Sustainable Strategic Harmonyand its Role in Enhancing Job Security An analytical Study of the Opinions of a Sample of University Leaders at Al-Furat Al-Awsat Technical University

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Abstract

This study sought to know the role of sustainable strategic harmony in enhancing and supporting job security in the organizational work environment, and the study relied on a descriptive and analytical approach. The main research problem centered on a basic question: Does sustainable strategic harmony have a role in enhancing job security?

The study focused on two main hypotheses that assume that there is a correlation and impact between sustainable strategic harmony and job security, and the Technical University of the Middle Euphrates was chosen as a community to apply the study and the university leaders working in it represented by (the university president and his assistants, heads of departments in the university presidency, deans of colleges and institutes and their assistants, heads Scientific departments and rapporteurs) A sample of the study consists of (110) respondents,The questionnaire was used as a main tool for data collection and was analyzed by the program (spssv.23). The study reached a set of conclusions, the most important of which are: There is a positive correlation between sustainable strategic harmony and job security and this indicates that sustainable strategic harmony has an effective and important role in enhancing job security in the work environment Organizational, as well as the existence of a positive impact relationship between sustainable strategic harmony and job security, and this means that enhancing the effectiveness of job security in the work environment requires the presence of efficient and effective administrative leaders in the field of harmonization between the internal and external environment and standing on the most important problems and challenges and diagnosing the strengths and weaknesses of the organization, The current study confirmed that the researched organization needs a high level of sustainable strategic harmony to enhance job security at the level of job satisfaction and plant confidence among workers, which enhances job security.

Key words: sustainable strategic harmony, job security, Middle Euphrates Technical University

Introduction

The rapid and continuous changes are the predominant characteristic of the work environment in the business world today, which requires these organizations to adopt new and advanced approaches and methods that work to detect these changes and the ability to keep pace with and adapt to them and this falls on the shoulders of the executive leaders or senior management in the organizations, and that is from Through the leaders' pursuit of compatibility or harmonization between the requirements of the internal environment and the external environment in a

sustainable manner to keep pace with and follow-up changes in the business environment and adapt to them strategically, and the importance of sustainable strategic harmony is constantly increasing because it works to support the organization strategically in several areas, the most important of which is continuous improvement, growth, development, quality and survival in a highly strategic manner. Thus, it enhances support for the internal environment of organizations and achieving the highest levels of job security, and the study sought to explore the nature of the relationship between sustainable strategic harmony and job security, and to achieve this goal, the study was divided into four main investigations, where the first topic included the scientific methodology for research and the second topic was devoted to the theoretical framework of the research variables. The third topic dealt with the field framework for research and Finally, the fourth topic covered the most important conclusions and recommendations reached by the study.

The First topic
The Procedural Structure of the Research

This topic deals with identifying the research problem, its importance, its goal, the hypothetical scheme, and the assumptions, namely:

First: The Research Problem

Strategic management is one of the most important resources on which organizations rely in the contemporary business environment, and there is no doubt that sustainable strategic harmony is one of the most important means by which executives must build an interactive work environment whose main focus is on organizational performance and work efficiently and effectively on the compatibility by providing, developing and innovating knowledge in the work environment This requires the leaders of organizations to build strategic harmony in a sustainable manner and address the problems encountered by workers in carrying out their work tasks in order to provide a safe and appropriate work environment in which confidence and cooperation are Its basis and thus the research problem crystallized in identifying the nature of the relationship between these variables through the main question of the study, which states: Does sustainable strategic harmony have a role in enhancing job security in the research organization?

This question is divided into the following sub-questions:

1 .What is the level of availability of sustainable strategic harmony in the researched organization?

2 .What is the level of availability of job security dimensions in the researched organization?

3 .Is there a significant correlation between sustainable strategic harmony and job security?

4. Is there a significant impact relationship between sustainable strategic harmony and job security?

Second: The Importance of Research

The importance of the current research lies in the fact that it touched on a vital and important topic and that many business organizations and public service organizations are in dire need of it, especially in the Iraqi environment. The importance of the research is summarized in the following points:

1 .The importance of research is embodied in providing a theoretical and practical framework for the variables of sustainable strategic harmony and job security that helps university leaders to understand their implications.

2 .The importance of research is highlighted in providing the research organization (Al-Furat Al-Awsat Technical University) with clear information about the level of availability of the concept

and dimensions of sustainable strategic harmony among university leaders and the extent of the need to enhance its dimensions in the university work environment.

3 .The importance of the research is reflected in the definition of the researched organization about the real level of availability of the dimensions of job security in it, and the extent of this level's need for support and strengthening by the higher leaders in the university as a basic pillar of organizational stability.

4. The importance of research shows the vital importance of its main and sub-variables (sustainable strategic harmony and job security) as important and contemporary approaches to achieving organizational stability and sustainable strategic success.

Third: Research Objectives

Guided by the content of the research problem and its questions, the current research aims to identify the role of sustainable strategic harmony in enhancing job security in the organizational work environment. The objectives of the research are the following points:

1 -Determine the level of availability of sustainable strategic harmony in the researched organization.

2 -Diagnosing the level of job security dimensions in the researched organization.

3 .Ensure that there is a correlation between sustainable strategic harmony and enhancing job security.

4 .Ensure that there is an influence relationship between sustainable strategic harmony in enhancing job security.

5. Work to present a number of proposals based on the results of the research that would develop the variables of sustainable strategic harmony and job security in future studies carried out by researchers wishing to in depth the current research variables.

Fourth: Research model

In light of the research problem, and in order to achieve its objectives, the hypothesis plan for the research was designed in a manner that reflects the nature of the relationships between the research variables, as the sustainable strategic harmony variable represents an independent variable and its dimensions are determined based on the model (Baker and Jones, 2008), while the job security variable represents a dependent variable Its dimensions have been determined based on the model (Alghamdi, 2018: 214), and the following is the hypothetical model of the research:

