Strategic Awareness and its Interactive Role for Influencing Organizational Efficiency in Strategic Architecture

الوعي الاستراتيجي ودوره التفاعلي في التأثير على الكفاءة التنظيمية في العمارة الاستراتيجية

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Abstract

The research aims to test the effect of organizational efficiency on enhancing Strategic Architecture, with the presence of the interactive variable of Strategic Awareness, within the Baghdad Investment Commission.

Given the importance of variables and their impact on senior management's work and on various managerial levels to enhance overall performance, these variables must be considered from multiple perspectives.

Therefore, the research problem is embodied in its main question: "Has the Baghdad Investment Commission been able to adopt organizational efficiency in enhancing Strategic Architecture with the presence of Strategic Awareness as an interactive variable?"

This question serves as the starting point for achieving the research objective. The research community was identified within the Baghdad Investment Commission, while the research sample consisted of department heads and employees.

A questionnaire survey was used as a tool to collect data measuring the research variables across paragraphs representing its dimensions, with these dimensions covered through (52) items. (123) questionnaire forms were distributed out of the total population of (123) department heads and employees, and (105) valid forms were retrieved for analysis.

The research adopted the descriptive-analytical method utilizing a number of statistical tools (frequency distributions, arithmetic means, standard deviations) and computer programming software (AMOS V.25). The research yielded several conclusions, the most important of which is that "the Investment Commission managed to adopt organizational efficiency and Strategic Awareness to enhance Strategic Architecture, thereby increasing this awareness." Furthermore, a relationship between the three variables was found at a high level.

Keywords: Strategic Awareness, Organizational Efficiency, Strategic Architecture.

الملخص

يهدف البحث إلى اختبار أثر الكفاءة التنظيمية في تعزيز المعمارية الاستراتيجية، مع وجود المتغير التفاعلي للوعي الاستراتيجي، ضمن هيئة استثمار بغداد. ونظراً لأهمية المتغيرات وتأثيرها على عمل الإدارة العليا وعلى مختلف المستويات الإدارية لتعزيز الأداء العام، فلابد من النظر إلى هذه المتغيرات من وجهات نظر متعددة.

لذا تتجسد مشكلة البحث في سؤالها الرئيس: "هل تمكنت هيئة استثمار بغداد من اعتماد الكفاءة التنظيمية في تعزيز المعمارية الاستراتيجية مع وجود الوعي الاستراتيجي كمتغير تفاعلي؟" يُعد هذا السؤال بمثابة نقطة انطلاق لتحقيق هدف البحث. تم تحديد مجتمع البحث ضمن هيئة استثمار بغداد، بينما تكونت عينة البحث من رؤساء الأقسام والموظفين. وتم استخدام الاستبانة كأداة لجمع بيانات قياس متغيرات البحث عبر فقرات تمثل أبعاده، حيث تم تغطية هذه الأبعاد من خلال (52) فقرة. تم توزيع (123) استمارة استبيان من مجموع السكان البالغ (123) رئيس قسم وموظف، وتم استرجاع (105) استمارة صالحة للتحليل. اعتمد البحث على المنهج الوصفي التحليلي باستخدام عدد من الأدوات الإحصائية (التوزيعات التكرارية، الوسائل الحسابية، الانحرافات المعيارية) وبرنامج البرمجة الحاسوبية .(AMOS V.25) وخلص البحث إلى عدة استنتاجات أهمها أن "هيئة الاستثمار تمكنت من اعتماد الكفاءة التنظيمية والوعي الاستراتيجي لتعزيز المعمارية الاستراتيجية، من خلال زيادة هذا الوعي". علاوة على ذلك، تم العثور على علاقة بين المتغيرات الثلاثة عند مستوى مرتفع.

الكلمات المفتاحية: الوعي الاستراتيجي، الكفاءة التنظيمية، المعمارية الاستراتيجية.

1) Introduction

In the complex business environment and the increasing competition among organizations for survival and success, many organizations face the idea of collapse and failure. This pushes them to work on improving their situation in a way that restores confidence and motivates them to continue working with enthusiasm and vigor. Strategic awareness emerged as a concept in the 1980s, evolving within the framework of contemporary management scholars' interest in strategy, focusing on all stakeholders while considering the importance of external and internal factors.

In the early 1990s, specifically in 1991, Thompson presented his theory on the development of strategic awareness, starting from diagnosing comprehensive organizational change associated with strategic formulation, which revolves around determining the path and means of reaching the goal. Since then, the concept of strategic awareness has become crucial for organizations to be more strategic and a vital part of discussions on strategic thinking, strategic planning, and strategic management.

The concept of strategic awareness is a modern concept that contributes to improving the competitive performance of an organization, generating a suitable environment for innovation by monitoring all favorable changes in the technological environment and responding to them to achieve strategic success (Al-Mohammadi & Al-Dulaimi, 2022).

Strategic awareness contributes to strengthening the inferential and cognitive abilities of employees when facing exceptional or critical situations due to the challenges they encounter (Lajoie,2003). It enables organizations to comprehend changes that affect them and operate in a competitive environment, thus assisting them in taking actions to sustain their operations (Sinha& Gupta, 2014).

Additionally, Kitsios et al. (2020) emphasized that strategic awareness is one of the key drivers for sustaining strategic success in an organization. Several obstacles can affect the organization's ability to enhance strategic awareness, such as the need to reinforce or strengthen it over extended periods, employees' lack of conviction in the organization's current or anticipated strategies, and the adoption of ineffective methods by the organization to promote it (Blanco et al.,2010).

The focus is on the importance of strategic awareness by contributing to decision-making rationality and providing decision-makers with all the information that helps them make sound and rational decisions to achieve the organization's goals (Davis et al., 2012). Strategic architecture on a wide scale refers to "the clear assignment of tasks to organizational units in a hierarchical organizational sequence that makes tasks interrelated within organizational units and independent between them" (Britto et al., 2018).

It is also an adaptable framework for "organizational work," including how to coordinate resources and activities to make effective decisions (Appiah et al., 2020). The strategic architecture framework presented in the book "Designing Organizations for Value Creation: From Strategy to Structure" indicates that there are other important features

of effective management that can be learned. The framework starts with the assumption that employees generally make choices that serve their self-interest, meaning they are generally more concerned about their well-being (or the well-being of their families, colleagues, and communities) than the well-being of the organizations owners or shareholders.

to encourage employees to implement the organization's vision, organizations must ensure consistency between the major components of their organizational structure, the allocation of decision-making authority (i.e., who can make decisions within the organization), performance measurement systems (how performance is evaluated), and reward systems (rewards for success and consequences for failure) (Brickley et al., 2009).

