



P-ISSN: 1680-9300
E-ISSN: 2790-2129
Vol. (25), No. (4)
pp. 1-21

Building a Strategic Model for Providing Security in the Iraqi Ministry of Interior: An Empirical Model for the Opinions of a Sample of Senior Leaders

¹ Hameed T. Draiech,² Hussein Zulfiquari, ³ Al-Saidi Moayad, ⁴ Azim Alizadeh

¹ Iraqi Ministry of Interior, Iraq

^{2,4} Higher University of National Defense, International College, Tehran, Iran.

³ Ministry of Higher Education and Scientific Research, Baghdad, Iraq.

Abstract:

This paper aims to build an applied strategic model to provide security in the Iraqi Ministry of Interior adopting an experimental approach by subjecting the opinions of a purposive sample of senior leaders in the ministry of (289) people and through a scale consisting of (11) degree of preference ranged between agreed by (0%) and (100%), and the aim of the scale is to test the accuracy of the strategic model, through which four dimensions have been adopted (the current situation of the Ministry of Interior, the requirements of the Ministry of Interior, the challenges and dilemmas facing the Ministry of Interior, Ministry Structure to Provide Security) As the construction of the model is the main aim of the paper, the paper is expected to provide importance to the ministry to enable it to understand its status in providing security service and what are the strengths and weaknesses in its work, the Paper came out with an important result that diagnosed the weakness of a number of paragraphs of the first dimension of the current situation of the ministry and the second dimension requirements of the ministry.

Keywords: Strategic Model, Security, Iraqi Ministry of Interior.

1. Introduction:

Building a strategic model for the Iraqi Ministry of Interior to provide security means that the ministry has carried out the process of environmental strategic analysis to test its strengths and weaknesses and the opportunities and challenges it faces, and then it carries out strategic planning to develop a flexible strategic model that directs its activities tactically and

strategically, this requires the ministry to identify its reality that it lives, and this in turn requires an applied test of the ministry's ability to withstand and overcome the challenges it faces. They are generally factors located in the external environment of the ministry, in other words measuring the balance of the ministry towards its competitors strategically and measuring the levels of effectiveness and ability to achieve its goals, the global challenges faced by business organizations and public organizations today are no longer the same as usual impact before the emergence of the pandemic Corona, which in one way or another imposes a real response and accompaniment to the various requirements of this change by following different approaches that raise the level of

Journal of Prospective Researches

Vol. (25), No. (4)

The paper was received on May 17, 2025; accepted on July 31, 2025; and published on October 29, 2025.

Corresponding author's e-mail: inm.mua@atu.edu.iq

organizations to levels that exceed and challenge with their policy and practices the phenomena resulting from those changes, it will address the definitions and types of security and then dimensions of the strategic model that the paper aims to achieve.

1.1 Definition of Security

The word security in the language is derived from (safety) and (honesty) in the sense of security has been understood and peace, and also from (safety) and (safe), security is stated in Arabic against fear, which is the opposite of security, and fear means is the loss of security, as the word security comes in other formulas such as (I trust) (Al-Amin) and (safe) (Al-Amn) are all on par with (Al-Amn) (Al-Razi, 1987, pp. 26-27).

There are those who see it mostly as relative, there are different degrees of security, and it can be seen as objective and subjective at the same time, the first refers to the reality of the situation as to whether the person is really threatened and not adequately protected, while the other refers to one's perception of the position and his desire not to be free from the threat but in the collective feeling (Wincion, 2009, p.169). In the English lexicon, the word security or safety corresponds to the word fear (Bayati, 2011, p. 24).

1.2 Types of Security

The concept of security is relative, variable, complex, with several dimensions and various levels, exposed to various challenges and threats, direct and indirect (Al-Harbi, 2008, p. 9), and in order to take note of the general dimensions and objectives of security, we explain the following levels of security and its three dimensions local, regional and international.

I. Local Security:

Security is one of the first political and legal ideas that explain the emergence of the state and dealt with research in order to form the theory, as it has linked security and

the state and dealt with it as an integral part of the state, and considered it the other side of the process of forming the state and its most prominent destination (Al-Mamouri, 2016, p. 47) and some justify the emergence of the state as a tool for social control, and justified by the military view of society's need for security and defense, While the economic point of view linked these needs to society's overcoming of the stage of the subsistence economy, and the availability of surplus production for investment and exchange, the first forms of political organization appeared (Omar, 1992, p. 10).

II. Regional Security

The term "region" is a description of a group of neighboring countries, and the term has recently appeared between the First and Second World Wars to describe the policy of this neighboring group that seeks, through cooperation, within formal or informal arrangements/ within the availability of a minimum of interests/ to prevent any external power from interfering in that region. The idea of regional security has expanded until it entered the corridors of the United Nations and then occupied an entire chapter of its charter to ride the wave of the United States of America during the Cold War through the policies of John Foster Dulles , who added to it the idea of collective security and gave it an international dimension to the siege of the former Soviet Union with a set of regional alliances that make each country in that region binding towards other countries that are part of the alliance Another or another region, forming a circle of solidarity that seeks to avoid war and establish peace, such as NATO alliances, the Southeast Asian alliance and others.

III. International Security

International security is defined as the measures taken to prevent a change in the international reality or the

occurrence of imbalances that are in the interest of one country at the expense of another country, by taking international collective measures to try to change, and it does not eliminate differences and contradictions as much as it tries to stop armed violence as a method to solve them, a role that has been entrusted to the United Nations in its basic mission of maintaining international peace and security and portrayed by some based on (Karl Donich) as a collective system between certain countries that resists aggression. A country is one of the countries affiliated to this system (Al-Ajami, 2011, p. 173).

