The Impact of Organizational Culture on The Formulation of the Strategic Direction
(An Applied study in Zain Iraq Telecommunications Company - Baghdad)

Asst. Dr. Mohammad Dari Ahmed

The University of Mashreq, Baghdad, Iraq

Corresponding Author

Email：Mohammad d. Ahmed @uom.edu.iq

Asst. Dr. Mohammad Dari Ahmed ——————————————————

Abstract:

The Objective Of This Research Is To Identify The Impact Of Organizational Culture In Formulating The Strategic Direction At Zain Iraq Telecommunications, Baghdad, The Descriptive And Analytical Curriculum Was Used As Well As The Use Of The Statistical Program (Spss), This Research Has Been Applied To A Random Sample Of 291 Employees. To Achieve The Objective Of The Research, A Questionnaire Has Been Developed Using Some Of The Previous Studies To Measure Research Variables. The Research Through The App Has Come Up With A Set Of Results That Were Best: The Organizational Culture And Strategic Work Achieve The Average Ability To Work For The Employees Of The Company, In Addition To The Medium Availability Of Culture In The Company, And The Need To Adopt An Effective Organizational Culture That Increases The Level Of Strategic Direction. The Research Recommended A Set Of Recommendations, The Most Important Of Which Was The Need For Senior Management To Pay Attention To The Organizational Planning Process. To Improve The Strategic Orientation Curriculum In Labor Management, Some Important Roles Of Organizational Culture Need To Be Adopted In The Sample Of Research, Policy Development, Visions And Objectives By Promoting The Principle Of Participation, Values And Learning. The Need For The Company's Senior Management To Commit To Change And Intensify Their Interest In Its Talented Resource In Order To Educate Workers And Other Administrative Levels Involved In This Task.

Keywords: (Organizational Culture, Strategic Direction, Zain Iraq Telecommunications).

1. Introduction

Increased attention to organizational culture in business organizations because of their clear and effective impact on individuals' performance and the overall performance of the organization; The clear and strong culture of an organization provides staff with a strategic vision and a deeper understanding of the way things perform to provide them with the appropriate cultural framework and stability of employment, as well as developing sense and enhancing staff members' affiliation and increasing collective rather than individual interests, The stable social system reduces the gap between individuals' beliefs and actions and activates an effective system of control over individuals' attitudes and behaviors. Those concerns coincided with the formulation of the strategic direction and how to adopt it as a business approach in business organizations to achieve differentiation, Today's attention to strategic orientation has become more than ever before and the ultimate goal or goal that most organizations seek and pursue. The strategic orientation curriculum is an important competitive weapon in the market and the exploitation of environmental opportunities is best used to achieve differentiation and reduce the chances of loss and damage, thus increase the total profits of the organization. Achieving strategic direction is the goal and responsibility of all from senior management and the rest of the organization by spreading the dimensions of organizational culture among its members and the orientation towards competition and acquiring a competitive position that ensures its survival and continuity with organizations. So this research was presented to test this role by selecting a random sample of 291 employees who make up several different functional levels (senior management, heads of departments and unit officials) Formulated to address the research problem, a number of hypotheses were the existence of an impact relationship between the dimensions of organizational culture and the dimensions of strategic orientation and the use of a number of appropriate statistical tools. This research aims to identify and construct a theoretical chart describing the relationship and

impact between research variables and the reality of applying organizational culture and strategic direction and their adoption by the organization.

2. Research methodology and previous studies

2.1 RESEARCH METHODOLOGY

2.1.1 RESEARCH PROBLEM

The culture main concern of most researchers, because of its significant impact on the success or failure of organization. The cultural fabric has become the foundation of any organization. The extent of this interconnectedness between the fabric will negatively or positively affect the adoption of new ideas, lead the Organization and its culture to differentiation through strategic plans and ideas of strategic direction. This will help the Organization to meet external environmental challenges, but the translation of these ideas depends primarily on the creation of the human base and the development of a unified culture among their ranks. The research problem was framed in the light of several indicators, the results of the living and field interviews conducted by the researcher with a number of heads of administrative departments of Zain Telecommunications Company. The company clearly showed the need for further regulatory research efforts and studies in the field of creating coherence and cohesion between the company's organizational culture and the requirements for up-grading strategic orientation and how strategic culture can be instilled into workers' behaviors and daily practice. In this spirit, the researcher has adopted the following indicators to frame the problem of research in the following points:

1. Lack of awareness of the dimensions of organizational culture that correspond to the implementation of the strategic direction in the company.

2. There is a gap between work culture and the requirements of consolidating the concepts of strategic direction.

According to these indicators, the research problem can be expressed with a funda-

mental question: What is the nature of the relationship between the components of the company's cultural fabric and the requirements of the strategic direction?

2.1.2 RESEARCH SICNIFICANT

The importance of the study comes from the need for complementarity between organizational culture and strategic orientation, especially in the context of accelerated shifts from the traditional perspective (competition by the logic of economics of scale) to the contemporary perspective (competition by the logic of economics of scope, differentiation and excellence). The most important issues arising from this integration are:

1. The role of organizational culture in defining organizations' strategic directions has grown.

2. Adopt the organization's culture as a survival and competitive advantage approach.

3. Strategic orientation is a strategic input that can be applied only if there is a culture common to all working individuals.

4. Raising awareness and increasing the awareness of individuals working on the subject of strategy culture as it plays a role in achieving the goals.

5. Demonstrate the importance of organizational culture and its dimensions to each organization seeking to formulate a strategic direction.

6. Senior management's emphasis on organizational culture as one of the key pillars for achieving strategic direction.

2.1.3 RESEARCH OBJECTIVES

The research sought to achieve the following objectives:

1. Provide what contributes to the formulation of the strategic direction in the company in question, taking into account the role of culture in achieving this.