The architecture employs the concept of assembly to create links between independently operating organizations in the system (Babiceanu & Chen, 2006), thus establishing connections between system components according to the structure. In this case, the goal (rather than decision-making) would be to disseminate knowledge more (Bratukhin et al.,2015), and therefore the organizational unit is a collaborative and independent unit in terms of environment and procedures. It exhibits social behavior and interacts with other independent cooperative organizations in the same environment. To make a decision, it considers its own goals, environmental factors, and requests from other independent cooperative organizations (Siafara et al., 2018).

Awareness patterns can be employed to adopt technology at the strategic architecture level, such as middle way programs (Marton & Booth, 2013). They can be

implemented at the level of programing languages (Zouani et al., 2021).

The "functional" intellectual school of organizational behavior sees, as one of its key effects, that the productivity and efficiency of groups are facilitated by more vertical organizational structures, as opposed to horizontal structures (Makowsky & Wang,2018).

The emphasis is on achievement, increasing productivity through employee participation, and building good relationships with cooperating organizations. It focuses on understanding the needs of customers and granting employees autonomy in decision-making, limiting central control to core matters, and allowing freedom for action and creativity, It also has a simple organizational structure and alower cost of support services.

Strategic architecture is one of the most valuable assets because of the benefits it provides through its interconnection with customers, suppliers, and other partners (Jonkers et al., 2006). Building a high-performance organization through awell-designed organizational architecture leads to cost reduction and alignment of incentives among stakeholders, managers, and employees. By doing so, the organization can expand and benefit from economies of scale and scope, specialization of work, and professional management (Chaddad, 2014).

Theoretical and empirical studies have shown that organizations consist of different elements, and their organizational structure determines their arrangement (Fjeldstad et al., 2012; Gulati & Puranam, 2009).

Organizations seek to rearrange their organizational elements in order to increase their fit with the external environment. They modify the constituent elements to deal with new opportunities and respond to new pressures arising from a changing environment. The Literature suggests that external feedback has a significant impact on architectural change, although it offers valuable insights into the relationship between environmental feedback and architectural change (Ceci et al., 2016).

The concept of organizational efficiency is widely discussed in the literature related to topics such as organizational social responsibility, employee commitment, manager-employee exchange, and employee development, (Lisboa et al., 2012).

The complexity of the concept of efficiency is evident in the diverse definitions used to describe it. The broadest accepted definition is that efficiency is a condition for achieving the highest possible outputs with the least possible inputs. It is important to distinguish this concept from effectiveness, which generally refers to the degree of achievement of specific goals (Sumanth,1994).

Therefore, efficiency focuses on inputs and their transformation process, whereas effectiveness focuses on outputs (Tangen, 2004). Organizational efficiency is the relationship between the inputs and outputs of a specific activity.

Farrell (1957) views efficiency as the ability to produce the maximum output from the available inputs. Hence, Aubyn et al. (2009) consider efficiency as the ratio by which outputs are compared to inputs, and the lower the input-to-output ratio, the higher the organization's efficiency.

According to Richard et al. (2009), organizational efficiency is defined as the extent to which an organization achieves results. In this regard, Beekun and Beedawi (1999) concluded that if managers support their teams and direct employees toward organizational goals, they can improve organizational efficiency and enhance the organizational capacity to retain talented employees and reduce turnover.

When employees feel frustrated, it can lead to a high turnover rate, negatively impacting organizational effectiveness and deteriorating efficiency and performance (Rana et al.,2009). Therefore, organizational efficiency, when present in an organization, makes it competitive and successful. Investing in available opportunities enhances the chances of success and achieves set objectives. Exploring future opportunities ensures a hidden market share that can be revealed during crises, thus ensuring the achievement of strategic goals.

Based on the above, it can be said that the research problem was embodied in a main question: "Has the Baghdad Investment Commission succeeded in leveraging organizational efficiency to enhance strategic architecture in the presence of strategic awareness as an interactive variable?"

2) Theory and Hypothesis Development

2.1 Organizational Efficiency

The concept of organizational efficiency has gained significant attention from scholars and researchers, particularly in the first decade of the 21st century, as it requires organizations to be highly unique and exceptional in order to balance exploratory and exploitative activities to achieve fit.

The dynamic business environment presents new opportunities while leveraging existing capabilities. Organizational efficiency, based on the (RBV) concept, lies in developing dynamic capabilities of matching, adapting, and integrating to reconfigure internal and external organizational efficiencies to adapt to changing environmental requirements and enhance competitive advantage (Smith et al., 2005).

Management style is a dynamic capability through which an organization can generate and modify its own operating process to improve effectiveness and competitive capacity. Improving the effectiveness of management practices leads to increased organizational capacity to meet customer environmental requirements despite continuous technological change and innovations (Sanna-Randaccio et al., 2007).

Top management can create a dynamic environment through collaborative skills that help the organization improve its processes, products, innovations, and enhance organizational efficiency (Roy & Khastagir, 2016).

For the comprehensive monitoring of organizational efficiency, specific patterns have been developed, that involve the analysis of both quantitative and qualitative characteristics. Thus, the modern approach to performance measurement suggests employing not only financial or non-financial criteria but also simultaneous and integrated analysis (Bošković& Krstić, 2018).

First and foremost, we need to review the fundamental definition of efficiency to ensure a mutual understanding of the concept. Efficiency is the ability to produce something of value without waste, whether in terms of materials, time, or energy. Quality or degree of effectiveness (Horne, 2016).

A competitive business strategy works in favor of market competitiveness, and organizational efficiency is the driving force behind shaping its strategy. It adopted the "low-cost and low-price" strategy to achieve a competitive advantage (Huang, 2016).

Therefore, it measures the extent of an organization's efficiency in using its resources (Pinprayong & Siengthai, 2012). Organizational efficiency is reflected in the improvement of an organization's internal processes, such as organizational structure, culture, and society. Therefore, measuring organizational efficiency should be seen as an integral part of business management and carefully designed as one of the key metrics for organizational success (Obele et al., 2017).

According to Raisch and Birkinshaw (2008), organizational efficiency reflects an organization's ability to efficiently manage current business requirements while being adaptable to environmental changes, as high and outstanding performance is a characteristic of organizations.

According to Bodwell (2011), organizational efficiency is the ability of an organization to capture investment links to seize opportunities together and instantly, i.e. exploring what is new and then investing in it in the best possible way. Therefore, Robbins (1990) defines organizational efficiency as the extent to which the organization achieves its short-term and long-term goals, responds to the supporters of the selection strategy, and addresses the interests of stakeholders and organizational life steps.

The so-called organizational plan proposed by Nadler et al. (1992) is a clear managerial tool (Pan, 2017). Similarly, Navarro and Dewhurst (2007) mentioned that organizational efficiency is characterized by three features: employee initiative and investment in opportunities beyond their current job functions and tasks, sufficient motivation of employees to act spontaneously without obtaining permission or support from their superiors, and encouragement of employees to work individually, including adapting to new and clearly compatible opportunities with organizational plans.