The Charter of Nations also stipulates that one of the objectives of the international organization is to use the international will to develop the economic and social affairs of all peoples (Charter of the United Nations - Preamble, 3) (Al-Badatbeh, 2011, p. 25).

IV. National Security

National security means the procedures followed by the competent state agencies to maintain the security and safety of the country by providing tranquility and tranquility to the state community, (Assem, 2011). The terminological concept of security and national security remained difficult to formulate accurately despite its profound significance, as the lack of precision provides a wide margin of strategic interpretation, and this is what (Barry Buzan) , and confirmed by the Political Encyclopedia (The Political Encyclopedia touched on the external threats directed against the state, any state was traditionally represented by the threats of other countries, and problems related to land, population, military and economic competition).

1.3 Dimensions of the strategic model for providing security for the Ministry of Interior

The strategic model for providing security for the Ministry of Interior has been based on an applied vision without going to the philosophical vision that explores the philosophy of the model and the strategic direction, including the vision, mission and objectives of the Ministry of Interior, and accordingly four practical dimensions have been identified to build its scale and apply it in the concerned ministry, namely:

- The current situation of the Iraqi Ministry of Interior can be identified by examining its goals within the Iraqi environment, as these goals represent desirable levels of achievement. The Ministry of Interior, during the period from 2003 to 2016, exercised its competencies by virtue of its duties under the applicable law (Law No. 11 of 1994) and undertook the powers that enable it to carry out its responsibilities and tasks. Accordingly, it aims to achieve a set of security and administrative objectives (Iraqi Ministry of Interior, n.d.).
- a) Formulate the general policy for the activity of the Ministry and its affiliated agencies in the field of security within the framework of the general policy of the State.
- b) Organizing and managing security affairs in various fields and combating crime of all kinds.
- c) Carrying out the tasks and responsibilities of security and guarding at air and sea ports, land entrances and energy installations.
- d) Take the necessary security measures to ensure the protection of official and diplomatic figures, visiting delegations and experts, and the protection of installations, public facilities, headquarters of diplomatic missions, and international bodies and organizations.

- e) Work to provide security protection for official and popular celebrations, festivals and events.
 - f) Combat riots and breaches of security in accordance with the law.
 - g) Prevent and control the narcotic drugs and psychotropic substances.
 - h) Regulate and issue licenses to carry and possess firearms and ammunition.
 - i) Implement regulations on the nationality, passports, travel documents, residence, entry and exit to and from the Republic.
 - j) Conduct Traffic management and regulation.
 - k) Protect penal facilities, protection of inmates and ensuring the maintenance of order therein.
 - l) Develop and implement civil defense plans and projects in times of peace and war.
 - m) Organize and Administrate the Civil Registry
 - n) Taking security measures to ensure the conduct of electoral and referendum processes
 - o) Develop cooperation, coordination and exchange of experiences with the ministries of interior in brotherly and friendly countries. Develop and implement a plan to build and prepare police forces in terms of organization, training and armament, and provide them with the human and material elements they need.
 - p) Represent the government in conferences, seminars, meetings and events related to the Ministry's activities.
 - q) Prepare and review draft laws, regulations and agreements related to the Ministry's activities.
 - r) Conduct technical and organizational studies and Paper aimed at developing the Ministry's activity and raising the level of its performance.
 - s) Contribute to spreading security awareness among citizens.
 - t) Take care of Any other tasks or competencies entrusted to it.
- Requirements of the Iraqi Ministry of Interior
The necessary requirements that enable the Iraqi Ministry of Interior to perform its duties efficiently and carry out the burdens of the security situation, especially after assuming responsibility for managing the security file in all governorates of Iraq except the Kurdistan region, can be indicated as follows:
 - a) Adequate budgets: Budget is defined as an estimated financial plan that determines the resources necessary to implement the activities of the Ministry, which leads to the identification of the expected results for a future period. It includes specialized operational budgets that link each section of the administrative unit in addition to a set of financial statements that show the expected results of the work of that unit, the importance of budgets is highlighted in the fact that they are: a tool for coordination and communication, a tool for planning, a tool for control and performance evaluation, a tool for motivating employees, a comprehensive and detailed plan.
 - b) Adoption of Strategic Planning: Strategic planning is the main pillar of business success, as it provides the Ministry with a structured approach to overcome challenges and take advantage of the opportunities offered by today's dynamic and competitive market. Its importance lies in its ability to enhance clarity, guidance and adaptability, enable the ministry to make informed decisions and achieve a strategic balance with the external environment and lead to great effectiveness in providing various security services to the Iraqi citizen and thus reach the achievement of comprehensive security goals.
 - c) Adopting efficiency and integrity in the appointment of leaders and commanders: There is no doubt that the selection of the leader or manager according to

the specifications of competence and integrity will reflect positively on the work of the institution through its provision of high-end security services, and spread the spirit of justice that leads to cooperation, brotherhood, transparency, deepening integrity and chastity among all elements of the security institution and the formation of a harmonious team.

d) Elimination of administrative and financial corruption:

Administrative and financial corruption is one of the most dangerous types of corruption at all, because it completely paralyzes the administrative apparatus in the state and makes it unable to carry out the tasks entrusted to it, it is a serious problem, as a result of the negative harmful and destructive effects resulting from it, what is only a mite that gnaws at the body of the nation and the country and affects the entity of society, and hinders any development programs carried out by the state, all in addition to completely eliminating the principles of justice, integrity and equality within society. (Al-Saidi, 2006). Due to the seriousness of administrative and financial corruption, it can be noticed that there are some (joint) efforts in programs to enhance integrity, transparency and administrative accountability, as well as working hard to combat it at the national and global levels.

e) Infrastructures:

They are the technical structures that support the ministry, such as permanent buildings and facilities such as headquarters, institutions, communications, etc., and can be defined as the physical components of the interconnected systems that provide security services to enable, sustain or improve the working conditions of the various organs of the ministry, and they are considered the cornerstone in securing

command and control and play an important role in the event.