Correlation relationship
Impact relationship
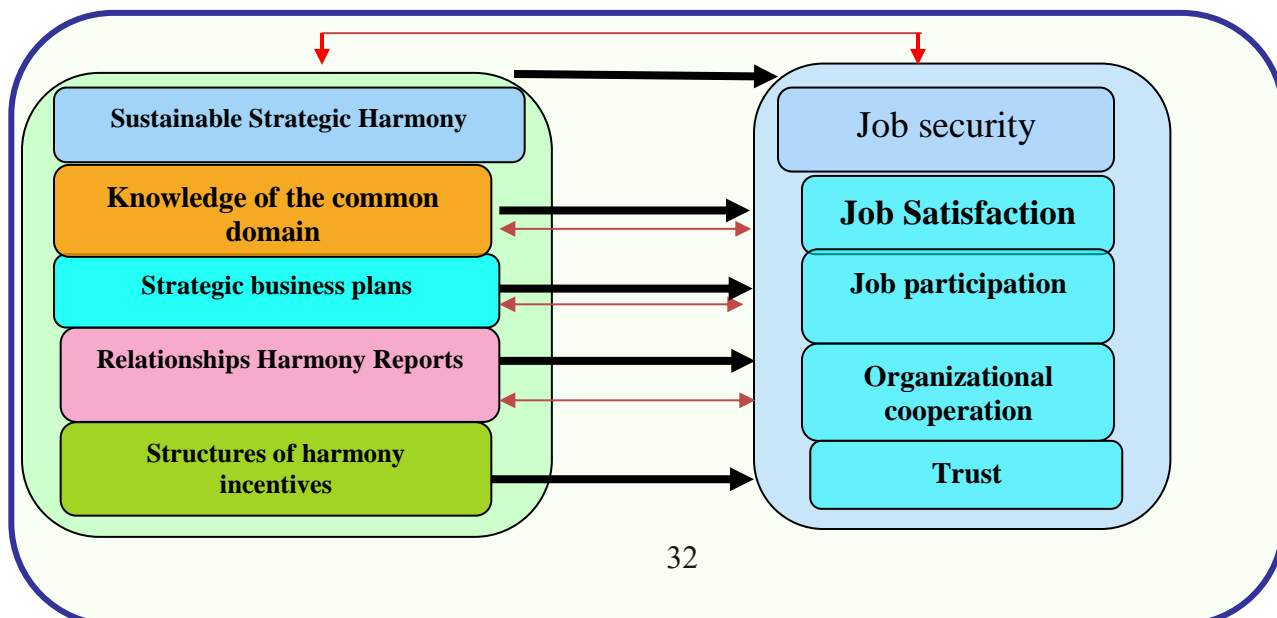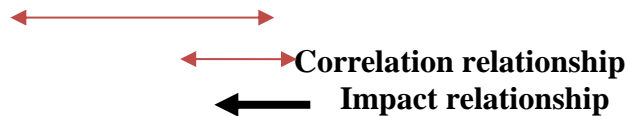
Figure (1) a hypothesis research model

Fifth: Research Hypotheses

The hypotheses represent expected claims that are consistent in their directions with what has been diagnosed in the research problem and what questions have been raised to the research problem. The current research hypotheses have been formulated in a new way that conforms to the directions of research and practical analysis of it by examining the relationship and the indirect effect of sustainable strategic harmony and job security and through statistical inference. For the hypotheses, and in order to complete the research requirements, and in order to answer his questions, a set of hypotheses have been developed that crystallize into two basic hypotheses of the current research:

1 .The First Main Hypothesis: There is a statistically significant correlation between sustainable strategic harmony and job security at the macro level and sub-dimensions in the researched organization.

The following sub hypotheses are divided into:

a. There is a statistically significant correlation between knowledge of the common field and the enhancement of job security.

B. There is a statistically significant correlation between strategic business plans and enhanced job security.

C. There is a statistically significant correlation between the relationship reports of harmony and the enhancement of job security.

D. There is a statistically significant correlation between the structures of harmony incentives and the enhancement of job security.

2 .The second main hypothesis: There is a statistically significant impact relationship between sustainable strategic harmony and the enhancement of job security at the macro level and sub-dimensions of the researched organization.

The following sub-hypotheses are divided into:

A. There is a statistically significant influence relationship between knowledge of the common field and the enhancement of job security.

B. There is a statistically significant impact relationship between strategic business plans and enhancing job security.

C. There is a statistically significant relationship between the relationship reports of harmony and the enhancement of job security.

D. There is a statistically significant relationship between the structures of harmony incentives and the enhancement of job security.

Sixth: Methods of Data Collection

The current research relied on the following methods of data collection

1 .Methods of the theoretical side: In this aspect, the researcher relied on the analytical methods of the most important available from foreign sources, specifically on scientific research published in solid scientific journals, particularly research directly related to the main and sub-research variables, as well as making use of the international information network and the Internet.

2. Methods of the practical side (field): The questionnaire Questionnaire was relied upon as the main method for collecting data and information from the research community and sample. The questionnaire was designed according to the research objectives and hypotheses, including two main parts. The first part of the questionnaire focused on general information related to personal data. For the respondent, the second part included the main research variables and their sub-dimensions. Likert's five-point scale was used to determine the answer to the paragraphs of the questionnaire, which consists of five cases: (do not agree completely, disagree, neutral, agree, completely agree).

Seventh: Research Methodology

The current research relied on the descriptive-analytical approach in order to suit this approach with the nature and objectives of the research. Thus, this approach helps the researcher to be close to reality and can describe the phenomena in an accurate and clear manner.

Eighth: the Research Community and Sample

The study community is represented in the university leaderships at the Middle Euphrates Technical University, as the university leaderships are represented by the president of the university, his assistants, department heads in the presidency of the university, the deans and their assistants, heads of scientific departments and rapporteurs in the formations of the university, and thus the total number of leaders of the Middle Euphrates Technical University is (246) This represents the research community, while the research sample was (110) leaders of the Middle Euphrates Technical University.

Ninth: Testing the Stability of the Measuring Instrument

The researcher designed the questionnaire form primarily after reviewing a number of studies in the field of sustainable strategic harmony and job security. Emphasis was placed on the apparent truthfulness and authenticity of the content by using the arbitration method for a group of specialists and academics. As for the reliability of the measuring instrument (the questionnaire), the Cronbach alpha parameter was used (Cronbach Alpha) as in the following Table (1):

Table (1) Stability Test of the Measuring Instrument

Cronbach Alpha	Number of paragraphs	Main variable	No
0.836	16	Sustainable strategic harmony	1
0.853	16	Job security	2
0.908	32	Full scale	3

Source: Researchers' preparation based on the outputs (Spss. Ver. 23).

It is evident from the results of Table (1) that the research scale is characterized by high stability, and that all items of the scale are characterized by internal consistency, and this indicator qualifies the search tool for subsequent statistical tests.

Tenth: Research Limits

The search limits can be divided into the following:

1 .Spatial boundaries: The current research was applied in the field at the Middle Euphrates Technical University in Najaf Governorate.

2 .Temporal boundaries: The current research period was limited to its theoretical and field aspects for the period from 1/10/2019 to 1/12/2020.

