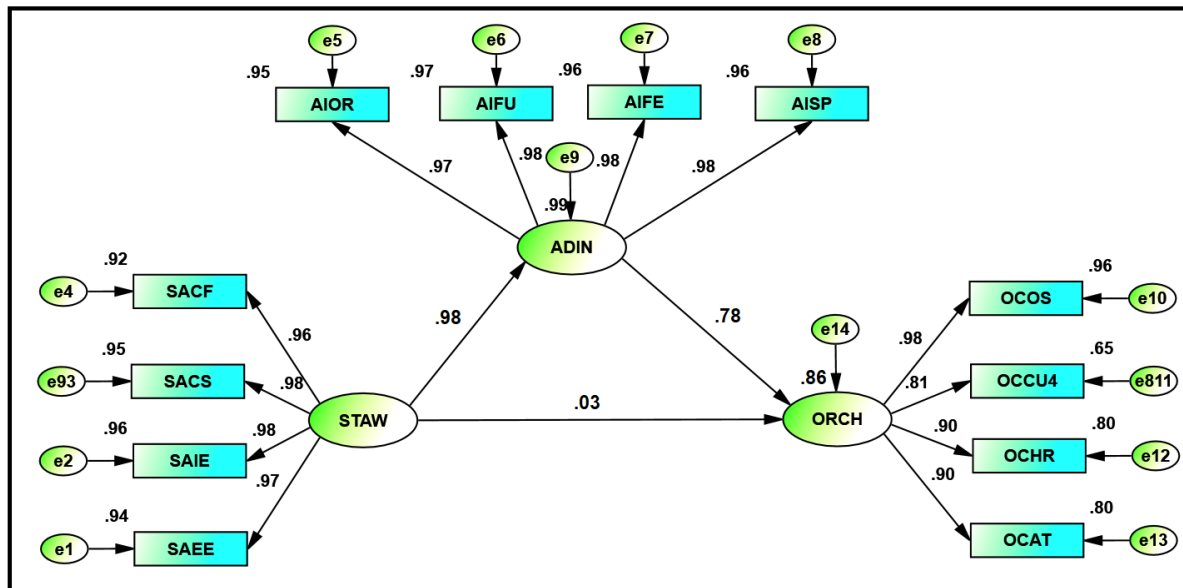


Figure (2) The standard structural model of the effect of strategic awareness on organizational change through the mediating role of administrative creativity

**PART FOUR: CONCLUSIONS AND RECOMMENDATIONS**

**First: conclusions**

1. There is a positive and significant relationship between strategic awareness, organizational change, and administrative creativity, which indicates that strategic awareness and administrative creativity enhance organizational change in the sample studied.
2. Administrative creativity works as a mediator between strategic awareness and organizational change, as strategic awareness affects administrative creativity, which in turn affects organizational change.
3. The results showed that enhancing strategic awareness in the organization contributes to motivating employees and directing them towards achieving strategic goals, which enhances organizational change and enhances the organization’s ability to adapt to new challenges.
4. The results showed that administrative creativity enhances an organization's ability to develop new and innovative solutions to organizational change problems, which contributes to achieving positive and sustainable results in the change process.
5. The studied sample suffers from a weakness in its ability to achieve organizational change, and this is due to a lack of capabilities that enhance its ability to interpret its strategic vision.

**Second: Recommendations**

1. The first stage in increasing strategic awareness in businesses is to improve employees' comprehension of the organization's strategic vision and objectives. This may be accomplished by fostering a culture of strategic thinking and offering the necessary direction and training.
2. Developing novel and experimental workplaces, encouraging creative thinking, and embracing new and unusual thoughts are all vital for boosting and improving management creativity in businesses.

3. The time, funds, and resources required to carry out the organizational transformation—along with chances for skill development—should be provided to employees.
4. Improvements should be made to collaboration and communication between work teams and other departments within the organization, as well as to the flow of ideas, information, and ongoing learning.
5. Organizational change initiatives must be tracked and evaluated, success measured, and strategies and protocols adjusted based on ongoing research and analysis.

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