- f) Adoption of modern technologies and methods: These technologies play a vital role in promoting professional advancement and contribute to expanding the horizons of innovation and improving the quality of work, and our era is characterized by development and the spread of knowledge and technology, and this is known as the so-called time of the knowledge and information revolution, where modern technology invaded all fields and is today used by everyone and dominated the world, so the term e-commerce appeared, followed by e-learning, J. Cooperation in the field of exchange of experiences with the ministries of interior in Friendly countries in various fields.
- g) Granting employees and visitors of the Ministry of Interior in charge of law enforcement immunity and legal protection.
- h) Improving the living conditions (quality of career life) of employees of the Ministry of Interior.
- Challenges and dilemmas facing the Ministry of Interior

Today, the Ministry of Interior faces a number of challenges that have arisen in light of the economic and political conditions that have become affecting the level of efficiency and effectiveness of its performance, at the forefront of the challenges facing the Ministry are the following:

— Challenges from a criminal perspective:

1) Organized crime:

Organized crime refers to an organization built on a hierarchical structure of professional criminals who follow specific rules and plans to commit illegal acts (Ezz El-Din, 1994). The most serious

manifestations of organized crime include drug-related offenses—whether abuse, promotion, or trafficking—in addition to the risks of infiltration and smuggling across borders, as well as crimes related to human trafficking, organ trafficking, money laundering, and terrorism. Despite Iraq's success in confronting and overcoming terrorism, these threats continue to pose major security and social challenges (Ministry of Interior, 2024).

2) Narcotics (Drugs)

Despite the development witnessed by the security establishment in Iraq, the challenge to it has become greater due to the spread of criminal behavior as a result of several moral, social, psychological and material factors, including the spread of weapons in the hands of members of society.

3) Uncontrolled weapons:

Despite the development witnessed by the security establishment in Iraq, the challenge to it has become greater due to the spread of criminal behavior as a result of several moral, social, psychological and material factors, including the spread of weapons in the hands of members of society.

4) Tribal conflicts:

The phenomenon of tribal conflicts can be linked or attributed to social and security reasons and the interventions of foreign countries in their interest in the spread of chaos after 2003, especially in the central and southern regions of the country, provided that the occupation of Iraq by the United States of America and its international coalition. The most important

reasons for huge chaotic actions that have been related to the adaption of tribes as an alternative force to the state and its executive and judicial institutions.

5) The challenges of the infrastructure of the Ministry's formations:

Due to the wars against Al-Qaeda and ISIS and the ongoing threats that surrounded Iraq after 2003, all resources were directed toward confronting these dangers, which led to the neglect and deterioration of infrastructure (Ministry of Interior, 2024).

— Challenges from a Management Perspective

The inadequacy of the police's capabilities in the face of the growing volume of threats and the expansion of responsibilities has led to the emergence of a state of weakness and deficiencies in the organization and distribution of force commensurate with developments, which is reflected in the creation of formations that are unable to perform tasks with the required efficiency (Ministry of Interior, 2024).

— Challenges of Poor Strategic Planning

Planning is one of the main tasks of strategic leadership and an important element for the stability of security, as planning is related to foreseeing the future and the use of science, theories and modern scientific methods that help to do so, as it is a process carried out by institutions to determine their future goals and how to face imminent risks and challenges.

— Corruption

Corruption is defined by international financial institutions as the abuse of entrusted power for private gain. For example, the International Monetary Fund (IMF) and the World Bank describe corruption as the misuse of public office or authority by individuals or organizations to obtain illegal

advantages—such activities may include bribery, embezzlement, administrative corruption, and other illicit practices.

— Budgets and technical challenges

The budget and technical challenges are among the obstacles and challenges to the work of the ministry, and the weakness of the budgets reflected on all its joints and led to the deterioration of infrastructure and preventing the full application of technical systems that provide efforts and material and human resources, and thus became a dilemma.

The task that must be considered by the executive and legislative authorities and given exceptional importance to its support because it is mainly concerned with the extension of internal security, which is the main pillar of the process of construction and development in Iraq.

● Structure of the Ministry of Interior to provide security

This structure can be summarized in the law enforcement system as follows:

Border Forces Command, Energy Police Directorate, Federal Police Forces Command, Rapid Response Brigade, Emergency Regiments, Provincial Police Directorates and Establishments, and the formations of the Ministry's Agency for Federal Intelligence and Investigation Affairs, followed by:

- a. Directorate of Intelligence and Counter-Terrorism.
- b. Directorate for Combating Organized Crime.
- c. Directorate of Technologies and Informatics
- d. There are other formations of an organizational and protective nature, such as the General Traffic

Directorate, the Rescue Directorate, the Civil Defense Directorate, as well as the sections for the protection of facilities, personalities, embassies, and the Directorate of Civil Status, Passports and Residence.