The outcomes of organizational efficiency are envisioned as the overall management efficiency in the organization that leads to superior performance through product improvement, process enhancement, and constant innovation (Roy & Khastagir, 2016). Many studies have found that organizations do not employ performance indicators systematically, making them often disconnected or even harmful to efficiency in practice (Moynihan, 2008; Perrin, 1998).

Thus, we expect a weak or non-existent causal relationship and improvement in the level of organizational

efficiency (Park et al., 2019). To achieve organizational efficiency in a competitive and rapidly changing business environment and ensure sustainable competitive advantage in the organization, transformative human resource management has become important factor for the organization (Hasan et al., 2020).

Creative and digital skills are expected to generate more innovative employees for industrial and service organizations. In this new era, managers largely adopt a strategic perspective that emphasizes knowledge-equipped human resources, contemporary skills, and the necessary skills to manage these resources as the most crucial determinants of organizational efficiency and productivity (Kaygusuz, 2016). Organizational efficiency frameworks attribute improved productivity to managers' ability to monitor participants' activities, resulting in improved time management, reduced unnecessary breaks, and reduced downtime (Kwong et al., 2018).

2.2. Strategic Awareness

Strategic awareness represents a contemporary strategic concept that plays a crucial role in helping an organization understand its internal and external environment, explore and capitalize on opportunities, and mitigate the threats posed by external environmental factors. It aims to minimize their negative effects on the organization within the competitive environment in which it operates, thereby ensuring its sustainability and achieving a competitive advantage (Al-Badayneh, 2021). Awareness encompasses the set of cognitive patterns that an individual holds in their mind about the surrounding environment.

These patterns vary from one individual to another based on their cognitive formation and the level of knowledge they possess (Schipper, 2014). According to Martin (2011), awareness is defined as the learned perception of social, economic, and political contradictions and the appropriate actions taken against elements and variables that do not align with reality.

Studies indicate that strategic management is rarely widespread in small companies, as owners may lack strategic awareness (Aureli, 2010). Researchers have different opinions on the concept of strategic awareness, which is reflected in the difficulty of defining an accurate and comprehensive concept for strategic awareness. Davis et al. (2012) defined it as a blend of strategic thinking and the manager's self-awareness, which is a critical factor in motivating or activating decision-making processes that lead to resolute responses to emerging preferences.

Tugba (2019) referred to it as comprehensive strategic intentionality related to the mission, objectives, goals, core processes, system, and organizational culture that enable the achievement of these goals. Strategic awareness is considered a dynamic capability that evolves and adapts as a tool for environmental change and more accurate external environment anticipation (Seifoori, 2020). Strategic awareness is defined as the ability of decision-makers within an organization to have a complete understanding of everything related to the organization and what is happening in its external environment, in order to avoid risks, seize opportunities, and be aware of the internal environment in terms of knowledge and understanding of the current human resources of the organization (Thompson & Martin, 2010).

It is also referred to as the degree of perception that managers have, that goes beyond the boundaries of their organizations (Davis et al., 2011). Strategic awareness increases through the recognition of internal and external variables that influence the organization (Pencarelli et al., 2009). It is also defined as a combination of strategic thinking and self-awareness of the manager (Bowman, 2016) and "the cognitive maturity for making skillful decisions to pursue sustainable well-being for business organizations" (Young, 2017).

Longo and Rotolo (2015) stated that it is a set of processes through which information is collected, analyzed, and stored from internal and external sources of the organization. Sriboonlue (2019) defines it as an administrative process through which internal organizational resources and sources of acquisition are identified, and all systems and instructions are comprehended (Dhir& Dahir,2020).

(Young, 2019; Pencarelli and Speldiani,2009; and Dyczkowski and Dyczkowska, 2015) agree on the importance of strategic awareness as it helps the organization's internal strategic awareness to enhance strengths and convert weaknesses into strengths, forming a capable organizational strength to face challenges and changes in the surrounding environment.

Strategic awareness represents the skill through which individuals can discern emerging options as a stage free from all biases and cognitive distortions. It also helps in avoiding the risks inherent in complex and interrelated environments. Strategic awareness leads to organization and balance among individuals, empowering them to align their choices between

the two environments and their personal values. Strategic awareness enables employees to participate in strategic formulation and goal setting, thus providing them with opportunities to become innovators.

Based on the above, the researcher believes that strategic awareness holds great and evident importance for individuals and organizations. Through strategic awareness, organizations can predict, diagnose, and analyze complex changes, and explore and optimize opportunities.

Consequently, organizations gain control over current situations and develop foresight for the future. Strategic awareness is a significant and active element in achieving outstanding and superior performance, which is the main goal of any organization. Managers can learn from the experiences of others worldwide and exchange expertise. A study by Joanna (2017) demonstrated the positive impact of strategic awareness on the effective implementation of a supervisory system, contributing to the conservation and optimal use of resources to achieve organizational objectives. Strategic awareness allows employees to understand everything happening inside and outside the organization, helping them regulate resources and improve output quality to achieve organizational goals more effectively.

External awareness is defined as the ability to see systems holistically by understanding the characteristics, forces, patterns, and interrelationships that shape the behaviors and environmental interactions that affect the organization and should be considered (Turkay et al., 2012). The degree of internal strategic awareness allows for better integration of personal goals with organizational goals, enabling

entrepreneurs to verify the coherence and viability of the chosen path in relation to the designated strategic objective, which is considered the most desirable (Pencarelliet al., 2008).

Internal awareness is defined as "the intention of workers and managers and their desire to develop themselves with the help of others to become conscious, positive individuals contributing to the well-being of society" (Young, 2017). Increasing awareness enhances current and expected success, and awareness represents an important ability that influences performance outcomes, helping to transform potential into keys to success, maximize the benefits of the learning curve and demonstrate impact.

Hasgall & Shoham (2008) explained that the ability to implement strategic aspects facilitates the flow of orders without obstacles within the organization, making it more dynamic and increasing employees' ability to embrace change. The organization becomes more competitive because of genuine excellence, which makes it attractive to employees who enjoy freedom of action and are motivated by the system's interest.

Siddh et al. (2018) suggested that by focusing on quality materials, processes, and outputs and aligning them with strategies that emphasize the economic, environmental, and social aspects, organizations can ensure adherence to the strategy. Managers' awareness of their strategic role in developing the organization as a whole is crucial.

Luoma (2005) stated that strategic awareness supports the stability and performance improvement of employees, achieving organizational and environmental performance characterized by uniqueness and ensuring task execution

considering organizational priorities and quality customization according to strategic initiatives (Jackson et al., 2003).Previous studies have indicated that strategic planning processes have been influenced by strategic awareness (Halis et al., 2010; & Naktiyok et al., 2009) mention that strategic awareness has inevitable effects on the strategic planning process. Therefore, it is essential to determine the architecture of awareness to assess its effects on strategic planning and evaluate its impact on organizational performance (Oguz et al., 2012).