2. Demonstrate the strategic role of organizational culture in achieving excellence and differentiation in the competitive environment.

3. Helping senior management and decision makers understand the vital role of organizational culture in achieving strategic excellence as a competitive advantage.

4. Assisting the company under consideration in the application of procedures for organizational culture by clarifying some concepts of culture in general.

5. Develop a theoretical framework for the concepts of organizational culture and strategic orientation to help decision makers, individuals and workers understand these ideas that can be mainstreamed.

6. Providing a procedural model for the management of the company that contributes to clarifying the impact of the overlap between organizational culture and strategic direction.

2.1.4 RESEARCH HYPOTHETICAL MODEL

In the light of the research problem and its objectives, the researcher was able to prepare the hypothetical blueprint for research between the independent variable (organizational culture) in its dimensions of (organizational beliefs, organizational values, Organizational norms) and the dependent variable (strategic direction) Accordingly, the researcher designed the hypothetical model of the research as shown in figure (1) below:

Figure 1. Hypothetical model for researcher

2.1.5 RESEARCH HYPOTHSES

For the purpose of achieving its objectives, the researcher relied on the formulation of the following hypotheses:

1. Main hypothesis I: There is no statistically significant relationship between or-

ganizational culture and strategic direction.

2. Main hypothesis II: There is no significant influence between the dimensions of organizational culture (organizational beliefs, organizational values, Organizational norms) on strategic direction.

2.1.6 RESEARCH METHODOLOGY

This descriptive method was used to gather the information required by the subject and to analyze the data and information collected at Zain Iraq Telecommunications Company Baghdad.

2.1.7 RESEARCH LIMITS

1. Scientific limits (research) - Scientific research is determined in implicit organizational culture (organizational beliefs, organizational values, organizational norms) and strategic direction.

2. Spatial limits: - Zain Iraq Telecommunications Company - Baghdad.

3. Time limits: - The duration of the research's preparation from April 2023 to May 2004.

4. Human resources: - Departments, divisions, technicians, administrators and employees of the company include the subject matter.

2.1.8 RESEARCH VARIABLE MEASURMENT

The researcher relied on the gradient of the quinquennial scale (Likert) to determine the level of response of the sample in question, and this scale consists of (I don't totally agree, I don't agree, neutral, I agree, I totally agree), and to measure the research variables of (Organizational culture) and (strategic direction) and their sub-dimensions, a set of benchmarks has been adopted after adjustments and additions have been made to suit Iraq's working environment as shown in table 1 below:

2.1.9 POUPLUTION AND SAMPLE OF RESEARCH

1. research community: The current search community was represented in a sample of Zain Iraq Telecommunications Company's employees.

2. research sample: The current search sample consisted of a group of 291 staff members of Zain Iraq Telecommunications.

2.1.10 STATISTICAL METHODS USED

The measure of organizational culture and its relationship to the strategic direction has been applied to the sample of research, which amounts to 291 persons out of a total of 317 persons represented by the directors of departments, divisions, technicians, administrators and employees of the research company. The research used statistical software (Spsslpc Crosstabu -Lation), to perform the statistical processing necessary for the combined data and to achieve the research objectives and test the validity of its assumptions. The researcher used the following statistical means:

1. Percentage (ratios Percent): The partial number is divided by the total number loox.

2. The computational medium (Mean: (Arithmetic) determines the level of response to research variables.

3. Standard Deviation: To find out how dispersed values are around their computational medium.

4. Coefficient of Variation: used to measure the degree of homogeneity of answers.

5. Binding coefficient (Pearson): to measure the degree of relationship between research variables.

6. Test (T) to determine the morale of search variables.

7. Variance Analysis Method (Anova Analysis) Know the level of morale of differences revealed by the variation analysis test.

2.2 PREVIOUS STUDIES

This aspect deals with the presentation of some previous research efforts, both Arab and foreign, in order to determine their direction, results and usability. Some previous studies will be presented according to the sequence of research variables. The presentation will therefore be as follows:

Study (Al-Khafaji, 2013)	
Title of the study	Organizational Culture and Its Impact on Enhancing Job Performance: A Study in Modern Dyeing Industries. Master's Thesis.
Country of study	Iraq.
Study curriculum	Applied study.
Objectives of the study	Recognize the reality of the company's organizational culture and level of functioning. and diagnosis of the relationship between the reality of organizational culture and the level of functioning of the company.
Society and Sample Study	It included (40) a sample of employees in the company at the level of the Delegate Director, his Associate, Heads of Departments and their Associates.
Results of the study	The study found that the culture of the organization has a very positive and important role in raising the level of functioning. The relationship between the culture of the organization and the functioning of the modern dyes company is a dismissal relationship. The higher the level of the organization's culture for the better, the higher the level of functioning for the better.
Extent of utilization	Recognize previous researchers' contributions to the concept of organizational culture with a detailed definition of organizational culture.
Study (Ahmed, 2015)	

Title of the study	The role of strategic orientation in strategic capacity-building/an exploratory study of managers' views at the ready-to-wear laboratory in Mosul.
Country of study	Iraq
Study curriculum	Reconnaissance.
Objectives of the study	Increase the knowledge of the company's managers under consideration of the concept of strategic orientation, identifying and analyzing the relationship (correlation and impact) between the elements of strategic orientation and the removal of strategic capabilities.
Society and Sample Study	8 members of the work managers in the lab.
Results of the study	The imbalance in the planning process of strategic orientation elements leads to a lack of conviction and loss among individuals working on strategic capacity-building. The strategic direction determination process is not an emergency occasional process, or a seasonal process, but a permanent and related activity.
Extent of utilization	This study was used to enrich the theoretical aspect and contributed to illustrating the strategic direction mix and its importance in organizations.
Study (Hsu,2014)	
Title of the study	Effects of Organization Culture, Organizational Learning and (IT) Strategy on Knowledge Management and performance."
Country of study	Republic of Taiwan
Study curriculum	Applied study.
Objectives of the study	This study aims to explore that current companies are with IT strategy, organizational culture and organizational learning.
Society and Sample Study	Included 110 senior officials from life insurance companies.