1.4 Problem of the Study

The Iraqi Ministry of Interior, like any ministry, is interested in extending security in any country of the world and in various ways adopting a certain structure for that purpose, but its efforts remain subject to diligence, appreciation and reactions in assessing the effectiveness of its methods and strategies to provide security, so the problem of this research stems from the need to test its strategic model to provide security through a measure that indicates the effectiveness of its methods in providing security, which is its way to lack digital indicators that reflect the nature of its security model to be Diagnose the strengths and weaknesses of its performance.

1.5 Aim of the Study

This study aims to build and test a strategic model for providing security in the Iraqi Ministry of Interior.

1.6 Value of the Study

The study is expected to come up with a model and a measure that measures the performance of the Iraqi Ministry of Interior in providing security to the beneficiaries of the security service, whether it is citizen security or other forms of security.

2. Methodology:

The current study has adopted the (methodological-based research and meta-analysis) approach (Bratton & Gould, 2003, p. 443), a design through which plans can be made to collect information that makes the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix paper results in

which different branches and sciences are intertwined, for example, business administration and public administration studies in their different fields, as evidenced by the study (Hoobler & Johnson, 2004, pp. 665–676), it is a comprehensive approach that builds simultaneously on other approaches to reach its goals, for example the descriptive approach and the experimental method, which provides evidence that takes into account cause and effect (Saidi, 2006, pp. 32–33).

2.1 Research Sample

The Paper relied on a survey of the opinions of a sample of senior and middle leaders in the Iraqi Ministry of Interior amounted to (289) people were polled through a questionnaire prepared for this purpose.

2.2 Data and information collection tools

The questionnaire has been adopted as the first main tool for data collection and it has consisted of (88) items to measure four sub-dimensions:

(34) paragraphs to measure the current situation of the Iraqi Ministry of Interior.

(13) paragraphs to measure the requirements of the Iraqi Ministry of Interior.

(17) paragraphs to measure the challenges and dilemmas facing the Iraqi Ministry of Interior.

(24) paragraphs to measure the structure of the Ministry of Interior to provide security.

It has been investigated and tested for validity and stability by using the (Alpha- Cronbach) scale, as the index (Alpha-Cronbach) reached (0.71), while the stability coefficient through the half-fractionation coefficient reached (0.96), which are coefficients that encourage the application of the questionnaire.

2.3 Statistical analysis and processing tools

For the purpose of statistical analysis and processing, various

statistical tools have been adopted and tested in previous studies, including arithmetic mean, factor analysis and saturation ratios.

2.4 Structure of the Study

This work is composed of four sections, the first of which has been devoted to presenting the introduction of the subject and the theoretical framework, while the second section was interested in presenting the study methodology, as for the third section, the major task has been constructing the study questionnaire and measuring saturation rates to go out the last section of the most important conclusions and recommendations

2.4 Limits of the Study

- a. Spatial boundaries: The Paper determines spatially in the city of Baghdad, the capital of Iraq, as most of the institutions of the Iraqi Ministry of Interior and most of its leaders are located.
- b. Time limits: The Paper was conducted during the period between September 2024 and February 2025, as the applied side of the Paper was completed.
- c. Scientific limits: The Paper is scientifically determined by the objectives.

3. Testing the Study Scale:

Testing the study tool and describing its paragraphs through factor analysis validity tests is to be conducted for the study scales and according to multiple stages, which is a preliminary procedure to verify the adequacy of the study sample to conduct factor analysis and then extract saturation rates, in preparation for testing other study hypotheses as follows:

3.1 Testing Study tool:

A number of tests is to be conducted to verify the success of the study scales as follows: The sincerity of arbitrators is sometimes called the sincerity of experts, this honesty and its name that it touches the competence of people with knowledge of the field or scientific field to which the scale to be arbitrated belongs as well as the accumulated experience as a result of

applied work and living phenomena or building standards, so the final say for these arbitrators and statistics does not play a role to decide on the validity of the scale or corruption as in tests of honesty, stability, consistency and other tests that depend on statistical treatments. Aspects of the arbitrators' honesty will be presented as follows (Alsaidi & Amnah, 2016, pp. 36–57).

- **Virtual honesty:** It is the simplest types of honesty and it can be conducted by the researcher himself, and virtual honesty means the extent of the affiliation of the paragraph to the field to which it belongs in terms of form, content and linguistic formulation, and the opinions of experts were taken on the content of each paragraph and the linguistic formulation of some paragraphs was modified.

Content truthfulness: It is an important honesty compared to the apparent honesty as it reflects the ability of the paragraphs to cover the field to which they belong, and the sincerity of the current measure of this study was shown by adopting a percentage of agreement (75%) among the arbitrators on the content of each paragraph.

3.1 The Development of the Concept of Sustainable Development

Development is considered a basic condition for the advancement of countries and societies. Development has become an international requirement for all countries and in various fields. The concept of development has gone through several stages and is interpreted according to the nature of global problems at the time and according to the interests of experts and their global orientations with human, cultural, social and economic dimensions. In the twentieth century, development was characterized by its classical concepts, which are distinguished by their "economic nature only". During the forties and fifties of the last century, development was interpreted as a term as the development of the income level of individuals, i.e., it gave an economic meaning synonymous with the concept of economic growth. In the view of some economists at the time, it was interpreted as a process in which the average income of the individual and the national income

increase. Then, the specialized organizations re-clarified the concept of development in the seventies of the twentieth century to be a process of reducing poverty rates in the world and eliminating it, and eliminating the maldistribution of income and unemployment (Al-rikabi et al., 2011).