3 .Scientific boundaries: The scientific boundaries of the research included its main variables (sustainable strategic harmony, job security.(

4. Human boundaries: The university leaders at the Middle Euphrates Technical University have been identified as human boundaries for research and focus on (the university president and his assistants, heads of departments in the presidency of the university, deans of colleges and institutes, assistants of deans, heads of scientific departments, and rapporteurs).

Eleventh: Statistical Treatment Methods

In order to reach the results required from the research, the program (Spss.v.23) was chosen as one of the important statistical programs in statistical analysis, as well as statistical methods were used next:

1 .The normal distribution of the research variables by extracting the values of flattening and torsion

2 . Exploratory factor analysis of research variables.

3. Descriptive statistics of research variables, arithmetic averages, standard deviations, and the relative importance of their use in describing and diagnosing the research variables.

4. Simple linear correlation to find the correlation relationships between the research variables

5. Simple regression method to find influence relationships between research variables

6. Internal consistency method for measuring the validity of the questionnaire content

7. Alpha-Crownbach method for measuring resolution stability.

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The Second Topic
LITERATURE REVIEW
Sustainable Strategic Harmony and Job Security

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First: Sustainable Strategic Harmony

1 .The Concept of Sustainable Strategic Harmony

  Strategic harmony represents a top priority for many writers and researchers in business organizations, as the nature of harmony itself is to take the whole organization as a system and strengthen its functional parts to work with the same goal and within a fixed goal, and that strategy in its broadest sense revolves around harmony between internal resources and the external environment, thus the concept Strategic harmony is the extent to which goals align between the organization's stated strategy and the strategy and reality of work in the organization, and this indicates the ability of the top management in the organization to support the mission, goals and plans contained in business strategies and build the coordination nature to achieve strategic harmony (Chou et al., 2018: 2- 3). The concept of strategic harmony on a large scale is a harmony between the external environment of the organization and its strategic direction, such as the organizational structure and operations, where decision makers focus on the less effective strategic priorities in a specific organizational environment. If the strategic harmony is higher, then it focuses on more effective strategic priorities, and thus harmony The strategic represents a dynamic situation between the environment and the organizational strategy, and this situation must be more dynamic and interactive to achieve the goals of the organization, and if the organization deviates from the standard expectations of strategic alignment with the passage of time, it will face negative consequences that threaten its survival and its competitive

position, so we find that decision-makers give the highest priority to the strategies that Blends in well and appropriately with the environment of the organization in order to enhance organizational performance (Walter et al., 2013: 307). Strategic harmony is one of the modern concepts adopted by business organizations in the way that the priorities of the organization coincide with the external environment, and it is one of the most important and effective matters for executive managers, and thus the strategic harmony indicates the degree of mission and objectives of the organization and the support plans that are supported by the organization to achieve compatibility between internal business areas The external and the functional integration according to the business strategy, information technology strategy, organizational infrastructure and processes, and the ability to use modern technology in an appropriate and timely manner and in harmony with the business strategies of the organization and thus compatible with the overall strategy of the organization (Baker & Jones, 2008: 7).The concept of strategic harmony is one of the concepts that stakeholders focus on in organizations that enable a dynamic system with the external environment where stakeholders focus on strategic decision-making that affects and is affected by the goals and priorities of decisions and strategic goals according to dimensions closely related to the process of strategic harmony, such as focus on business strategies, digital technology and structures Organizational Infrastructure (Schmidt et al., 2017: 2).And that strategic harmony relates to the links between organizations that are directed to the course of action to achieve a set of intended goals, as the strategic planning and decisions of stakeholders within the business environment enables the organization to distinguish between many strategic decisions and alternatives that contribute to supporting the organization and staying in a rapidly changing environment. (Selen and ogulin, 2017: 168). And that the concept of sustainable strategic harmony is based on the commitment of employees and work groups to make the utmost joint efforts to support the strategy within the organizational unit based on knowledge and experience, and the awareness that their efforts are an integral part of implementing the organization's successful strategy and maintaining the principle of organizational strategy that is an embodiment of the desired future state of the organization to achieve Its vision and goals in accordance with the principle of alignment with the external environment in a more effective way in support of its competitive position and in line with its future goals (Ates et al., 2018: 4).And that sustainable strategic harmony indicates the desired balance to implement the strategy in all areas and in a sustainable manner, which requires effective implementation and a common understanding between the internal and external environment, standing on the most important strengths and weaknesses and following up on opportunities and threats, and this is what makes harmony desirable even when the environment is unstable. Sustainable strategic harmony focuses on integrating business-related strategies to avoid threats, seize opportunities, and sustainably leverage information on changes in the external environment (Avison et al. 2004: 226).And that sustainable strategic harmony represents a dynamic ability that contributes to reshaping the technology used in the organization, organizational resources, competencies and capabilities as a basic step in achieving harmonization between the current environment of the organization with the rapidly changing external environment by using all the mechanisms and dynamic capabilities to form strategic harmony based on organizational processes in everything related to Financial and material resources, competencies and capabilities that contribute to the harmonization process, and these capabilities represent the cause-and-effect relationship between the strategic management of the organization and its function in the field of harmonizing the

internal and external environment and thus achieving sustainability in an environment of rapid change (Pelletier and Raymond, 2014: 4-5).

2 .The Importance of Sustainable Strategic Harmony in Business Organizations

Strategic harmony represents an organizational culture that urges business leaders to pursue and succeed individual projects for employees to achieve the common goal of the organization as a whole, as strategic harmony for business organizations helps to achieve high performance in two ways as seen by (Chou et al., 2018: 5), namely:

a. The ability to make optimal use of available resources and increase returns to stakeholders, when the organization's strategy is in line with the strategic objectives of the business.

B. Business strategy often requires the support of senior management when a supportive decision is made for the work environment in a manner in which the business needs and requirements are compatible with the organization's strategy in a way that enhances its competitiveness. Thus, strategic harmony is closely and positively linked with business performance.