Results of the study	The results of this study were a correlation between the IT strategy, organizational culture, organizational learning and knowledge management and performance.
Extent of utilization	See the study scale which is one of the most important metrics used by many researchers.
Study (Deek & Lian, 2008)	
Title of the study	The Impacts of Strategic Orientation, Marketing Strategy and Market Research Activities on New Product Development.
Country of study	Republic of Malaysia.
Study curriculum	Analytical study.
Objectives of the study	Identifying the implications of strategic orientation, marketing strategy and marketing research on the development of new products.
Society and Sample Study	Included 150 individuals (workers, marketing, executives) in a number of organizations represented by manufacturing organizations (food, beverages, furniture, washing powders and cosmetics).
Results of the study	Both strategic direction and marketing strategy have a direct impact on the development of new products
Extent of utilization	Enriching the theoretical and analytical aspect where the study contributed to clarifying the results and importance of the strategic direction.

2.2.1 AREAS OF UTILIZATION OF PREVIOUS STUDIES

Utilizing previous studies were in the stages of describing and defining variables, identifying the problem of studying and developing the study tool, as well as defining

the objectives and results of the study for the purpose of strengthening and building the knowledge and intellectual enrichment aspect of the current research by using these studies to describe and determine the dimensions of the research variables, and using these variables in building identification and measuring their variables to the conclusions and recommendations.

3. THEORETICAL ASPECT

1.1 ORGANIZATIONAL CULTURE

3.1.1 Concept of Organizational Culture

The term organizational culture is an important terminology commonly mentioned in various fields of knowledge and science, The views of writers and researchers have been varied(Rai,2011) It is defined as a set of shared values and beliefs shared by the organization's members that influence their behavior, behavior and orientation and govern standards of conduct to determine what conduct is acceptable and what conduct is rejected(Caruso,2017) Some promised it as a set of values, beliefs, traditions and rituals that represent ways of thinking shared by organizing members and include the perceptible, intangible and unscripted part of the organization's activities (Carvalho,Sampaio,Rebentisch,&Saraiva,2017) organizational culture is a series of beliefs, values, assumptions and symbols that help organizers to justify their experiences, expectations and goals, helping them to maintain and sustain their membership in their organizations

1.1.2 Importance of Organizational Culture

Organizational culture is key to organizations' success because of their importance in defining the organization's identity, mission, survival and cohesion through which it creates and manages culture. So understanding and understanding the culture of the organization is an essential activity for managers, In turn, it affects all the managerial

levels of the organization, every society and organization has its own culture and these cultures evolve and expand over time. Even some organizations working in the same field or in the same country may be characterized by a culture different from others by helping them to create commitment among workers and promote stability within the organization, Therefore, organizational culture is of paramount importance in the organization because of the role it plays in the stability and balance of the organization by making the behavior of individuals within its terms and characteristics and which is contrary to one element of organizational culture will be rejected or expands the horizon and understanding of individuals working on events occurring in the surroundings in which they operate, that is, the organization's culture constitutes a reference framework through which individuals interpret events and activities, in addition to its ability to predict the behavior of individuals and groups because the behavior of the individual stems from its culture.

3.1.3 Organizational Culture Determinants

Studies and research indicate four determinants of organizational culture: (Marsi, 2006)

1. History and ownership: History can reflect the evolution of organizations and leaders that have exchanged part of their culture as well as ownership if it is private or public, local or international.

2. Environment: How organizations work to deal with elements of their internal and external environment from customers, competitors, suppliers, workers and others.

3. Goals and Objectives: Organizational culture is influenced by the quality of goals and objectives the organization seeks to achieve.

4. Individuals: The preference of working individuals for the methods used to deal with them and to shape the Organization's prevailing working values and distinct cultures.

3.1.4 Cultural compatibility

Cultural compatibility is an essential pillar in directing human behavior, controlling social orientation and institutional performance, and determining organizational values in general, especially given the differences in cultures, the intellectual and behavioral outcomes of individuals, and the strategic goals of institutions. It expresses understanding and peaceful interaction between diverse communities, with a focus on accepting diversity. And respecting cultural differences. It aims to enhance positive interaction and communication between individuals from diverse cultural backgrounds without involving one culture at the expense of the other, which contributes to building effective communication bridges (Gibb & Burns, 2018)

If that companies want to create a work environment characterized by (cultural compatibility), they must focus on building basic pillars that represent the dimensions of cultural compatibility, which are (communication), understanding how individuals interact and exchange information between them, while shedding light on the influence of language and communication methods. , (Values and Beliefs) that emphasize understanding and respect for the diversity of values and beliefs among individuals, and how these differences affect their perceptions and decision-making, (Action and Behavior) understanding how emotions and interactions are expressed in multiple cultures, from nonverbal actions to respect for those differences and teamwork. To adapt to the differences in working within multicultural teams, with an emphasis on building collaborative and effective teams (Kinuthia, 2023).