As for the mid-eighties of the last century, the international community began to realize the extent of the need to focus on solving environmental problems, when it was necessary to exert political and scientific efforts (through the formation of organizations with international parties and scientific competencies), so sustainable development took on a concept of "environmental nature". The emphasis on human development appeared through the World Human Development Report issued in 2012, which emphasized not harming future generations by preserving their right to natural resources and not polluting the environment or burdening them with public debts that are borne by previous generations, which creates difficult conditions in the future as a result of the choices of the present (Filipponi and Sutherland, 2013).

- **Exploratory structural honesty of the measurement instrument:**

Exploratory structural honesty depends on the method of exploratory factor analysis (EFA), which aims to rid and reduce the number of variables to the lowest extent, which is called (factors) (Factors) and each of these factors has some or all of these variables, and exploratory factor analysis gives paragraphs the freedom to link to the factor that fits and agrees with them so that it does not depend on the hypothetical construction of previous studies regarding the structure of measures.

This study relies on exploratory factor analysis using the statistical program (SPSS, V.18) to test the independent variable (the strategic model for providing security for the Iraqi Ministry of Interior), the adopted variable (the effectiveness of the Iraqi Ministry of Interior) and the intermediate variable (strategic balance) in order to explicitly explore the dimensions that involve under these measures, so exploratory factor analysis will be used to help determine the dimensions covered by the scale, as well as to identify the paragraphs that are not

related in the structure of the scale and that must be excluded from the scale, and from Five criteria should be met in the analysis result (Field, 2013, p. 647).

- a. Sample adequacy and the existence of variable correlation relationships.
- b. The cumulative percentage of the explained variance gives greater significance when it exceeds (60%).
- c. The value of the latent root (Eigen Value) should not be less than the correct one.
- d. Increasing the saturation of paragraphs (Loading) higher than (40%) in order to be statistically significant.
- e. New paragraphs will get transient saturations on other low (cross-loading) factors (less than 0.30).

The conditions of adequacy of the study sample (Sampling Adequacy) of the most important necessary conditions that must be met to use exploratory factor analysis, and to verify this condition, the researchers recommended the use of the Kaiser scale _ Mayer _ Olkin (KMO) (The Kaiser_ Meyer_ Olkin Measure), which is one of the important steps in this analysis, which helps in testing the adequacy of the Paper sample.

The statistics of (KMO) range between (0–1), and the value (0) indicates that the total correlations and this shows that the correlation model is widespread (and here the use of exploratory factor analysis is inappropriate) but if the value is close to (1), this indicates that the correlation model is compatible and factor analysis will be credible and recommends (Kaiser, 1974) that the acceptable value be greater than (50%) and values that are lower than this value means the need to increase the sample size or to rethink by variables involved by measurement (Field, 2009, p. 647).

It is not possible to be satisfied with the proportionality of the sample size through its statistics (KMO), as it must be confirmed that there are correlations between the variables, and for this we resort to the Bartlett test, which tests the null hypothesis, which indicates that the correlation matrix is a unit

matrix, it means that all correlation coefficients are equal to zero. Therefore, the test is supposed to be moral, and the significance of the test significance tells us that the correlation matrix is not a unit matrix, and as shown in Table (1), the Bartlett test indicates the presence of significance.

The conditions of exploratory factor analysis of the study variables will be verified as follows:

- a. Testing the dimensions of the strategic model for providing security for the Iraqi Ministry of Interior: The results of the analysis of (Kaiser, Meyer - Olkin) and (Bartlett) showed the indicators shown in Table (1) as follows:

Table (1) Kaiser - Meyer - Olkin and Bartlett tests for the components of the strategic model to provide security for the Iraqi Ministry of Interior

Tests	Transactions
Kaiser – Meyer – Olkin Measure Sampling Adequate	0.947
Bartlett's Test of Sphericity Approx. Chi – Square	23464.101
Df	3828
Sig.	0.000

Table (1) shows and confirms that:

1. The coefficient (KMO) is greater than(%50)
2. The correlation coefficient (Bartlett) was at a significant level (0.000) and these indicators reflect the adequacy of the Paper sample to test its hypotheses at the level of the variable of the strategic model to provide security for the Ministry of Interior.
3. Factor analysis of the paragraphs of the questionnaire
4. Factor analysis is an important part of the tests on which the study is based, as it achieves benefits that

reassure the researcher about the integrity of his data by detecting the following:

5. The level of perception of the sample of the variables of the study through its agreement or disagreement with the contents of the paragraphs of the scale, which are referred to as saturation ratios.
6. The cumulative percentage of explained variance extracted from factor analysis gives a greater significance when it exceeds.(%60)
7. The latent root (Eigen Value) must not be less than the correct one, is the function of the percentage of variance contributed by each factor (not every variable as in the common values). The first latent root is always the largest latent root (always more than 1) because the first factor under the definition of factor analysis always explains the greatest total variation (Abu Allam, 2003, pp. 362–363).
8. Next gives the percentage of variance contributed by the factor (latent root divided by the number of variables). Thus, for each next factor, the sum of the cumulative percentage of the explained variance is (100%) after extracting the last factor.