Strategic harmony affects all strategic and tactical levels in the organization and it is one of the most important elements that contribute to improving business performance and ensuring continuity of work, because strategic harmony is an important precedent for the organization's work, as the organization is highly harmonious is able to benefit from all of its most creative human and informational resources and thus achieve Sustainable Competitive Advantage (Hiekkanen, 2015: 2). Many researchers in the field of strategic management emphasize according to a consensus called the strategic consensus on the importance of strategic harmony in business environments, and this strategic consensus confirms the importance of the interactive effect on organizational performance resulting from the organization's interaction with the external environment in a manner consistent with its strategic priorities by focusing on the effective priorities of its internal environment. As well as paying attention to the phenomenon of group thinking, reducing conflict and working on consensus, taking into consideration alternative strategies to achieve the highest image in decision-making that is in line with performance levels. Thus, harmony between the environment and the strategic priorities of the organization is important for organizational performance and cohesion of workers to face continuous change and overcome stagnation Organizationalism that impedes future strategic change (Walter et al., 2013: 308). And that strategic harmony lies in its importance in understanding it as a permanent organizational ability that enables the organization to respond to the competitive environment and maintain the harmony of its internal and external environment with different circumstances, challenges and different times (Baker and Jones, 2008: 18). And that strategic harmony contributes to the evaluation of the course of work in accordance with the rules and procedures set for it and helps to increase the return on investment, achieve competitive advantage, provide appropriate guidance for various challenges and flexibility in work, as well as contribute to facing the challenges and seizing the opportunities facing the organization (Selen and ogulin, 2017: 169). He reminds (Ates et al., 2018: 6-7) indicates the importance of developing an understanding of the organizational leadership vision in supporting the central role of sustainable strategic harmony in a way that supports and enhances communication, cooperation and coordination that focuses on achieving the strategy, as consensus between organizational levels gives a positive image of harmony. The strategy that leads to strategic commitment by positively influencing work environment strategies in line with changes and developments in the external environment and eliminating the negative fear of failure and loss of control and thus affects the organization as a whole, as strategic harmony depends on the extent to which the manager is

strategically aligned in the sense that he reflects The strategic understanding of the CEO. The strategic understanding of senior management. (Avison et al., 2004: 223-225) believes that sustainable strategic harmony positively affects the effectiveness of the organization in terms of its ability to keep pace with modern developments and technologies and thus affects the increase in business profitability. On the contrary, the failure to adopt new technologies and keep pace with external changes leads to Hindering the organization's work seriously and thus affecting its performance. Harmony is seen to help organizations in three main ways:

1 .Increase the return on investment in modern technologies that keep pace with the work environment

2 .Helping to achieve competitive advantage

3 .Provide guidance and flexibility in responding to new opportunities.

(Polletier and Raymond,2019: 7) believe that the importance of sustainable strategic harmony in public service organizations or business organizations is a dynamic process aimed at reviewing the role, importance and directions of the organization in matching its internal environment with the external environment and its variables as an indicator of strategic merit in identifying cases. And the conditions and indicators that support the achievement of its organizational goals and objectives according to the principle of dynamic ability that focuses on flexibility in the face of rapid and profound changes in the competitive environment and that these dynamic capabilities create value for the organization and make it capable of performing its functions with the highest degree of alignment or strategic alignment with the external environment and thus work on the orientation Towards sustainability and making it rooted in its approach, albeit gradually.

3 .Dimensions of Sustainable Strategic Harmony

Many writers and researchers mention the various dimensions and basic factors that are components of sustainable strategic harmony, and that our research will depend on the model (Baker and Jones, 2008) in determining the dimensions of sustainable strategic harmony, which are four basic dimensions: (knowledge of the common area, strategic business plans, relationships And harmony reports, structures and incentives for harmony) and the following is a brief explanation of each of these dimensions:

A. Knowledge of the common domain:

This dimension helps the management or managers to produce strategic harmony in a sustainable manner and work to improve the quality of project planning, reduce information technology problems and improve organizational performance. This type of shared knowledge must exist for effective communication and communication between executives and the realistic work environment according to mechanisms and links that the leaders of organizations bear Or the higher departments in it to strengthen them and make them able to use continuous strategic planning and the organization's plans for change with changing technological capabilities in a way that supports and enhances achieving strategic alignment between the organization's environment externally with its capabilities, resources and the competence of its workers at the internal level (Baker and Jones, 2008: 18- 19).

B. Strategic Business Plans

This dimension provides an important way for the organization to maintain strategic harmony over time towards sustainability, as business plans allow organizational leaders and information technology leaders to understand the long-term vision of the organization, as this dimension focuses on having a common understanding of the organization's vision and having a strategic planning based on Skills, expertise, training and thus the development of strategic plans, thus

achieving strategic harmony and is seen as a dynamic capacity of the organization. (Baker and Jones ,2008:19).

C. Relationship harmony reports

The dimension of relationships and reporting on supporting and encouraging sustainable strategic harmony is mainly in promoting the joint development of the organization's strategy, vision and objectives that are looking for sustainability and between the business strategy. Knowledge of the common field represents the basic step for developing harmony relationships between the organization and its customers in a way that promotes sustainable strategic harmony. Thus, the relationships of harmony reports closely reflect the strategic priorities of the organization, as the highest degree of strategic harmony will be observed in the current time period compared to other negative reports (Baker and Jones,2008: 20).

D. Structures of harmont

The organizational structure at all levels in business organizations represents the main supporter in achieving a harmonious work environment based on the analysis of opportunities, risk assessment and research into the future results of the organization's business. Thus, the incentives provided by the top management of the highest level of the organizational structure represent the joint development of a distinct idea in supporting strategic harmony. Sustainable or continuous, as the incentives reinforce each other and make the organization in constant search with the rapid changes in the external environment, and thus the structure of incentives will affect the behavior of workers in the future. Therefore, the development of the organizational incentives strategy for workers will support the strategic alignment in the organization, which is linked to workers' incentives with strategic priorities The organization will observe the highest degree of strategic harmony in the current time capacity compared to supporting the organizational structure at all levels of the workers within priorities that achieve sustainable strategic harmony (Baker and Jones, 2008: 21).

Second: Job security
1 -The Concept of Job Security

Job security is one of the topics that human resources management is concerned with at all levels, as it is one of the concepts that represent the interest of workers at all job levels and has an impact on workers and that the organization works on its availability in the work environment in a way that supports and strengthens the organizational work and reflects positively on the organization's productive outputs It is the main driver of excellence, high performance, and working to keep pace with the ever-evolving work conditions (Charkhabi, 2019: 304). (Ruder and Noy, 2017: 4) believes that the concept of job security in business organizations is related to the internal work environment provided by these organizations based on security and job benefits, participation in decision-making, providing all means of support and training, raising morale, psychological stability and spreading reassurance to Employees, so that they make the employee feel that he is far from the dangers that he may face in performing his work tasks in a natural way based on trust between the boss and the subordinate, orientation towards the future and keeping pace with external changes and all these positive means towards workers provide a safe work environment dominated by high performance and documented loyalty and this is what It reflects on the stability of the organization as a whole. And (Alghamd, 2018: 214) indicates that the concept of job security is the state of feeling that makes employees feel a high affiliation and a desire to remain in the organization and this feeling results from job satisfaction and the