2.3. Strategic Architecture

Currently, there are processing architectures that allow real-time data handling through the design of configurable networks. By focusing on the interaction between strategic architectural engineering and structural software architecture, the organizational structure is understood as the fundamental organization of activities and decision-making rights over organizational assets (De los Angeles Martin & Divan, 2016).

The term "strategic architecture" was first documented in the book "Organizational Architecture: Designs for Changing Organizations," initially stemming from the discipline of organizational design. However, strategic architecture has been adopted to refer to a broader set of organizational characteristics and to encourage a "holistic approach" to organizational designs, involving the creation of continuous management of business structure "for organizing the future," encompassing all formal and informal systems and their interactions.

Strategic architecture is the overall description of all the strategic management components of the organization, as

well as its structural, functional, and application descriptions, which include the relationship with all tangible and intangible resources necessary for continuous development processes (Bojinov, 2016). It is defined as a collection of high-level perspectives and criteria that guide cohesive design, implementation of organizational processes and structures, and the provision of information and technology within the organization (Foorthuis et al., 2015).

Strategic architecture requires managers to engage effectively in the transformative change process, selecting individuals capable of managing this transformation and development within their organizations, to progressively develop the organizations and guide them toward the desired goal (Sadaf et al., 2017). The ultimate goal of organizational architecture is to design an organization that maximizes customer value while improving organizational performance by aligning all aspects of the organizational system (Mojsovska & Lauterborn, 2015).

Strategic architecture is about creating a comprehensive view of the organization to provide it with the ability to understand its structure and operation (Pereira & Almeida, 2014). It is defined as the organization's capacity for stability and balance in acquiring and effectively deploying resources (Elsawaby, 2009). The authors have also defined it as "all systems, structures, management processes, technologies, and strategies that comprise the organization's operation" (Nadler, 1995,18).

The authors have identified strategic architecture as the necessary building blocks for organizational growth, including organizational structure, organizational culture, and employee development (Alblawi et al., 2017). It is a

cohesive set of principles, methods, and models employed in the design and achievement of organizational structure, competitive operations, software, and infrastructure (Stare, 2011).

Yin (2014) clarified that it enhances performance efficiency and removes constraints that hinder productivity and impede the normal interaction between managerial variables by bringing about effective radical changes in prevailing administrative situations, methods, and concepts, thereby maximizing efficiency and effectiveness rates within the organization.

To understand the essence of strategic architecture and its practical applicability, it is necessary to clarify its specific structural units. Business strategic architecture serves as a bridge between the business model and the organization's strategy on one side, and the organization's economic functions on the other. It connects the organizational functional structure in terms of business services and information.

Organizational design and strategic architecture are two fundamental concepts that are interrelated with the same principle of understanding and acquisition within the organization. Analyzing both concepts can enhance strategic architecture in terms of efficiency and electronic effectiveness (Soviana, 2013). In the process of organizational design, strategic architecture determines the relationship between system users and design (Goncalves, 2009). It encompasses the relationship between organizational work and employees, structural strategy, and structure, as well as more specific issues such as work processes and leadership (Weingarden, 2011).

The significance of architecture lies in providing a comprehensive view of the project. Within the limited areas of expertise present in the project, there is often some form of architectural practice, that varies in maturity. Well-defined architecture is an important asset for adapting new developments within the context of current operations, information technology systems, and other organizational assets, and identifying necessary changes.

Good strategic architecture helps organizations innovate and adapt by providing stability and flexibility (Allen & Henn, 2007). Strategic architecture also reduces information technology costs and time to market. Organizations currently deal with a complex environment where managing the entire organization and making the right decisions is challenging. Organizational architecture serves as a tool to reduce business complexities, because this complexity is associated with the internal and external capabilities of the organization (Roest, 2013).

Business strategic architecture defines business strategies, goals, processes, organizational structure, roles, and responsibilities, in addition to their interconnections (Shoilekova, 2021). According to Daft (1998), it is "a tool that specifies formal communication channels, hierarchical levels of management, and supervisory scope." Nahm et al. (2003) view it as the "description of task distribution, authorities, and work procedures among employees."

Ashshmma (2009) sees it as "a set of patterns employed by the organization to distribute differentiated tasks and coordinate among workers, in addition to delegating authority and responsibilities to departments and defining formal organizational relationships." According to Ubani

(2012), organizational structure serves as a "framework for management adopted to oversee various organizational activities." A study by Salama (2018) indicated that organizational culture is a crucial element in today's organizations, with its importance stemming from being a philosophical and practical orientation enabling adaptation to modern changes and shaping future visions through the organizational reference embodied by the organizational culture.

Aghajani et al. (2018) suggested that organizational culture is the unique pattern of values, shared rules of socialization, language, and symbols, that form organizational processes, help coordinate employee behavior, and give identity to the organization. Given the impact of organizational culture on employee performance, managers must understand organizational culture as a priority in organizational activities.

Global technological trends such as big data and the rise of artificial intelligence have made organizations capable of changing and adapting their organizational structure, architecture, and workforce, all of which are highly important for their competitive strategy. Transformational changes within business ecosystems, business units, and functions in organizations have been imposed to build their capabilities (Weill & Woerner, 2018).

Consequently, organizations need to accelerate the development of adaptive capabilities to ensure that their competitive business can meet the increasing complexity of environmental needs. Additionally, organizations need to embark on a business transformation journey to become

high-performing in the "future-ready" digital economy (van de Wetering et al., 2020).

2.4. Strategic Awareness and Strategic Architecture

The main goal of establishing a structure to support decision-makers in improving situational awareness is to improve system efficiency. It is necessary to supervise the information aggregation from various program units (Ardito et al., 2020). Specific information flows can be employed to identify weaknesses and determine the flows between different critical systems. This analysis provides valuable inputs for improving information flows between organizations (Bahşi et al., 2019), in addition to providing various other benefits (Alotaibi& Alsinan, 2016).

Kokkonen (2016) argues that the latest architecture for acyber security situational awareness system includes data integration and exchange with trusted partner organizations. It also involves employing acyber security situational awareness system to mitigate the intensity of threats. A multi-level cognitive architecture is presented that can be used to model the mental processes of the beneficiaries.

The architecture covers not only basic-level cognitive processes but also self-awareness and self-interpretation (Treur& Glas, 2021). Architectural organizations must purchase a significant amount of electronic information resources to achieve maximum beneficiary satisfaction. Therefore, researchers feel the need to study awareness and employ electronic resources (Partap& Ranga, 2021).