Therefore, in order to meet the requirements of all factor analysis, the starting point in calculating the matrix of correlation coefficients between the variables that enter the analysis gives a preliminary indication of how factor analysis works, as factor analysis derives its factors from the correlations between different variables (Abu Allam, 2003: 361), so the statistical effort in order to reach the determination of saturation rates for the sample adopted by the study, it directed to the use of the method of analysis of basic factors (Principals Component Analysis) as an advanced method of reducing Factors affecting the least number and the most influential using the statistical program (SPSS), in the light of which the process of determining the saturation ratios for each paragraph (18), and for each dimension through the extraction of the factor matrix (Component Matrix).

First, then modifying the data by applying the (PCA) method and through the use of the rotation method to obtain the rotation matrix (Rotated Matrix) called (Varimax With Kaiser

Normalization), the tendency of rotation to converge appeared at sixteen repetitions (factor or root) through the component matrix, which are the repetitions that control the direction of the distinction of the resolution paragraphs of the component matrix, which is a good number that allows a wide scope to choose the most saturated ratios for the resolution paragraphs.

Given that the component matrix has come with saturation ratios greater than the rotation matrix, the optimal solution has been nominated through it and is no longer important for the adoption of the rotation matrix as it did not appear among the outputs of the computer results for the working analysis, as in Table (2):

Table (2) Analysis of the total variance of the roots of the component matrix

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Dimension	1	31.756	24.428	24.428	31.756	24.428	24.428
	2	29.202	22.463	46.891	29.202	22.463	46.891
	3	10.788	8.298	55.189	10.788	8.298	55.189
	4	4.514	3.473	58.662	4.514	3.473	58.662
	5	2.726	2.097	60.759	2.726	2.097	60.759
	6	2.252	1.732	62.491	2.252	1.732	62.491
	7	1.999	1.538	64.029	1.999	1.538	64.029
	8	1.877	1.444	65.473	1.877	1.444	65.473
	9	1.595	1.227	66.700	1.595	1.227	66.700
	10	1.510	1.161	67.861	1.510	1.161	67.861
	11	1.378	1.060	68.921	1.378	1.060	68.921
	12	1.216	.936	69.857	1.216	.936	69.857
	13	1.160	.893	70.749	1.160	.893	70.749
	14	1.115	.857	71.607	1.115	.857	71.607

15	1.091	.839	72.446	1.091	.839	72.446
16	1.046	.805	73.251	1.046	.805	73.251
17	1.066	.715	76.489	1.176	.789	76.460
18	1.011	.679	77.168	1.054	.707	77.168

The latent roots of the sixteen components that are illustrated in Table (2) recorded the values indicated against each factor, and the latent root of a factor must be equal to zero or greater, and cannot exceed the total variance (Abu Allam, 2003, p. 370).

Explaining the data of Table (2) assures that the table of analysis of the total variance of the roots of the component matrix of the study sample has come with an accumulated percentage of variance (Cumulative %) frequencies amounted to (77.168) and this means that the frequencies brought by the factor analysis of the paragraphs of the questionnaire are explained by the same percentages of variance for these samples, which is a high percentage that exceeded the percentage of (60%) (Abu Allam, 2003, p. 370). It is also noted that the percentages of variance (Initial Eigen Values) for the sample reached (1.046), which is greater than zero, and the following are the saturation rates for each sample of the samples and the degree of their distinction based on the main and sub-variables. Analysis of the level of perception of the study sample of the variable of the strategic model to provide security for the Iraqi Ministry of Interior through saturation ratios.

The sample has achieved the saturation ratios that are related and shown for each paragraph of the variable of the strategic model to provide security for the Iraqi Ministry of Interior, which thus reflects the level of perception of the respondents their opinions about each paragraph of the scale as follows:

1. The current situation of the Iraqi Ministry of Interior:
2. The paragraphs of this dimension have achieved saturation rates that have exceeded the necessary limits (40%) to be statistically significant, thus reflecting the degree of agreement of the sample members with the content of the

paragraphs.

Table (3) The level of perception of the study sample of the variable of the current situation of the Iraqi Ministry of Interior

Paragraph sequence	Main variable	Paragraph	Saturation ratios	Level of Excellence
1	The current situation of the Iraqi Ministry of Interior	The Iraqi Ministry of Interior imposes security throughout the geographical area of Iraq.	0.584	saturated
2		The Ministry of Interior faces obstacles in how to deliver the security service to its beneficiaries.	0.469	saturated
3		The current situation in providing security service to citizens is appropriate compared to the circumstances surrounding the country.	0.560	saturated
4		Iraqi citizens often resent the decline in security service in Iraq.	0.489	saturated
5		The current situation in the provision of security service is a distinctive situation compared to neighboring countries.	0.445	saturated
6		The current state of security provides a comfortable space for citizens to conduct business in all sectors.	0.547	saturated
7		The Ministry of the Interior is highly acceptable	0.620	saturated