positive close relationship between work leaders and employees and between co-workers themselves and thus job security is Interactive social building among the stakeholders in the organization and this mutual interaction is to achieve common goals for the employees and the organization on one hand and enhance the loyalty of the organization and its affiliation with its organization in a way that ensures the fulfillment of the individual's requirements in providing a safe work environment and facilitating the employee's task in successfully performing his work on time. (Balz, 2017: 677) states that the modern or contemporary trend of business organizations is to provide a safe environment for workers, which is called job security, the results of which are clear, such as preserving workers from leaving the organization and moving towards competing organizations, and thus business organizations today are working to save the cost of means Safety, psychological comfort and achieving job satisfaction related to the responsibilities and tasks assigned to the individual, the incentive system, promotions, training and rehabilitation programs, and demonstrating aspects of concern for the employee, which generates positive behaviors among workers and makes them exert their utmost efforts to achieve the greatest degree of effectiveness and performance to reach a high degree of efficiency and skill in performing their work And achieve the goals of the organization. (Bjuggren, 2018: 8) believes that the concept of job security is a state of deep feeling among workers in the organization as this feeling generates ideas among workers that make them feel that they are part of the organization that they influence and are affected by and this is one of the most important internal factors in the work environment that help to Increasing production, raising the level of performance and strengthening the sense of belonging and loyalty to the organization in which they work, and thus contribute to the stability of the organization due to a high level of job security.

(Dachqpalli and Parumasur, 2012: 31) indicates that the concept of job security is based primarily on incentive systems and programs and organizational justice in support of workers and providing incentives of all material and moral types to them, and security is achieved by eliminating class differences between workers, establishing the principle of justice and increasing motivation towards work. Modern human resource theories of job performance emphasize the importance of a safe job environment that is based on a law that affirms that the more an individual feels safe in his work environment and his job, the more that leads to his feeling of pride, happiness, belonging and exerting all his capabilities, experiences and skills in order to achieve creativity and innovation and thus support The organization's goals, strength, resilience and ability to compete against large organizations.

The researchers believe that the concept of job security is based on many basic pillars in the work environment, such as the employee's sense of security, justice, job satisfaction, participation in decisions, cooperation, and an atmosphere of mutual trust between the boss and the subordinate, as job security begins at its highest level when the individual satisfies his needs of appreciation, respect and safety at work and achieving The self and all the effort that he does while performing his work tasks so that he feels that he is the object of respect, appreciation and pride on the part of the higher official and his colleagues in the work environment, and he has a distinguished position among them.

2 .The Importance of job Security in Organizations

Job security derives its importance from being one of the most important modern variables in human resources management, and without it, organizations cannot continue to work, as it is related to employee security and his continued performance of his work tasks and his positive

role in providing a work environment that supports creativity and innovation, facing challenges and finding solutions to problems facing workers, as safety Career represents an incentive for the confidence and motivation of employees and helps to cope with work burdens and problems effectively and boldly confront the dimensions of problems and risks and reduce future risks (Charkhabi, 2019: 305). (Balz ,2017: 678) believes that the existence of a safe work environment helps to generate creative ideas and build confidence between senior management and employees and support team work. Thus, job security provides an appropriate and stable organizational environment and climate that supports new ideas, training programs and levels of experience where there is strength for human resources programs. The clarity of organizational policies and dealing with them with a mature social interaction supporting the work environment contributes to enhancing loyalty and loyalty and building career work on the basis of trust, impartiality and favoritism in all levels and aspects of organizational work. (Alghamdi, 2018: 213-214) focuses on the importance of the safe organizational environment, as it is the main engine to drive the individual towards creativity, progress and development in the organization, where it is imperative that business organizations that aspire to success and competition to make their utmost efforts towards this engine to drive employees and mobilize their motivation in the interest of the organization's goals. During its establishment of clear and comprehensive mechanisms for training and development programs, as well as programs to eliminate work obstacles and challenges, allow workers to participate in basic decisions, give workers their role in highlighting their skills and abilities, and open the doors of the initiative to achieve job satisfaction and thus reflect on supporting a safe work environment. (Sverke et el., 2002: 243) refers to the importance of job security through its effective role in providing workers' requirements and directing them towards performing their work with high professionalism, expertise and advanced skills to achieve quality in production and be able to compete according to organizational policies and reciprocal relations with business leaders, which support the individual And his feeling of safety and stability in his work, which positively affects his performance, and thus in order for the performance of the individual to be high, he must feel stability and immunity from bullying and abuse.

3 .Job Security Requirements in the Work Environment

   The success of any organization is linked to the existence of a safe and supportive work environment for the performance of its employees and to achieving the efficiency and effectiveness of the work environment by providing all means of comfort, safety and happiness for workers such as providing health care, insurance, providing appropriate transportation, paying attention to the geographical distance and places of workers 'housing from the organization, and supporting the employee socially and his sense of social standing And his organization's interest in him, and thus, the safe job environment is one of the most basic demands of workers in all sectors to ensure that the requirements and needs of workers are provided based on laws, regulations and considerations that guarantee their rights in the work environment and by the employer and this represents the organization's commitment to providing a safe work environment (Burgard et al., 2009: 778). (Alghamdi , 2018: 217) believes that the provision of training and development programs, amenities and recreational health are among the factors that generate morale and a sense of happiness towards work, as health and commitment to work represent one of the most important basic obligations by senior management and focus on:

A. Providing an appropriate training and qualification environment for all job levels

B. Work to provide clear policies for the work entrusted to employees

C. Adopting the principle of fairness in distribution, supervision and objectivity of evaluation

D. Supporting the physical and moral stimulation systems.

E. Provide guarantees to preserve the rights of workers.

(Dachaplli and Parumasur, 2012: 33) indicates that one of the most important requirements for achieving job security is the individual's feeling that there is an affiliation between him and the organization in which he works and this is called motivated by incentives and the security of continuing to work. The presence of an environment in which all amenities and reassurance such as lighting, appropriate ventilation, taking into account temperatures and cold and other factors that affect the psyche and health of the individual, as the feeling of comfort and reassurance is one of the positive aspects that form the appropriate ground for job security and the main engine to push the individual process towards creativity and progress in the organization.

(Ruder and Noy, 2017: 11) believe that one of the basic aspects and requirements of job security in the work environment is the need for the individual to be free from restrictions, censorship, threats and other factors that generate anxiety, tension and discomfort, and the individual tends to perform his duties towards the feeling of love And respect and appreciation by his superiors and colleagues, and this generates in him creativity and innovation in all areas of his work, and that the most important requirements for achieving job security are:

A. Avoiding isolation and feeling optimistic in his work environment with his colleagues

B. Providing health and care guarantees for all workers

C. Provide all occupational safety requirements and work to provide them in all work joints

D.Paying attention to wages as a means to attract the appropriate competencies for workers and their commitment to work in the organization.