3.1.5 Dimensions of Organizational Culture

1.1.1.1 Organizational values

Values are defined as joint agreements that reflect the place or environment of work so that these values are based on guiding employees' behavior within different regulatory circumstances (Holloway,Romme&Demerouti,2018) Or it's a general belief

that determines what's right from wrong and what's preferred, or not. While some see organizational values as values that may not be fixed and remain, a proportion of these values have been entrenched in our lives and deepened (Thekdi&Aven,2018) It is the absolute and determined learning of individuals that ensures to a greater or lesser extent that their values are sustained for life and remain unchanged. Organizational values are the fundamental pillar of any organizational culture, so they are at the core of the philosophy of any organization seeking to achieve its mission and objectives efficiently and effectively. That is to say, it reflects the general sentiment and attitudes of workers towards the organization, It is a reference constitution expressed through the organization's internal law, which allows for the conception of the decision and permits the expression of good perception or behavior (Bourne&Jenkins,2013) .

1.1.1.2 Organizational Beliefs

He stated that organizational beliefs are shared ideas and views about the nature of work and social life in the working environment and how to accomplish work and organizational tasks. One of the most important beliefs is to participate in the decision-making process, contribute and communicate in collective action and its impact on the achievement of organizational goals (Alomeean, 2005)

Organizational beliefs also refer to an individual's perception of something. They also reflect their understanding of truth and beliefs, which are based on knowledge and belief, and are accompanied or unaccompanied by consignments and emotional feelings. While some see it as common ideas among workers in a single working environment, they seek to apply it because it relates to how the work is done and the tasks and processes assigned to them within the organization (Gibb&Burns,2018)

1.1.1.3 Organizational Norms

These are standards that are recognized within any working organization and to which society is bound. Some may consider them to be enforceable and obligatory

as serving the organization and the working environment regardless of whether those customs are useful or useless(GhalichKhani&Hakkak,2016) It is one of the important concepts in behavioral science as well as the importance of sociology by referring to the methods of work and the actions of most individuals as members of a unified cultural society in its characteristics and components that are concerned with the study of socially and organizationally acceptable behavior(Elgamal,2018) While some believe that regulatory norms are standards that regulators adhere to because they believe they are valid and necessary for them regardless of their usefulness or usefulness, they are criteria and a set of rules and norms useful for regulation and working environment that are not written or stipulated but must be followed.

3.2 STRATEGIC DIRECTION

3.2.1 The concept of strategic direction

Strategic orientation is one of the important variables affecting the performance of organizations. It influences the management's way of thinking and functioning, focuses primarily on the organization. It continuously collects information on the needs of the target groups and the organization's potential, and then uses this information in the second place to generate value added for the beneficiaries permanently. It represents a set of broad strategies that are substantively oriented towards the formulation and formulation of the Organization's mission (who are we?) So that you give her a vision for the future (what will we be?), We create these strategies (understanding, intelligence and understanding) by understanding what philosophy, values and a set of reference comparisons for the organization to achieve its objectives (Jandab, 2013), The strategic direction reflects the organization's philosophy of how to perform business functions through a set of deep-rooted values and beliefs evidenced by the organization to achieve a successful and superior performance. It is defined as a specific approach that lays down the work of organizations through the perception of leadership

for their overall environment. In the preceding definition, the strategic thinker was based primarily on the concept of perception of leaders who had the ability to think flexibly in the face of whatever might arise or hinder the organization's course, and to prevent the achievement of its objectives. (Meisam,2014) and her colleagues argued that the strategic direction was planned interactions that indicated how the Organization could access its resources to achieve its objectives and achieve the desired level of performance, reflected in quality and leadership, and underscored the importance of access to resources and effective leadership.

3.2.2 Strategic Orientation Requirements

1.1.1.1 Strategic Thinking

Strategic thinking is a contemporary and intellectual model that contributes to harmonizing organizational potential, competition reality and the organization's future. Although strategic thinking is important and necessary, indicators and indicators confirm the neglect of the practice of this type of thinking from the presidencies of business organizations. The concept of strategic thinking work encompasses benefit and future evolution, and conceptualizing future variables in a series interconnected with what happened, what would happen, and it would help enable the organization to turn its vision into reality, the researchers said, "The purpose of the strategic thinking process is to access decisions and processes that lead to better performance, efficiency and effectiveness.

1.1.1.2 Strategic objective

The strategic objective is seen as the core of the strategy. It provides a sense of direction, exploration and individual capacity of each individual in the organization. It can also be seen at the top of the target. The strategic objective is defined as the desired future situation. The Organization's ambition, which motivates both managers and indi-

viduals working in the Organization, is also seen by those who see the strategic objective as a high-level statement of the Organization's means to achieve its vision, as well as the design of a statement to create the desired future. In addition, they are clear in most successful organizations, but this instrument overlaps with the original concept, despite the nature of the relationship between them being the part of the whole and the objective is usually inherently linked to one of the strategic orientation dimensions.

3.2.4 Strategic Direction Dimensions

The roots of the dimensions of strategic direction are relatively still under study, but it can be said that they go back to (Venkatraman, 1989) in his efforts to build and validate the measure of strategic direction, identifying the six main dimensions of strategic direction through a comprehensive study of strategic management literature and research These dimensions are (offensive, analytical, defensive, proactive, future, risk), as both (Venkatraman,1986), (Eris,2012) and (Morgan & Strong, 2003) agree on these dimensions, and form (2) illustrates these six dimensions.

3.2.4.1 Offensive

This dimension is characterized by direct confrontation and challenge when compared with and outperformed by other organizations, using strategies such as targeting the weaknesses of other organizations or using new strategies to improve product quality, publicity, advertising or capabilities Moreover, in seeking to use this dimension, organizations have a clear message that they focus on the so-called "payment strategy" ,This strategy is rarely successful in fact because it causes long-term obstacles and risks, as Morgan and his colleagues have stated that offensive orientation is linked to organizations' slow adaptation to ambient variables, and the organization's rapid development of its resources more quickly than competitors (Morgan, et.al, 2009).