A study was conducted to determine whether the results of situation awareness for the model align with a method associated with other human factors such as attention and

working memory. The cognitive architectural modeling approach may be suitable for simulating situation awareness (Rehman et al., 2019). The main purpose of this work is to facilitate and guide the design of stable architectures for new systems and to improve advanced systems with architectural stability (Salama et al., 2019). Hence, the first hypothesis is proposed.

H1: There is a significant effect of strategic awareness, including its dimensions, on strategic architecture and its dimensions.

2.5. Organizational Efficiency and Strategic Architecture

Strategic architecture enables beneficiaries to provide low-latency transition services and effective utilization of server resources through hierarchical arrangements of specialized technological architecture.

The core idea of the architecture is to provide beneficiaries with content-specific and computation-specific services based on processes through hierarchical configuration of technological architecture (Lee & Lee, 2018).

The technological strategic architecture comprises powerful servers and storage devices. The resources of the technological architecture are efficiently controlled by the fundamental units of technological units through control strategies based on demand load (Hu et al., 2017). A study found that practice and knowledge are the two key elements for implementing efficiency.

The results revealed that the level of practice in implementing efficiency is low, whereas the level of knowledge is good. This means that customers have good knowledge about energy utilization efficiency, which will enhance awareness among workers.

Organizations are interested in adopting new business models to accurately improve resource investment. Due to the presence of several factors affecting business feasibility, such as regional laws and regulations, environmental conditions, energy pricing, building structure and characteristics, investment infrastructure, and availability of funding sources, it is necessary to assess the adoption of any energy utilization efficiency indicators, especially when investment costs are high (Suciu et al.,2018).

Depending on network speed and server load, processing in cloud computing may take longer to execute (Bachmann, 2017). This computational model works to improve performance and gain support from technological architecture in terms of efficient processing and storage facilities in communication fields (Ejaz, 2019). Therefore, the second hypothesis is proposed.

H2: organizational efficiency, including its dimensions, has a significant effect on strategic architecture and its dimensions.

2.6. Strategic Architecture as a Mediator between Strategic Awareness and Organizational Efficiency

Strategic awareness is closely linked to the interpretation of issues that are viewed as strategic issues. Therefore, it is strongly influenced by the efficiency of environmental monitoring and managers' interpretation (Pencarelli et al.,2008). Among the factors and behaviors, "awareness and knowledge" were selected and assessed within the scope of energy efficiency practices.

Effective implementation of energy efficiency practices relies on the awareness and knowledge of executive managers in energy efficiency applications (Kitada & Ölçer,2015b). Without awareness, knowledge and skills cannot be effectively used (Banks et al., 2011) because attention is required to employ acquired knowledge, which can be achieved through awareness (Beşikçi et al.,2021). The results indicate a moderately significant relationship between knowledge skills and academic achievement. Meaningful insights have been established regarding cognitive awareness and learning efficiency. Therefore, the research focused on the benefits of developing cognitive awareness to achieve better outcomes in the teaching and learning process (Bogdanović et al., 2017).

This study explores the factors related to the implementation of innovative energy efficiency applications in supply chain management, highlighting the barriers that hinder the sustainable use of different energy types. This study also illustrates how understanding community awareness factors of an effective energy supply chain leads to cost savings and innovative supply processes through monitoring various indicators. Granting freedom in the

workplace, along with promoting well-being, will result in increased productivity (Jraisat & Hattar, 2017).

In the field of education, a study by Ergenoglu and Bayraktaroglu (2016) found that strategic architecture is one of the functions that should be responsible for implementing comprehensive design policies and relies on a high level of awareness. Despite identifying levels of awareness among architectural students, the results do not actually indicate a comprehensive environment.

The architecture of awareness was designed with three units; the first unit gathers information from either the environment or from the user. The second unit contains the previously collected information and provides a drive for inference about explicit information. The third unit interfaces with the awareness application programing interface, providing assistance and services for managing this information (Kenfack Ngankam et al., 2020).

The relationship between employee commitment to the organization and organizational success is often described as a social exchange process (Chao et al., 2013). Scholars (Chang et al., 2009; Peng & Chiu, 2010; Tyler & Gnyawali, 2009) have discussed mediating variables such as job requirements and resources, employee motivation, social exchange, economic exchange, transaction cost, resource conservation, and innovation diffusion (Gagnon et al., 2014).

The theories of learning over the past fifty years have concluded that despite the absence of an ideal learning theory, learner autonomy achieved through enhancing awareness of strategies is one of the key elements in learning (Ghahari & Basanjideh, 2017). A study by Caiaphas et al. (2019) focused on cognitive strategy awareness among a

diverse group of academic backgrounds, but no investigation has been conducted on the awareness and use of cognitive strategies by students (Rani, 2022). Results from structural equation modeling indicated that the use of social media by organizations was positively associated with employees, leading to enhanced knowledge acquisition (Kim et al., 2019).

Pencarelli et al. (2009) demonstrated that the entrepreneurs interviewed were thinking or implementing different growth strategies, often hindered by insufficient strategic awareness and inadequate abilities to independently conduct SWOT analyses for their organizations, in addition to the inability to organize and arrange available information in a clear conceptual map. A

study by Kataou (2008) found that organizational efficiency is enhanced when management attaches sufficient importance and implements appropriate strategies, such as job evaluation and design, salaries and rewards, training and development, all of which contribute to enhancing organizational efficiency. Rizov and Croucher (2009) found that employee turnover rates were lower when companies had a commitment policy, indicating that (HRM) plays a crucial role in the relationship between employee turnover and organizational efficiency (Muhammad et al., 2021). Expectancy theory suggests that employees are more likely to be motivated to exert effort to achieve valuable goals they believe they can attain (Ansari et al., 2017). Therefore, the third hypothesis is proposed:

H3: Organizational efficiency and strategic awareness interact significantly in terms of their impact on strategic architecture.

3) Theoretical Framework and Research Justification

This study explores the relationship among organizational efficiency, strategic awareness, and strategic architecture in the context of an investment authority, by considering the following points:

A. Enhance the level of organizational efficiency within the investment authority and its employees.

B. Giving special attention to leadership participation as individuals in organizational efficiency after understanding its principles will stimulate the strategic architecture of the investment authority. This will encourage them to improve their research on opportunities, persist in their current and future activities, set precise goals, plan effective administrative events, persuade others with their directions, commit to service quality standards, protect investors' interests, provide facilities to them, search for information, and establish a moral character that ensures the independence of the authority's actions and embraces competitive activities. This will be achieved through the expertise and organizational capabilities of the authority, supported by its top management in the field of competition by providing new services that bring a qualitative shift in the authority's policies.

C. Strategic awareness, organizational efficiency, and strategic architecture are among the most prominent topics that have received significant attention in the fields of business management and organizational behavior, aiming to bridge the knowledge gap in this area.