		to the highest authorities in the country.					strategies in accordance with the security developments at the level of the country and the threats surrounding it.		
8		The Iraqi Ministry of Interior imposes security throughout the geographical area of Iraq.	0.499	saturated					
9		Security indicators in Iraq quickly collapse for any emergency circumstances or challenges.	0.520	saturated	17		Other parties are involved with the Ministry of Interior in enforcing security in Iraq.	0.478	saturated
10		The security service in Iraq has a clear vision of environmental and regional challenges.	0.525	saturated	18		The Ministry of Interior has databases that meet its needs for necessary information.	0.598	saturated
11		The Ministry of Interior needs other parties to support it in enforcing security.	0.502	saturated	19		The Ministry of Interior constantly updates its databases and uses modern technologies.	0.635	saturated
12		There is a quick and effective response to the citizen's request when he feels the need to serve security.	0.544	saturated	20		Indicators of organized crime are declining in Iraq.	0.567	saturated
13		The Ministry of Interior seeks to automate its services provided to the citizen in order to overcome the cycles of red tape and exploitation of the citizen.	0.520	saturated	21		The Ministry of Interior is making remarkable efforts in combating drug trafficking and human trafficking.	0.723	saturated
14		The Ministry of Interior provides hotlines for effective communication with citizens.	0.646	saturated	22		The Ministry of Interior in Iraq has solid and honest sources to provide it with important information first-hand.	0.695	saturated
15		There is a high-level coordination of the Ministry of Interior with similar ministries of the countries of the region.	0.644	saturated	23		The Ministry of Interior attracts highly qualified and well-prepared human resources.	0.744	saturated
16		The Ministry of Interior renews its plans and	0.726	saturated	24		The Ministry of Interior follows up on technological	0.725	saturated

		developments in the field of armament, equipment, information systems and modern software.		
25		The Ministry of Interior has alternative scenarios in case of failure of approved plans in its operations.	0.684	saturated
26		The Ministry of Interior is working with training and development programs that meet the magnitude of the challenges it faces.	0.730	saturated
27		There is coordination in the field of training and development with the regional and developed countries.	0.641	saturated
28		The Ministry of Interior shall secure sufficient sources of funding to assist it in accomplishing its tasks.	0.678	saturated
29		The Ministry of Interior equips its employees with advanced equipment comparable to developed countries.	0.582	saturated
30		The Ministry of Interior has a good and appropriate infrastructure to accomplish its objectives and conduct of operations.	0.632	saturated
31		Civil defense services are	0.587	saturated

		characterized by accuracy and speed in securing emergency response.		
32		All cities of Iraq are witnessing a smooth flow of traffic.	0.564	saturated
33		Traffic departments complete citizens' transactions accurately and in record time.	0.433	saturated
34		The departments of the Iraqi Ministry of Interior contribute to providing citizens with identification documents in record time and with high quality.	0.472	saturated

The data which are demonstrated in Table (3) assert that all the paragraphs of the questionnaire have achieved the standard saturation rate agreed upon in research and studies, which is (40%), noting that there is a discrepancy in this percentage between one paragraph and another, as it ranged between (40%-70%) as a minimum and higher for what the paragraphs obtained.

3.2 Requirements of the Iraqi Ministry of Interior in providing security

The paragraphs of this dimension have reached the saturation rates that exceeded the necessary limits, which thus reflect the degree of agreement of the sample members with the content of the paragraphs.

Table (4) The level of perception of the study sample of the variable requirements of the Iraqi Ministry of Interior in providing security

Paragraph sequence	Main Variable	Paragraph	Saturation ratios	Level of Excellence
--------------------	---------------	-----------	-------------------	---------------------

35	Requirements of the Iraqi Ministry of Interior in providing security	The Iraqi Ministry of Interior needs to attract highly qualified human resources.	0.493	saturated		keep pace with the global and technical development in the field of		
36		The Iraqi Ministry of Interior needs advanced preparation and training programs.	0.524	saturated	43	The Ministry is working to develop the available weapons and equipment and raise their capabilities.	0.667	saturated
37		The Ministry involves its human resources in regional and international training and qualification programs.	0.510	saturated	44	The Ministry contracts with the international production bodies concerned with armament and equipment.	0.669	saturated
38		Training, development and capacity-building strategies are essential.	0.471	saturated	45	The nature of duties, specializations and climatic and weather conditions shall be taken into account in determining the type of armament and equipment.	0.696	saturated
39		The ministry needs to build a special incentive strategy to motivate employees.	0.419	saturated	46	The competent authorities shall provide sufficient estimates (budget) to provide the Ministry with government funds.	0.487	saturated
40		The Ministry seeks to secure the requirements of an attractive work environment that takes into account the needs of its employees.	0.559	saturated	47	Sources of funding shall be determined according to the activities of the Ministry.	0.617	saturated
41		The Ministry shows interest in the problems of human resources and study ways to overcome them.	0.704	saturated				
42		The competent authorities in the Ministry	0.692	saturated				

the data of that are displayed in Table (4) confirms that all the paragraphs of the questionnaire have achieved the standard saturation rate agreed upon in research and studies, which is

(40%), noting that there is a discrepancy in this percentage between one paragraph and another, as it ranged between (40%-70%) as a minimum and higher for what the paragraphs obtained.

3.3 The actual dilemmas and challenges facing the Iraqi Ministry of Interior

The paragraphs of this dimension have achieved saturation rates that exceeded the necessary limits, which thus reflect the degree of agreement of the sample members with the content of the paragraphs.