3.2.4.2 Analytical

this dimension calls for solving the problems facing the Organization and urging senior management and managers in units to look deeper at the roots of the problem than an understanding of the Organization's internal and external environment to generate the best possible alternatives to the solution, This type of orientation, according to the researchers, refers to the ability to investigate in depth the underlying causes of problems and develop solutions and alternative solutions, and is linked to maintaining internal cohesion within the strategy designed to achieve the organization's objectives (Abiodun, 2011).

1.1.1.3 Defense

This dimension refers to the organization's defensive behavior, which is characterized by a focus on efficiency, quality, cost reduction and agility, and through a defensive approach the organizations focus on maintaining their level within the sector by maintaining the effective costs and efficiency they apply rather than developing their capabilities and entering into new ideas that may increase threats and reduce opportunities, This strategy is also called the cost reduction strategy, applied when the Organization wants to reduce its operations comprehensively, in order to stop a serious deterioration in the Organization's situation or to overcome a serious crisis that threatens its business presence and continuity, and this strategy represents short-term, temporary solutions, This trend reflects the organization's emphasis on strategies for defending the essence of technology and the scope of the product market through the use of cost reduction technology for operational efficiency.

1.1.1.4 Proactive

Proactive is the organization's reaction as its first act when changes occur, from another point of view, it reflects the organization's continued involvement in the search

for new opportunities and is also the primary reason for introducing new ideas, while old ideas have strategically faded into the work of the organization. The proactive dimension indicates a high degree of practical experience as a result of research and reactions when applying plans and strategies.

1.1.1.5 Future

This orientation is related to the future due to time considerations or so-called time orientation in decision-making. This qualification refers to the extent to which the future benefit is reflected in key strategy decisions, in terms of relative focus of considerations versus focus on efficiency, in other words, focus on long-term plans, research or decisions and application of a short-term focus, This characteristic is reflected in the Organization's focus on sales forecasting decisions and customer needs. This characteristic is based on environmental changes surrounding the Organization. The future direction therefore reflects the Organization's level of readiness and readiness to meet all future and anticipated environmental conditions (Morgan, et.al, 2009).

1.1.1.6 Risk Tolerance

This kind of trend explains how dangerous it is to make resource allocation decisions and potential as well as to choose products and markets, which results in it reflecting on how this risk is generally addressed as a treatment at the individual or personal level. For example, (Decision maker or Executive Director) Here, the levels of the organization's structure are shown and are expected to be reflected in resource allocation decisions and the overall decision-making pattern, defined by researchers as the rate of loss and profits that the organization earns because of its conduct or activity (Morgan, et.al, 2009).

4. RESEARCH PRACTICAL FRAMEWORK FOR RESEARCH

4.1 view and analyze the results of search variables

This focuses on presenting and analyzing the results of research variables based on the instrument of measurement (identification) and then discussing the responses of individuals of the research sample through the application of the Likert scale using descriptive statistical methods which include (weighted computational medium, standard deviation, variation factor, response intensity).

First: Organizational culture: - Represents and symbolizes the independent changing organizational culture (OC) as three dimensions of organizational culture are addressed: organizational beliefs (E), organizational values (V), and organizational customs (N).

Table 2. Analyzing the answers of members of the research sample about the dimensions of organizational culture

Dimensions of organizational culture OC	Questionnaire paragraphs	Weighted arithmetic mean	Standard deviation	Coefficient of variation
(Organizational Beliefs (E	OD1	3.74	0.96	25.67
	OD2	3.37	1.03	30.6
	OD3	3.5	0.87	24.87
	OD4	3.82	1.01	26.41
	The total	3.60	0.96	26.88

(Organizational Values (V	V1	2.98	0.96	32.34
	V2	3.33	1.06	31.96
	V3	3.60	0.96	26.88
	V4	3.66	1.15	31.50
	The total	3.39	1.03	30.67
(organizational customs (N	N1	3.8	1.12	29.45
	N2	3.53	1.18	33.56
	N3	3.15	1.01	32.15
	N4	3.6	0.95	31.98
	N5	3.46	0.99	30.87
	The total	3.50	1.05	31.60
		3.49	1.01	29.71

Source: Prepared by researchers based on the results of the electronic calculator and the SPSS statistical program

Table 2 shows the analysis of the responses of individuals of the research sample about the dimensions of OC organizational culture as follows: -

A. **Organizational beliefs (E):** The total balance of the computational medium of the paragraphs was organizational beliefs (E) (3.60), with a standard deviation (0.96%), a difference factor (26.88%), and an answer intensity (72.15%).

B. Organizational Values (V): The total of the organizational values paragraphs V achieved the third ranking according to the responses of the individuals of the research sample, reaching the weighted arithmetic medium (3.39), with a standard deviation (1.03%), a difference factor (30.67%), and an answer intensity (67.91%).

C. Organizational Customs (N): The calculus weighed for the sum of N regulatory

norms according to the responses of the individuals of the research sample (3.50), with a standard deviation (1.05%), a difference factor (31.60%), and an answer intensity (67.75%), was in the second order.

＊ The answers of the research sample members regarding the dimensions of organizational culture (OC) were at a moderate level, with the arithmetic mean between (3.39 - 3.60).