3 .Dimensions of job Security

Job security is an important topic in human resources management, and many writers and researchers in this specialization have different opinions in determining the dimensions of job security, each according to his studies and variables, and in our research this model was relied on (Alghamdi, 2018) in determining the dimensions of job security which It consists of four main dimensions, which are: (job satisfaction, job participation, organizational cooperation, and trust). The following is a concept for each of these dimensions:

A. **Job satisfaction**: the positive feeling that employees feel in general towards their work, due to the fulfillment of their needs and meeting their job requirements, and their desires at work that make them feel that they are working in a safe work environment, as job satisfaction is one of the basic goals that most organizations seek to obtain because It has a role in increasing employee productivity and motivating them (Alghamdi, 2018: 214).

B. **Functional participation**: It refers to everything that leads to achieving mutual trust and raising the morale between the leader and subordinates in the work environment, such as participation in the decision-making process because of its impact on developing the capabilities of workers at the lower levels of the organization and increases their sense of responsibility and their understanding of the goals of the organization and makes them more prepared To accept to address problems and implement the decisions they co-made (Alghamdi, 2018: 214).

C. Organizational cooperation: It is represented by the supportive management to create the appropriate and appropriate organizational climate to create an atmosphere of cooperation between groups or work teams and job security based on frankness and understanding, providing the necessary data and information among work colleagues, and giving the appropriate

opportunity for cooperation operations and taking into account the opinions of individuals working in The organization, if it is relevant and practical, has positive results, which are reflected in the effectiveness and efficiency of employees (Alghamdi, 2018: 215).

   D. Trust: It is one of the most important dimensions of job security and is represented by the expectations of working individuals about the work environment to which they belong, in which all the job requirements and requirements that make them feel safe and optimistic must be met, and thus is reflected in loyalty to the organization (Alghamdi, 2018: 215).

The Third Topic
The practical side of the Research

First: The Normal Distribution of Research Variables

     Table (2) shows the nature of the lower and upper limits of the answers of the surveyed sample that are confined between ((1) not completely agree) and (5) completely agree)) and this indicates that there are no answers outside these limits (anomalous values), as well as That is, all the values of the coefficient of kurtosis and skewness fall within the limits of ($\pm$ 1.96), which confirms to us the distribution of the entire variable of sustainable strategic harmony and job security and their dimensions are normally distributed and ready for subsequent statistical analyzes.

Table (2) Flattening and torsion values of the main and sub-research variables

Coefficient of torsion Kurtosis		Flattening coefficient Skewness		Highest answer	The lowest answer	Abnormal values	The sample	The dimension	variable
Std. Error	Statistic	Std. Error	Statistic	Statistic	Statistic	Statistic	Statistic		
.460	-.706	.230	-.416	5.00	2.00	0.000	110	**Knowledge of the common domain**	**Sustainable strategic harmony**
.460	-.284	.230	-.382	5.00	2.00	0.000	110		
.460	-.210	.230	-.406	5.00	2.00	0.000	110		
.460	.241	.230	-.526	5.00	2.00	0.000	110		
.460	.121	.230	-.677	5.00	2.00	0.000	110		
.460	.702	.230	-.556	5.00	2.00	0.000	110	**Strategic business plans**	
.460	-.585	.230	-.476	5.00	2.00	0.000	110		
.460	-1.050	.230	.078	5.00	2.00	0.000	110		
.460	-.328	.230	-.264	5.00	2.00	0.000	110		
.460	-.752	.230	-.218	5.00	2.00	0.000	110		
.460	.007	.230	-.715	5.00	2.00	0.000	110	**Relationships Harmony Reports**	
.460	-.150	.230	-.887	5.00	2.00	0.000	110		
.460	-.809	.230	-.355	5.00	2.00	0.000	110		
.460	-.569	.230	-.365	5.00	2.00	0.000	110		
.460	.779	.230	-.943	5.00	2.00	0.000	110	**Structures of harmony**	
.460	-.986	.230	-.175	5.00	2.00	0.000	110		
.460	-.787	.230	-.459	5.00	2.00	0.000	110		

.460	-.848	.230	-.330	5.00	2.00	0.000	110	**incentives**	
.460	-.901	.230	-.234	5.00	2.00	0.000	110		
.460	-.623	.230	-.604	5.00	3.00	0.000	110		
.460	.872	.230	-.957	5.00	2.00	0.000	110	**Job Satisfaction**	
.460	.561	.230	-.630	5.00	2.00	0.000	110		
.460	-.125	.230	-.339	5.00	2.00	0.000	110		
.460	-.892	.230	-.391	5.00	2.00	0.000	110		
.460	-.698	.230	-.506	5.00	2.00	0.000	110	**Job participation**	
.460	-.467	.230	-.694	5.00	2.00	0.000	110		
.460	.236	.230	-.950	5.00	2.00	0.000	110		
.460	-.546	.230	-.342	5.00	2.00	0.000	110		
.460	.367	.230	-.671	5.00	2.00	0.000	110		**Job security**
.460	1.151	.230	-.954	5.00	2.00	0.000	110	**Organizational cooperation**	
.460	.016	.230	-.401	5.00	2.00	0.000	110		
.460	.174	.230	-.648	5.00	2.00	0.000	110		
.460	-.462	.230	-.408	5.00	2.00	0.000	110		
.460	.186	.230	-.806	5.00	2.00	0.000	110	**Trust**	
.460	-.356	.230	-.538	5.00	2.00	0.000	110		
.460	-.347	.230	-.358	5.00	2.00	0.000	110		
.460	-.727	.230	-.469	5.00	2.00	0.000	110		
.460	-.446	.230	-.457	5.00	2.00	0.000	110		
.460	-.506	.230	-.457	5.00	2.00	0.000	110		

Source: Researchers' preparation based on outputs (Spss. Ver. 23).

From Table (2) we notice that all the values of the coefficient of kurtosis and skewness fall within (± 1.96), which means that all the main and sub-research variables are normally distributed.