D. Organizational efficiency is a fundamental element for building an overall strategy that seeks to achieve the goals of the investment authority and gain a competitive advantage through strategic architecture. Strategic architecture is the social energy that drives an organization to work or hinders it from functioning.

E. Investment authorities represent important sectors that directly impact on individuals. Therefore, they need a high level of awareness of environmental variables in order to manage internal organizations in line with these changes. Hence, they require a strategic architecture that helps improve their performance, and develop their services and products. Figure (1) illustrates the theoretical model.
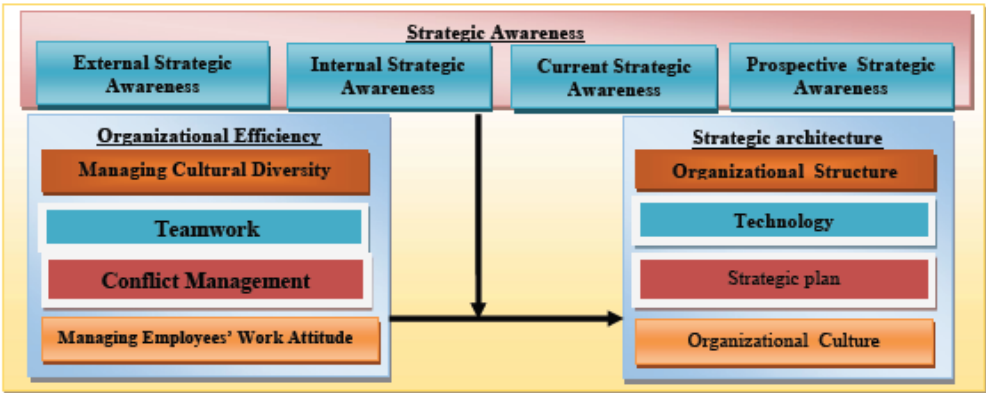

Figure 1: illustrates the theoretical model.
Source: prepared by the author (2023)

4) Research Methodology

4.1. Research design and data analysis

The questionnaire is the primary tool adopted by the researcher to collect data and information on the research variables. The questionnaire was developed in a way that enabled the identification and measurement of the main and sub-research variables. It relies on a set of appropriate scales that encompass the first axis, which includes demographic information related to the research sample.

The second axis includes questions related to the research variables, aiming to measure the three main variables in (52) items. The researcher used the Likert scale for all questionnaire scales, because the researcher believes that these dimensions achieve integration among them and are compatible with the nature of the investment authority's work. Table (1) illustrates each variable and specifies the source of the scale.

Table1:Research Scale Design

Source	Number of Items	Primary Variables
AL-khatib,2018	20-1	Strategy Awareness (SA)
Bojinov,2016	33-21	Strategic architecture (OA)
Inegbedion et al.,2020	52-34	Organizational Efficiency (OE)

4.2. Research Population and Sample

The research population refers to the entity, element, or group of individuals representing the phenomenon under study. The sample refers to a limited group of cases or objects selected to infer the characteristics of the entire population to which they belong.

The researcher chose the top and middle management, who are responsible for making strategic decisions in the investment authority when facing challenges, as the sample. This sample possesses the qualities of representation, accuracy, and objectivity. Therefore, a stratified random sample was chosen, including the General Manager, Deputy General Managers, Directors of the Authority, Heads of Departments, and some employees.

The sample size was determined on the basis of criteria such as the researcher's accessibility to the sample and the ability to administer the questionnaire to them. Given the size of the population, it was feasible to select the entire population to ensure the required accuracy in the analysis of the results obtained through descriptive and inferential statistical analysis.

The sample comprised a group of leaders within the investment authority and some relevant employees (related to organizational efficiency, strategic awareness, and strategic architecture). Based on this, the research sample matched the population, and the results could be generalized without any restrictions.

The investment authority was chosen as the research population because it is a public organization that operates as a corporate entity with public policies and is funded through the general budget. In addition, it has self-financing through investment sales, which allows it to operate according to the private sector system. The research population includes fundamental components that the researcher examines in order to study its parts and select a sample whose responses can be generalized to it.

The researcher worked on clearly and precisely defining the population and chose the investment authority as the research population after inventorying the leaders and employees. The research population consisted of 190 individuals, with (45) leaders and (145) employees. The proportion of leaders was determined to be (26%), while the proportion of employees was (74%). The researcher distributed (123) questionnaires to them and retrieved (105) questionnaires. The number of leaders was (27), and the number of employees was 78, indicating that the sample was stratified randomly. This information is also illustrated in Table (2).

Table 2: Research Sample

Sample Type	Distributed Surveys	Number of Views	Percentage
Leadership	32	27	26%
Employees	91	78	74%
Total	123	105	100%

Table (3) shows that most participants in the research were females (59%). Additionally, approximately (40%) of the participants were between the ages of (51 and 60). Furthermore, approximately (38%) of the participants had work experience ranging from (21 to 25) years.

Table 3 :Demographic Characteristics of Respondents

Variables	View	Occurrences	Percentage
Social Gender	Male	43	41%
	Female	62	59%
	Total	105	100%
Age	≥30	10	9%
	31–40	17	16%
	41–50	29	28%
	51–60	42	40%
	61≥	7	7%
	Total	105	100%
Educational Attainment	Diploma	5	4%
	Bachelor's Degree	94	90%
	Higher Diploma	2	2%
	Master's Degree	3	3%
	Doctorate	1	1%
	Total	105	100%
Years of Service	5≤	3	3%
	6-10	2	2%
	11–15	9	9%
	16-20	15	14%
	21-25	40	38%
	26≥	36	34%
	Total	105	100%

5) Results

This section presents the results of the statistical analysis performed to assess reliability and validity of constructs and measurement items and the results of the research hypothesis testing.

5.1. Testing the First Main Hypothesis

The first main hypothesis of the study assumed that there is a significant effect of organizational efficiency and its dimensions on strategic architecture.

To verify the acceptance or rejection of the hypothesis, a simple and multiple linear regression model was conducted using the backward method. In addition, the critical value of the t-test (1.972) and the critical value of the F-test (3.889) at a significance level of (0.05) were considered, with degrees of freedom (104), to reject or accept the first main

hypothesis as follows: The results showed the presence of a model indicating an effect with a calculated F-value (115.442), which is greater than the critical value (3.889) at a degree of freedom (104).

The results of Table (4) revealed an interpretation coefficient of (0.696) and an adjusted interpretation coefficient of (0.689), indicating that the dimensions of organizational efficiency collectively explain (68.9%) of the variations in strategic architecture.

The remaining (31.1%) of the variations can be attributed to other variables not included in the current model, as shown in Table (4). Furthermore, there was an observed effect of employee behavior management in the workplace with a magnitude of (0.300), a probability value of (0.000), and a calculated t-value (6.939), which is higher than the critical value (1.972) at a probability value of (0.05).