＊ Based on the values of the computational circles of the three dimensions, the independent OC organizational culture variable achieved the total weighted computational medium value (3.49), with a standard deviation (1.01%), a difference factor (29.71%) and an answer intensity (69.27%), which reflects an acceptable limit of agreement on the answers of the individuals of the research sample to keep out the OC organizational culture variable and its vertebrae. The following table shows the order of the dimensions of the OC organizational culture from the weighted computational medium and the difference factor:

Table 3. Order OC Organizational Culture Dimensions by Individual Answers Sample Search

No	Dimensions	Weighted arithmetic mean	Coefficient of variation	Ranking
1	Organizational (Beliefs (E	3.60	26.88%	first
2	Organizational (Values (V	3.39	30.67%	third
3	Organizational (customs (N	3.50	31.60%	Second

Second: Strategic orientation: - Represents and symbolizes the evolving strategic direction of SD, three dimensions of strategic direction are addressed: Vision (V), Mission (M), and Objectives (O).

Table 4. Analysis of the responses of individuals of the research sample about the dimensions of the strategic direction

Dimensions of Strategic Direction SD	Questionnaire paragraphs	Weighted arithmetic mean	Standard deviation	Coefficient of variation
(Vision (V	V1	3.66	1.09	29.88
	V2	3.73	0.89	23.75
	V3	3.12	0.99	31.65
	V4	3.53	0.96	27.15
	V5	3.72	0.92	24.79
	Total	3.55	0.97	27.44
(Mission(M	M1	3.38	0.94	31.67
	M2	3.64	0.98	32.78
	M3	3.89	0.91	27.58
	M4	3.51	0.95	31.70
	M5	3.98	0.93	31.97
	Total	3.68	0.94	31.14

(Objectives(O	O1	3.80	0.99	31.45
	O2	3.33	0.92	34.56
	O3	3.45	0.96	32.39
	O4	3.85	0.98	32.88
	O5	3.51	0.95	31.27
	Total	3.58	0.96	32.51
		3.60	0.956	30.36

Table (4) shows the analysis of the responses of individuals of the research sample on the dimensions of the strategic direction SD as follows: -

A. Vision V: The total weighted computational medium of the paragraphs (3.55), with standard deviation (0.97%), a difference factor (27.44%), and an answer intensity (71.04%), these results indicate that the V vision paragraphs are in the third order in the responses of the individuals of the research sample.

B. mission: The total of M-letter paragraphs achieved the highest ranking according to the answers of the individuals of the search sample, reaching the weighted arithmetic medium (3.68), with a standard deviation (0.94%), a difference factor (31.14%), and an answer intensity (67.03%).

C. Objectives O: The computational medium weighed for total target paragraphs O according to the answers of the individuals of the search sample (3.58), with standard deviation (0.96%), a difference factor (32.51%), and the intensity of the answer (67.26%), was in the second order.

The responses of individuals of the research sample at the level of SD strategic direction dimensions were at a moderate level of computational medium between (3.55-3.68).

Based on the three-dimensional calculus values, the SD Strategic Direction Vari-

able achieved the total weighted arithmetic medium (3.60), with a standard deviation (0.956%) and a difference factor (30.36%), and an answer intensity (68.44%), which reflects an acceptable limit of agreement on the answers of the individuals of the research sample to remove the SD strategic direction variable and its vertebrae. The following table shows the order of SD strategic direction dimensions from the weighted computational environment and difference factor:

Table 5. Order Strategic Direction SD Dimensions by Individual Answers Sample Search

No	Dimensions	Weighted arithmetic mean	Coefficient of variation	Ranking
1	(Vision (V	3.55	71.04%	third
2	(Mission(M	3.68	% 31.41	first
3	Objectives ((O	3.58	32.51%	Second

Source: Prepared by researchers.

4.2 test the hypotheses of research variables

First: Measuring the impact of research variables: This hub includes measuring the impact of OC organizational culture dimensions with SD strategic direction dimensions as in the following table: -

Table 6. Measuring the impact of OC organizational culture dimensions with SD strategic direction dimensions

Dimensions of organiza-tional culture	Dimensions of Strategic Direction	Regression coefficient (B)	(Fixed Value (A	Interpretation coefficient R^2	Calculated (f) value	(Calculated f) value
(Organizational Beliefs(E	(Vision (V	0.702	0.672	0.89	13.8	5.378
(Organizational Values (V	(Mission(M	0.523	0.638	0.76	12.9	4.298
(Organizational customs (N	(Objectives (O	0.689	0.691	0.73	11.9	4.789

From the table above, the following are shown:

1. The existence of a morally significant effect between the dimension of regulatory beliefs (E) and Vision V, with the value of the regression coefficient (0.702) and the interpretation coefficient (0.89).

2. The existence of a morally significant effect between the regulatory value dimension (V) with message M, with the value of the regression factor (0.523) and the interpretation factor (0.76).

3. The existence of a morally significant effect between the regulatory custom (N) and the O targets, with the value of the regression coefficient (0.689) and the interpretation coefficient (0.73).

4.3 Measuring the correlations between research variables: This axis includes measuring the correlation of the OC organizational culture dimensions with the SD strategic orientation dimensions as in the following table: -

Table 7. Measuring the correlation between OC organizational culture dimensions with SD strategic orientation dimensions

Dimensions of organizational culture	Dimensions of Strategic Direction	Binding coefficient ((R	(2-tailed) Sig
(Organizational Beliefs (E	(Vision (V	0.736	
(Organizational Values (V	(Mission(M	0.523	0.001
(Organizational customs (N	(Objectives (O	0.689	

Source: Prepared by researchers based on the results of the Spss v25 statistical programmer.

Explanation of results: Table No. 7 shows the linkages between organizational culture dimension variables and strategic orientation dimensions through the following: -

1. A strong and positive correlation ($r = 0.736$, $p < 0.01$) between the dimension of regulatory beliefs (E) and Vision (V) indicates that the greater the need for the company to take greater care of the dimension to and vice versa.