Second: Exploratory factor analysis of research variables

When reviewing Table (3), we note that all the values of the saturation of the research paragraphs that relate to the variable of sustainable strategic harmony amounting to (16) paragraphs and job security of (16) paragraphs, and by relying on the matrix of basic components (Principal Components) that must exceed the permissible limits which are (0.5) as shown below:

Table (3) exploratory factor analysis of the main and sub-research variables

...action	Initial	The paragraphs	The dimension	variable	Extraction	Initial	The paragraphs	The dimension	va...
...57	1.000	y11	**Job Satisfaction**	**Job security**	0.704	1.000	x11	**Knowledge of the common domain**	**Sust... str... ha...**
...69	1.000	y12			0.650	1.000	x12		
...35	1.000	y13			0.706	1.000	x13		

			The Dimension					The Dimension
734	1.000	y14			0.627	1.000	x14	
766	1.000	y21	**Job participation**		0.667	1.000	x21	**Strategic business plans**
771	1.000	y22			0.684	1.000	x22	
652	1.000	y23			0.626	1.000	x23	
714	1.000	y24			0.615	1.000	x24	
642	1.000	y31	**Organizational cooperation**		0.683	1.000	x31	**Relationships Harmony Reports**
672	1.000	y32			0.726	1.000	x32	
655	1.000	y33			0.744	1.000	x33	
726	1.000	y34			0.708	1.000	x34	
566	1.000	y41	**Trust**		0.779	1.000	x41	**Structures of Harmony incentives**
779	1.000	y42			0.774	1.000	x42	
771	1.000	y43			0.713	1.000	x43	
705	1.000	y44			0.667	1.000	x44	

Source: Researchers' preparation based on outputs (Spss. Ver. 23).
We note from the data in Table (3) that the values of the saturations of all the paragraphs of sustainable strategic harmony and the variable of job security and all their dimensions are more than (0.50), which means that they are distinct and there is no need to delete any paragraph because there are no saturations less than the required limit (0.50), which means that All major and sub variables are distinct and are ready for all subsequent statistical analysis.

Third: Descriptive statistics of research variables
     This paragraph will be concerned with examining the descriptive statistics of the main and secondary research variables through the use of the weighted arithmetic mean, standard deviation, and relative importance, as in Table (4):
Table (4) Descriptive statistics of the main and sub-research variables

Standard deviation	Arithmetic mean	The paragraphs	The Dimension	variable	Relative Importance	standard deviation	Arithmetic mean	The paragraphs	The Dimension
4	4.294	y11	**Job Satisfaction**		0.865	0.655	4.355	x11	**Knowledge of the common domain**
6	4.037	y12			0.844	0.713	4.161	x12	
80	4.123	y13			0.819	0.723	4.074	x13	
5	4.002	y14			0.826	0.719	4.143	x14	
37	4.175	y21	**Job participation**	**Job security**	0.830	0.675	4.162	x21	**Strategic business plans**
72	4.218	y22			0.828	0.735	4.167	x22	
64	3.877	y23			0.692	1.006	3.480	x23	
58	4.340	y24			0.766	0.788	3.854	x24	
6	4.087	y31	**Organizational cooperation**		0.847	0.753	4.255	x31	**Relationships Harmony Reports**
72	4.055	y32			0.846	0.855	4.266	x32	
3	3.935	y33			0.752	0.968	3.861	x33	

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3	4.055	y34			0.732	0.892	3.630	x34	
2	3.782	y41			0.722	0.990	3.643	x41	**Structu…**
1	3.845	y42	**Trust**		0.775	0.923	3.915	x42	**harm…**
6	3.934	y43			0.737	0.979	3.733	x43	**incent…**
6	3.834	y44			0.806	0.818	4.019	x44	

Source: Researchers' preparation based on outputs (Spss. Ver. 23).

From the data in Table (4), we notice that all the weighted mean values were more than the hypothetical mean, which is (3), which means that there is clarity in the searched sample regarding all the research variables.

Fourth: testing the hypotheses of correlation:

The first main hypothesis: This hypothesis reported that there is a correlation between sustainable strategic harmony and its dimensions and job security at the macro level. From the data of Table (5) we notice that there is a positive correlation between sustainable strategic harmony and its dimensions and job security at the macro level of (0.624 **) at the level of Significance (0.000) and since the achieved level of significance is less than the assumed level of significance (0.05), therefore, the first main hypothesis is accepted at the research level.

Table (5) Correlation coefficients between the main and sub-research variables

Sustainable strategic harmony	Structures of harmony incentives	Relationships Harmony Reports	Strategic business plans	Knowledge of the common domain	Independent variables	
.624**	.677**	.683**	.523**	.611**	Pearson Correlation	**Dependent variable**
.000	.000	.000	.000	.000	Sig. (2-tailed)	**Job security**
110	110	110	110	110	N	

Source: Researchers' preparation based on outputs (Spss. Ver. 23).

After completing the first sub-hypothesis test, we will test the sub-hypotheses as follows:

1. There is a correlation relationship between the knowledge of the common field and job security at the macro level. Through the data of Table (5) we notice that there is a positive correlation of (0.611 **) with the level of significance (0.000) and since the level of morale achieved is less than the level of morale assumed (0.05), therefore, the first sub-hypothesis is accepted at the current research level.

2. There is a correlation relationship between the strategic business plans dimension and job security at the macro level. From the data of Table (5) we notice a positive correlation of (0.523 **) with a significant level (0.000) and since the level of morale achieved is less than the level of

morale assumed (0.05), therefore, the second sub-hypothesis is accepted at the current research level.

3 .There is a correlation relationship between the dimension of the relations of harmony and job security reports at the macro level. From the data of Table (5) we notice a positive correlation of (0.683 **) with the level of significance (0.000) and since the level of morale achieved is less than the level of morale assumed (0.05), therefore, the third sub-hypothesis is accepted at the current research level.

4. There is a correlation relationship between the dimension of the harmony incentive structures and job security at the macro level. Through the data in Table (5) we notice a positive correlation of (0.677 **) with the level of significance (0.000) and since the level of morale achieved is less than the assumed level of morale (0.05), therefore, the fourth sub-hypothesis is accepted at the current research level.

Fifth: Testing Hypotheses of Impact

The second main hypothesis: This hypothesis reported the existence of an impact relationship of sustainable strategic harmony and its dimensions on job security at the macro level. From the data of Table (6) we notice that there is a positive impact relationship between sustainable strategic harmony and its dimensions and job security at the macro level of (0.624 **) and (T = 4.637) with significance (0.000) and since the achieved level of significance is less than the assumed level of significance (0.05) so this hypothesis is accepted at the research level.

Table (6) Impact coefficients between sustainable strategic harmony and job security

Sig.	F	Sig.	T	Standardized Coefficients	Unstandardized Coefficients		Model
				Beta	Std. Error	B	
0.000^b	66.411	0.000	4.637		0.308	1.439	(Constant)
		0.000	8.078	0.624	0.063	0.618	Sustainable strategic harmony

Source: Researchers' preparation based on outputs (Spss. Ver. 23).