Additionally, there was an effect of conflict management on strategic architecture with a magnitude of (0.235), a probability value of (0.000), and a calculated t-value (5.687). Moreover, there was an effect of cultural diversity management on strategic architecture with a magnitude of (0.159), a probability value of (0.000), and a calculated t-value (4.706).

All these values exceeded the critical value. Therefore, the researcher observed that the investment authority of the organization relies on the dimensions of organizational efficiency (cultural diversity management, conflict management, employee behavior management in the workplace) in strategic architecture.

However, the dimension of teamwork was not able to contribute to this orientation. These results lead to the acceptance of the first main hypothesis (the dimensions of organizational efficiency collectively have a significant effect on strategic architecture).

Table 4: The combined impact of organizational efficiency dimensions on strategic architecture (n=105).

Independent Variable	α	β	R^2	A R^2	p-value	T	F
Managing Cultural Diversity		0.159			0.000	4.706	
Teamwork	1.199	-0.059	0.696	0.689	0.277	1.104	115.442
Conflict Management		0.239			0.000	5.687	
Employees' Work Attitude		0.304			0.000	6.939	

Source:(Outputs of SPSS V.25)

5.2. Testing the Second Main Hypothesis

The second main hypothesis of the study assumed that there is a significant effect of strategic awareness and its dimensions on strategic architecture. To verify the acceptance or rejection of the hypothesis, a multiple linear regression model was conducted. The critical value of the t-test (1.972) and the critical value of the F-test (3.889) at a significance level of 0.05, with degrees of freedom (104), were considered to reject or accept the hypothesis.

The results showed the presence of a model indicating an effect with a calculated F-value (52.670), which is greater than the critical value (3.889) at a degree of freedom (104). The results of Table (5) revealed an interpretation coefficient of (0.439) and an adjusted interpretation coefficient of (0.431), indicating that the dimensions of strategic awareness collectively explain (33.3%) of the variations in strategic architecture. The remaining (67.7%) of the variations can be attributed to other variables not included in the model.

Furthermore, the researcher observed that the investment authority of the organization relies on the dimensions of strategic awareness (external strategic awareness, internal strategic awareness, and perceived strategic awareness) in strategic architecture. A positive effect was found for the dimension of perceived strategic awareness with a magnitude of (0.326), a probability value of (0.000), and a calculated t-value (4.919) in strategic architecture.

There was also an effect for the dimension of external strategic awareness with a magnitude of (0.233), a probability value of (0.001), and a calculated t-value (3.349) in strategic architecture. Additionally, there was an internal effect within the model for the dimension of internal strategic awareness with a magnitude of (0.308), a probability value of (0.000), and a calculated t-value (5.089). However, Sumo Oil Marketing Company did not invest in the current strategic awareness in strategic architecture. These results lead to the acceptance of the second main hypothesis (the dimensions of strategic awareness collectively have a significant effect on strategic architecture).

Table 5: The impact of strategic awareness dimensions on strategic architecture (n=105).

Independent Variable	α	β	R²	A R²	p-value	T	F
External Strategic Awareness		0.233			0.001	3.349	
Internal Strategic Awareness	0.499	0.308	0.439	0.431	0.000	5.089	52.670
Current Strategic Awareness		0.105			0.108	1.614	
Prospective Strategic Awareness		0.326			0.000	4.919	

Source:(Outputs of SPSS V.25)

5.3. Testing the Third Main Hypothesis

The third main hypothesis assumes the existence of an interaction between organizational efficiency and strategic awareness that affects strategic architecture at a significance level ($\alpha \leq 0.05$). To achieve the interaction between the independent variables and their combined effect after interaction, the researcher needed to first determine the individual social effect of the variables on organizational efficiency and compare them separately. Secondly, the combined effect of these variables on strategic architecture was determined, and the magnitude of the effect was identified through the influential dimensions of organizational efficiency and strategic awareness at a significant level ($\alpha \leq 0.05$).

Thirdly, the interactive relationship between the independent variables (organizational efficiency and strategic awareness) was determined and transformed into a new interactive variable that affects strategic architecture at a significance level ($\alpha \leq 0.05$). Then, the results of the interaction were compared with the results of the multiple effect and separate effect of each independent variable.

Based on the hypothesis that "organizational efficiency and strategic awareness have a significant interactive effect on strategic architecture," the researcher aimed to prove the interactive relationship by going through the three previous relationships. This involved determining the combined effect of the variables individually on strategic architecture and comparing it with their separate effects. The results in Table (6) indicate the presence of a multiple effect model, with a correlation coefficient of the model (0.817), an interpretation coefficient value (0.667), an adjusted interpretation

coefficient value (0.662), and a calculated F-value (201.176). Both of these values indicate the significance of the effect, explaining a combined proportion of (65.8%) of the variations in strategic architecture. The remaining proportion of the effect (34.2%) can be attributed to other variables that were not included in the current tested model with degrees of freedom (2,104).

Regarding the level of effect represented by the coefficient value (β), strategic awareness showed an effect with a magnitude of (0.285), a probability value (0.000), and a calculated t-value (3.566). On the other hand, the coefficient value (β) for the effect of organizational efficiency at a significance level (0.000) was (0.612), but the calculated t-value was (0.000), indicating that it is not significant.

Table 6: The impact of organizational efficiency and strategic awareness on strategic architecture (n=105).

Independent Variable	α	β	AR²	R²	R	Sig	T	F
			Strategic Architecture					
Organizational Efficiency	0.491	0.612	0.662	0.667	0.817	0.000	11.677	201.176
Strategic Awareness		0.285				0.000	3.566	

Source:(Outputs of SPSS V.25)

In order to find the combined effect of organizational efficiency and strategic awareness on strategic architecture and understand the effect through the influential dimensions of organizational efficiency and strategic awareness at a significant level (α≤0.05), the researcher employed the backward multiple effect method, as shown in the results in Table (6). It is evident that the calculated F-value for the model (89.804) exceeds the critical table value (3.889) at

degrees of freedom (104) and a significance level of (0.05). The interpretation coefficient value was (0.731), while the adjusted interpretation coefficient value was (0.723), indicating that the dimensions collectively explain (72.3%) of the variations in strategic architecture attributed to the dimensions of strategic awareness and organizational efficiency.

At the dimension level, there was a positive and significant effect of employee behavior management dimension with a coefficient value of (0.340), a probability value (0.000), and a calculated t-value (8.081). There was also a positive effect of conflict management dimension with a coefficient value of (0.219), a probability value (0.000), and a calculated t-value (4.836).