2. Having a positive correlation ($r = 0.523$, $p < 0.01$) between after regulatory values (V) and after message (M) this result indicates that whenever the company's organizational values are meaningful and achieve a clear message the opposite is true.

3. There is a strong positive correlation ($r = 0.689$, $p < 0.01$) between after regulatory usage (N) and after (O) targets and this result indicates that the larger after regulatory usage the greater the achievement of greater goals and vice versa.

The strength of the binding coefficient is determined by the following: -

＊Strong correlation if the coefficient value is greater than (0.30).

＊ A moderate correlation if the value of the correlation coefficient is between (0.10_0.30).

＊A weak correlation if the value of the correlation coefficient is less than (0.10).

5. CONCLUSIONC AND RECOMMENDATIONS

5.1 Conclusions

1. The results of the research were obtained through statistical analysis of the research variables and its dimension by not achieving the first main hypothesis. (There is no statistically significant correlation between organizational culture in its dimensions and strategic orientation in its dimensions) The results of the respondents of the research sample and then measured the correlation between the research variables reached (A statistically significant correlation between organizational culture in its dimensions and strategic orientation in its dimensions).

2. The results of the research were obtained through statistical analysis of the research variables and its dimension by achieving the second main hypothesis, which states (a morally significant impact relationship of organizational culture with its dimensions in the strategic direction of its dimensions).

3. The results of the analysis showed the responses of the individuals of the Zain Iraq Telecommunications Company research sample, the order and priorities of the response to the dimensions of organizational culture and the removal of strategic direction through the following:

A- Dimensions of organizational culture: -

* Organizational beliefs E: The highest ranking came among the respondents of the search sample as the total weighted arithmetic medium (3.60).

* Regulatory custom N: The computational medium weighed according to the answers of the search sample (3.50), was in the second order.

* Organizational values V: Achieved the third ranking by individual answers of the search sample, reaching the weighted arithmetic medium (3.39).

B- Strategic Direction Dimensions

* Message M: Achieve the highest ranking by individual answers of the search sample, reaching the weighted arithmetic medium (3.68).

✳ Objectives O: The computational medium weighed according to individual answers of the search sample (3.58) was in the second order.

✳ Vision V: The total weighted computational medium (3.55) was the third ranking among the respondents of the search sample.

5.2 Recommendations

1. Zain Telecommunications Management should pay more attention to the dimension of a company's organizational values because it plays a significant role in developing proposals and ideas for the types of services that can be provided to the community as well as encouraging the spirit of collective action to carry out tasks efficiently.

2. Zain Telecommunications Management must pay more attention to the vision dimension of Zain Telecommunications Company because it plays a significant role in the design and promotion of the Company's policies and objectives.

3. The company should adopt regulatory norms more closely in relation to improving performance efficiency and organizational behavior at the level of the company's employees, people and departments.

REFERENCES

1. Abdulwahab Ahmed Ali (2013), the impact of creative and proactive strategic directions in the development of new products and marketing performance: applied study on food industry companies in Yemen, master's thesis, Middle East University, Amman, Jordan.

2. Ahmed, Iman Abdul Mohammed (2015), Role of Strategic Direction in Strategic Capacity Building Exploratory Study of Directors' Views at the Ready Clothes Lab in Mosul, Biannual Journal of the Faculty of Management and Economics/Basra University, vol. VII, No. 14, 134-179.

3. Al Khafaji, Yasser Adel Mahmoud (2013), "Organizational culture and its im-

pact in enhancing career performance," Applied study at Modern Dye Industries Company, Master's thesis, Faculty of Administration and Economics, Baghdad University.

4. Al-Azawi, Sami Fayyad (2009), Business Organization Culture: Concepts, Foundations and Applications", King Fahd National Publishing Library, Riyadh Public Administration Institute.

5. Algeria, Nayel Rasul Saeed (2017), Role of Strategic Orientation in Governance Practices, Master's Thesis (unpublished), University of Baghdad/Faculty of Administration and Economics, Department of Business Administration.

6. Amr, Ahmed (2013), The impact of the organization's culture in choosing marketing strategies and the role of information technology," Applied study in the construction sector in Jordan, Master's thesis.

7. Arditi, D., Nayak, S., & Damci, A. (2017). Effect of organizational culture on delay in construction. International journal of project management, 35(2), 136-147.

8. Awadh, A. M., & Saad, A. M. (2013). Impact of organizational culture on employee performance. International review of management and business research, 2(1), 168-175.

9. Bourne, H., & Jenkins, M. (2013). Organizational values: A dynamic perspective. Organization Studies, 34(4), 495-514.

10. Buchanan, R. (2015). Worlds in the making: Design, management, and the reform of organizational culture. She Ji: The Journal of Design, Economics, and Innovation, 1(1), 5-21.

11. Caruso, S. J. (2017). A foundation for understanding knowledge sharing: Organizational culture, informal workplace learning, performance support, and knowledge management. Contemporary Issues in Education Research, 10(1), 45.

12. Carvalho, A. M., Sampaio, P., Rebentisch, E., & Saraiva, P. (2017, December). Quality, excellence and culture in the pursuit of organizational agility. In 2017 IEEE International Conference on Industrial Engineering and Engineering Manage-

ment (IEEM) (pp. 1714-1718). IEEE.

13. Chu, Z., Wang, L., & Lai, F. (2019). Customer pressure and green innovations at third party logistics providers in China: The moderation effect of organizational culture. The International Journal of Logistics Management, 30(1), 57-75.