In addition, we note that the value of (F = 66.411) with a significant level of (0.000) indicates the morale of the research model, meaning that the sustainable strategic harmony actually affects job security, which means that all research steps are correct. After completing the test of the main influence hypothesis, we will come to test the sub-hypotheses, as in Table (7):

Table (7) Impact coefficients between the dimensions of sustainable strategic harmony and job security

Sig.	t.	Standardized Coefficients	Unstandardized Coefficients	Model

		Beta	**Std. Error**	**B**		
.522	.642		.323	.207	**(Constant)**	**Sustainable strategic harmony**
.000	6.744	.468	.054	.369	Knowledge of the common domain	
.458	-.733	-.064	.123	-.087	Strategic business plans	
.001	3.456	.353	.102	.351	Relationships Harmony Reports	
.005	2.799	.290	.105	.301	Structures of harmony incentives	

Source: Researchers' preparation based on outputs (Spss. Ver. 23)

1 .There is an influence relationship for the common domain knowledge dimension in the job security variable at the overall level. Through the data of Table (7) we notice that there is an influence relationship of (B = 0.468) and the value of (T = 6.744) with a significant level (0.000) and whether the level of significance The attained is less than the assumed level of significance (0.05). Therefore, the first sub-hypothesis is accepted to influence the level of this research.

2 .There is an influence relationship for the dimension of strategic business plans on the variable of job security at the macro level. From the data of Table (7), we notice that there is an influence relationship of (B = -0.64) and the value of (T = 0.733) with a significant level of (0.458). The achieved level of significance is greater than the assumed level of significance (0.05). Therefore, the second sub-hypothesis is rejected at the level of this research.

3 .There is an influence relationship for the dimension of the harmony reports relationships in the job security variable on the overall level, and through the data in Table (7) we notice the existence of an influence relationship of (B = 0.353) and the value of (T = 3.456) with a significant level (0.001), since the level of significance The attained is less than the assumed level of significance (0.05). Therefore, the third sub-hypothesis is accepted at the level of this research.

4 .There is an influence relationship for the dimension of the harmony incentives structures in the job security variable at the overall level, and through the data in Table (7) we notice that there is an influence relationship of (B = 0.290) and the value (T = 2.799) with a significant level (0.005) and whether the level of morale The verified person is less than the assumed level of significance (0.05). Therefore, the fourth sub-hypothesis is accepted at the level of this research.

The Fourth Study
Conclusions and Recommendations

First: The Conclusions

The research reached a number of conclusions, the most important of which were the following:

1 .The sustainable strategic harmony variable is one of the modern scientific concepts in strategic management, and it has an important and effective role in enhancing job security in the work environment, being one of the most important topics of strategic management.

2 .It has become clear that the organizational work strategy according to the standards of sustainable strategic harmony often requires the support of the higher management, as a

supportive decision must be made for the work environment in a manner that matches the needs and requirements of the work with the strategy of the organization.

3 .The sustainable strategic harmony represents a high and supportive capacity for the organization to respond to the competitive environment and maintain the harmony of its internal and external environment with different circumstances, challenges and different times.

4 .Harmony in the work environment according to the standards of sustainable strategic management is of great importance in developing and understanding the vision of managers in supporting the central role of sustainable strategic harmony in a way that supports and enhances communication, cooperation and coordination that focuses on achieving the strategy, as consensus between organizational levels gives a positive image on strategic harmony. That leads to strategic commitment.

5 .Job security provides an appropriate and stable organizational environment and climate that supports new ideas, training programs, and levels of experience, where there is a strong human resource program, clarity of organizational policies and dealing with them maturely.

6 .The job security variable is one of the effective variables that have a role in providing employees' requirements and directing them towards performing their work with high professionalism, expertise and advanced skills to achieve quality at work at its highest levels and to be able to compete in accordance with the policies and objectives of the organization.

7 .Many of the basic pillars that provide a safe work environment, such as the employee's feeling of safety, justice, job satisfaction, participation in decisions and cooperation, and creating an atmosphere of mutual trust between the boss and the subordinate are basic criteria for employee safety in his work environment.

8 .It was evident through the field (practical) aspect of the researched organization that there is a positive correlation and influence between sustainable strategic harmony and job security in the researched organization.

Second: Recommendations

In light of the conclusions reached by the current research, there are a number of recommendations, the most important of which are:

1 .The need for the organization to seek the research sample to raise the role of sustainable strategic harmony to a higher level than it is and to consolidate its dimensions in the internal work environment because of its importance in enhancing job security, supporting working individuals and achieving job satisfaction as one of the most important pillars of the organization's strategic success and internal stability.

2 .The researched organization should strive seriously and genuinely to support the dimensions of sustainable strategic harmony effectively to take its role in enhancing job security in order to raise the organisation's vitality and to take its active role in its survival and the continuation of its strategic superiority.

3 .The researched organization should increase its interest more clearly in supporting strategic business plans, identifying the common field, and promoting harmony relations and strategic incentive structures in dealing with workers and work environment conditions in order to be able to carry out work tasks in a way that guarantees a better safe job environment.

4 .The necessity for the researched organization to provide effective support for the dimensions of sustainable strategic harmony and to provide a work environment in which working individuals can communicate with each other in the organization to ensure the cross-fertilization

of knowledge ideas, skills and experiences and their spread, which leads to continuous improvement.

5 .The need for higher management or university leaders to adopt strategic and cognitive systems that enhance the existence of harmony and harmony between the internal and external environment and the involvement of workers in strategic decisions because of its great importance in increasing workers' confidence in their leaders and their organization and for them to be prepared to keep pace with change in a safe manner in their work environment.

6 .The necessity for the leaders of the researched organization to motivate workers to present new knowledge ideas that contribute to achieving harmonization and keeping pace with changes in the external environment in order to achieve the concept of strategic harmony in a sustainable manner.

7 .The surveyed organization must work its utmost to increase reliance on the job security variable by focusing on supporting organizational cooperation and enhancing job participation, thus creating an atmosphere of trust between superiors and subordinates.

8 .The need for the higher management in the organization to eliminate the barriers of change and formulate the future required to ensure the promotion and support of strategic plans in the internal work environment and thus achieve success and sustainability.

9 .The need to focus on the gaps that obstruct compatibility between organizational structures and levels that represent the basis for the principles of sustainable strategic harmony.

10. Support and strengthen scientific seminars in support of a safe work environment and support the awareness of employees and all job levels of the importance of strategic harmony, its sustainability and its application, and the importance of a safe functional work environment by motivating them and enhancing confidence in their opinions and ideas that support the organization.

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