The current strategic awareness dimension had an effect with a coefficient value of (0.182), a probability value (0.001), and a calculated t-value (3.336). The perceived strategic awareness dimension had an effect with a coefficient value of (0.147), a probability value (0.016), and a calculated t-value (2.534). Additionally, there was a positive effect of cultural diversity management dimension with a coefficient value of (0.095), and the calculated t-value was (2.615) at a probability value of (0.014). On the other hand, teamwork had a negative effect with a coefficient value of (-0.116), and the calculated t-value was (2.535). The researcher noted that all the calculated t-values exceeded the critical table value (1.972), and the probability value was less than (0.05). However, there was no apparent effect of external and internal strategic awareness on strategic architecture.

Table 7: The multiple effects of organizational efficiency dimensions and strategic awareness on strategic architecture.

Sample	Sig	T-value	Standard Error	Effect Size	Independent Variables		Dependent Variable
105	0.001	3.336	0.053	0.182	Current Strategic Awareness	·········▶	Strategic Architecture
	0.016	2.534	0.056	0.147	Prospective Strategic Awareness	·········▶	
	0.014	2.615	0.035	0.095	Managing Cultural Diversity	·········▶	
	0.012	2.535	0.044	-0.116	Teamwork	·········▶	
	0.000	4.836	0.044	0.219	Conflict Management	·········▶	
	0.000	8.081	0.042	0.340	Employees' Work Attitude	·········▶	

AR²	R²	R	A	Sig	F
0.723	0.731	0.853	0.588	0.000	89.804

Source:(Outputs of SPSS V.28)

From the results in Table (8) and Figure (2), using the AMOS V.24 software, it became apparent that the calculated F-value for the interaction model was (133.469) with a probability value of (0.000). The interpretation coefficient value was (0.664).

However, the effect of strategic awareness on strategic architecture had a coefficient value of (0.161), a calculated t-value of (0.712), and a probability value of (0.226). The effect of organizational efficiency was (0.539) with a probability value of (0.016) and a calculated t-value of (2.514). As for the effect of the interaction variable on strategic architecture, it was (0.017) with a probability value of (0.827) and a calculated t-value of (0.233). The explained value for the interaction change was (R^2-Chng=0.001) with a probability value of (0.140) and a calculated F-value of (0.0019), which is lower than the critical table value (3.889). Therefore, based on the above, the research hypothesis (that organizational efficiency and strategic awareness interact significantly to affect strategic architecture) is rejected.
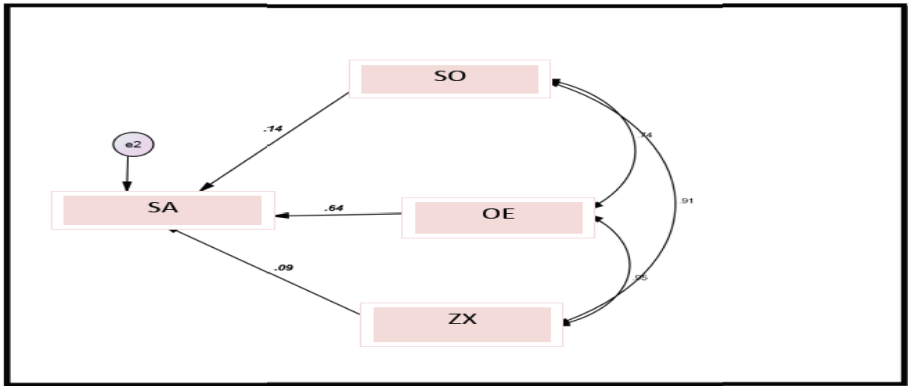
Figure (2) depicts the interactive effect of strategic awareness and organizational efficiency on strategic architecture.

Table 8: The multiple effects of organizational efficiency and strategic awareness on strategic architecture.

Dimensions	R^2	F	α	βs	βs	T	F-Chang	R^2-Chng
					Strategic Architecture			
Organizational Efficiency	0.664	133.469	0.447	0.637	0.539	2.514 (0.016)	0.0019	0.001
Strategic Awareness				0.140	0.161	0.226 (0.712)		
Interaction of Organizational Efficiency and Strategic Awareness				0.091	0.017	0.233 (0.827)		

Source: Outputs of (AMOS V.25)

6) Discussion

The organization appears to be interested in external strategic awareness, which means its ability to adapt to environmental changes. It also pays attention to the opinions, desires, and needs of its leaders when making decisions. A clear vision of the organization's future business directions has been adopted by leveraging modern technology to reduce resource waste.

The organization demonstrates its ability to organize committees and work teams, develop performance levels, encourage employee collaboration, and review customer feedback on business activities. The organization heavily relies on managing cultural diversity to reduce variations in laws and values, aiming to foster a good understanding among employees.

Advanced production techniques and design systems have been utilized to improve organizational efficiency and value analysis. The organization focuses on teamwork and enhancing collaboration with customers for improvement and development, involving top management in the planning phase. Conflict management is also of interest to the organization, achieved through building trust and providing an ideal work environment, promoting feedback and adapting to the changing business environment.

The organization utilizes workplace position management for employees to enhance organizational efficiency by creating a sense of acceptance within the organization and promoting employee behavior at work. The organization has shown significant interest in organizational structure by adopting clear communication channels between

management levels and clarifying internal work procedures. Furthermore, the organization has effectively utilized technology by employing advanced software to serve customers, enhancing internal communication among employees, and providing support to achieve organizational goals.

The organization has successfully built improved strategic plans by motivating customers to acquire its products through allowing them to preview them before market launch. The organization employed a diverse range of scientific and practical methods in developing its strategic plan. The organization also directed its efforts toward promoting a culture of collaboration among employees to achieve its objectives and evaluated decisions and business outcomes based on the values and beliefs it upholds.

In general, the organization benefited from strategic awareness to enhance its strategic architecture, including external, internal, and perceived strategic awareness. The organization integrates its organizational efficiency and strategic awareness to improve organizational performance levels, build the organizational structure, and enhance technology and organizational culture. However, these variables may have an independent impact that prevents the full influence of the organization on strategic architecture, due to the individual strength of their effects that do not require interaction.

The findings of this study indicate that managers need to verify the role of strategic awareness and organizational efficiency in the company. In an era where society is focused on the environment, managers need to start developing strategic architecture. However, managers must also realize

that having a strategy is not sufficient to directly enhance strategic architecture. Managers need to explore ways to develop a strong strategic awareness and utilize that awareness to attain the appropriate organizational efficiency.

This study has the following limitations. First, a structural equation modeling is used as an approach to test the hypotheses and this may raise the issue of causality. Second, although examining the antecedents of Strategic architecture, this study does not investigate its consequences.

Third, the sample size used in this study is relatively small and limited to companies. Finally, this study employs a cross-sectional survey and the data obtained are based on the Likert scales that may raise the issue of perception bias of the sampled managers. This may raise the issue of perception bias of the sampled managers. Future studies should try to develop proxies of variables using secondary data.

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