14. Dhir, S. (2019). The changing nature of work, leadership, and organizational culture in future ready organizations. Corporate culture, Management, Leadership, Job redesign, Organizational Behavior, Innovation, Change Management, Human Resources, VUCA

15. Di Stefano, G., Scrima, F., & Parry, E. (2019). The effect of organizational culture on deviant behaviors in the workplace. The International Journal of Human Resource Management, 30(17), 2482-2503.

16. Direction, S. (2012). New media needs new marketing: Social networking challenges traditional methods. Strategic Direction, 28(6), 24-27.

17. Direction, S. (2015). Transformational leadership: the impact of its behaviors on manufacturing strategy. Strategic Direction, 31(2), 25-27.

18. Direction, S. (2022). Employee creativity and organizational innovation: Factors which drive enhancement. Strateg. Dir, 38, 29-31.

19. Eris, E. D., & Ozmen, O. N. T. (2012). The effect of market orientation, learning orientation and innovativeness on firm performance: A research from Turkish logistics sector. International Journal of Economic Sciences & Applied Research, 5(1).

20. Fel, F., & Griette, E. (2017). Near-reshoring your supplies from China: a good deal for financial motives too. Strategic Direction, 33(2), 24-26.

21. Fitria, H. (2018). The influence of organizational culture and trust through the teacher performance in the private secondary school in Palembang. International Journal of Scientific & Technology Research, 7(7), 82-86.

22. Gibb, S., & Burns, C. (2018). Organizational Values: Positive, Ambivalent and Negative Interrelations in Work Organizations. Journal of Human Values, 24(2),

116-126

23. Gürlek, M., & Tuna, M. (2018). Reinforcing competitive advantage through green organizational culture and green innovation. The service industries journal, 38(7-8), 467-491.

24. Hadida, A. L. (2013). Let your hands do the thinking! Lego bricks, strategic thinking and ideas generation within organizations. Strategic direction, 29(2), 3-5.

25. Heinze, K. L., & Heinze, J. E. (2018). Individual innovation adoption and the role of organizational culture. Review of Managerial Science, 1-26.

26. Holloway, S. S., Romme, A. G. L., & Demerouti, E. (2018). Crafting values in organizational change processes. International Journal of Social Sciences Perspectives, 3(1), 7-20.

27. Hsu, S. H. (2014). Effects of organization culture, organizational learning and IT strategy on knowledge management and performance. The Journal of International Management Studies, 9(1), 50-58.

28. Irum, A., & Yadav, R. S. (2019). Human resource information systems: A strategic contribution to HRM. Strategic Direction, 35(10), 4-6.

29. Joachim, A., & Omotayo, O. (2011). Strategic orientations and technology policy: An empirical test of relationship in developing countries. Management Science Letters, 1(3), 315-322.

30. Judge, W. Q., & Talaulicar, T. (2017). Board involvement in the strategic decision making process: A comprehensive review. Annals of Corporate Governance, 2(2), 51-169.

31. Kamal, Bo al-Sharsh (2015), "Organizational Culture: Performance in Behavioral Sciences and Management," Al-Yawm Publishing and Distribution House, Amman, Jordan.

32. Kinuthia, H. (2023). The recontextualisation and cultural compatibility of

student-centred education: the case of the United Arab Emirates. Higher Education, 1-18.

33. Liu, G., Eng, T. Y., & Ko, W. W. (2013). Strategic direction of corporate community involvement. Journal of Business Ethics, 115, 469-487.

34. Liu, H., Ke, W., Wei, K. K., Gu, J., & Chen, H. (2010). The role of institutional pressures and organizational culture in the firm's intention to adopt internet-enabled supply chain management systems. Journal of Operations Management, 28(5), 372-384.

35. Lubis, F. R., & Hanum, F. (2020). Organizational culture. In 2nd Yogyakarta International Conference on Educational Management/Administration and Pedagogy (YICEMAP 2019) (pp. 88-91). Atlantis Press.

36. Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. Strategic management journal, 30(8), 909-920.

37. Mulyana, Y. (2021). The influence of motivation, ability, organizational culture, work environment on teachers performance. Turkish Journal of Computer and Mathematics Education (TURCOMAT), 12(7), 99-108.

38. Rai, R. K. (2011). Knowledge management and organizational culture: A theoretical integrative framework. Journal of Knowledge Management, 15(5), 779-801. doi:http://dx.doi.org/10.1108/13673271111174320.

39. Salle, M. B. D. L., & Thomas, M. (2020). Are biotech and big pharma the perfect match?. Strategic Direction, 36(12), 39-41.

40. The Blind, Mahmoud Salman 2005, "Organizational Behavior in Business Organizations," Wa 'el Publishing and Distribution House, Amman, Jordan.

41. The Blind, Mahmoud Salman 2013 ", Organizational Conduct in Business Organizations", Sixth Edition, Wa 'el Publishing and Distribution House, Amman, Jordan.

42. Vavrus, F. (2009). The cultural politics of constructivist pedagogies: Teacher education reform in the United Republic of Tanzania. International Journal of Educational Development, 29(3), 303—311.

43. Warrick, D. D. (2017). What leaders need to know about organizational culture. Business Horizons, 60(3), 395-404.

44. Wu, C., Zhang, R., Kotagiri, R., & Bouvry, P. (2023). Strategic Decisions: Survey, Taxonomy, and Future Directions from Artificial Intelligence Perspective. ACM Computing Surveys, 55(12), 1-30.

45. Zeer, E. F., Tretyakova, V. S., & Miroshnichenko, V. I. (2019). Strategic directions of pedagogical personnel training for the system of continuing vocational education. The Education and science journal, 21(6), 93-121.