Table (5) The level of awareness of the study sample of the variable of the actual dilemmas and challenges facing the Iraqi Ministry of Interior

Paragraph sequence	Main variable	Paragraph	Saturation ratios	Level of Excellence
48	Actual dilemmas and challenges facing the Iraqi Ministry of Interior	The challenge of terrorism still faces the Ministry of Interior.	0.487	saturated
49		Lack of armament and equipment is a strong obstacle to the imposition of security.	0.610	saturated
50		The staff of the Ministry of Interior suffers from a lack of expertise and experience that enable them to carry out their tasks successfully.	0.618	saturated
51		The organizational structure often stands in the way of implementing the Ministry's strategies.	0.667	saturated
52		Loyalty to the ministry and its objectives is a weakness of its employees.	0.616	saturated
53		Highly qualified human resources constitute a significant proportion of their total manpower.	0.654	saturated
54		The Ministry of Interior lacks development programs	0.770	saturated

		and advanced numbers.		
55		The ministry faces a lack of funding for its programs.	0.406	saturated
56		The Ministry needs advanced programs to prepare and develop its leaders.	0.755	saturated
57		The Ministry's academic and training institutions are few compared to the magnitude of the challenges it faces.	0.695	saturated
58		The ministry still adopts traditional formulas in dealing with the requirements of citizens.	0.647	saturated
59		The Ministry of Interior faces the lack of response of regional authorities to integrate with it in the field of security, intelligence and crime control.	0.691	saturated
60		The leadership of the Ministry of Interior faces weak construction and strategic preparation.	0.441	saturated
61		Challenging outlaw forces and gangs remains a concern for the success of the ministry's implementation of its plans.	0.742	saturated
62		International and regional interventions undermine the ministry's confidence in the success of its plans and programs.	0.739	saturated
63		The ministry faces difficulty in gaining the citizen's confidence in its performance.	0.636	saturated
64		The ministry needs not to decide some laws that facilitate its work in law enforcement and	0.645	saturated

		maintaining security.		
65		The challenge of terrorism still faces the Ministry of Interior.	0.584	saturated
66		Lack of armament and equipment is a strong obstacle to the imposition of security.	0.676	saturated
67		The staff of the Ministry of Interior suffers from a lack of expertise and experience that enable them to carry out their tasks successfully.	0.637	saturated
68		The organizational structure often stands in the way of implementing the Ministry's strategies.	0.681	saturated
69		Loyalty to the ministry and its objectives is a weakness of its employees.	0.586	saturated

The data which are given in Table (5) reveals that all the paragraphs of the questionnaire have achieved the standard saturation rate agreed upon in research and studies, which is (40%), noting that there is a discrepancy in this percentage between one paragraph and another, as it ranged between (40%-70%) as a minimum and higher for what the paragraphs obtained.

3.4 The structure of the Ministry of Interior in providing security

The paragraphs of this dimension achieved saturation rates that exceeded the necessary limits, thus reflecting the degree of agreement of the sample members with the content of the paragraphs.

Table (6) The level of perception of the study sample of the variable of the structure of the Ministry of Interior in providing security

Paragraph sequence	Main variable	Paragraph	Saturation ratios	Level of Excellence
--------------------	---------------	-----------	-------------------	---------------------

70	The structure of the Ministry of Interior in providing security	The Ministry of Interior provides civil status services to all citizens (unified card - passport - nationality certificate - identities for carrying and possessing weapons - residence).	0.637	saturated
71		The Ministry seeks to develop strategies to combat organized crime.	0.742	saturated
72		The ministry is interested in countering terrorism wherever it is.	0.752	saturated
73		The competent authorities in the Ministry practice combating human trafficking.	0.759	saturated
74		The Ministry of Interior is concerned with combating drugs and drug trafficking.	0.729	Saturated
75		The Ministry is developing its capabilities in the field of cybercrime.	0.739	Saturated
76		The Ministry undertakes the application and implementation of laws, regulations and instructions.	0.355	Unsaturated
77		The competent authorities in the Ministry shall prepare security plans and supervise their implementation.	0.818	Saturated
78		The Ministry follows up the performance of police	0.762	Saturated

		directorates in the governorates.							
79		The Ministry provides community services to the family and children through rescue and family protection.	0.722	Saturated	87		with the cities of Iraq in all its ministries.		
80		The Ministry's forces exercise combat duties and protect the borders.	0.729	saturated			There is coordination with neighbouring countries, the region and the world regarding the provision of information to the Ministry on international and regional crimes related to the security of Iraq.	0.594	saturated
81		The Ministry shall allocate a special force for the protection of diplomatic personalities and bodies.	0.713	saturated	88		The Ministry is interested in issuing the Intelligence Authorization Law and the Resources Law.	0.643	saturated
82		The Ministry provides forensic and criminal statistics services.	0.676	saturated					
83		Security and guarding responsibilities for installations, seaports, air and border entrances are among the tasks of the Ministry.	0.627	saturated					
84		The Ministry trains highly sensitive intelligence cadres in coordination with local and foreign intelligence institutions.	0.512	saturated					
85		The Ministry adopts information technology appropriate to its operations.	0.571	saturated					
86		The Ministry is interested in building databases that ensure wide interconnection	0.596	saturated					

The data of Table (6) assure that all paragraphs of the questionnaire have achieved the standard saturation rate agreed upon in research and studies, which amounts to (40%), noting that there is a discrepancy in this percentage between one paragraph and another, as it has ranged between (40%-80%) as a minimum and higher for what the paragraphs have reached.

The saturation rates that are mentioned in the above-mentioned tables clearly assure that they have exceeded the standard saturation rates of (40%) for each paragraph, except for paragraph (76), which came with a saturation rate of (0.355), which indicates the Ministry's retreat to take upon itself the application and implementation of laws, regulations and instructions.

Taking the above-mentioned indicators into consideration, it has been found that the sub-dimensions of the strategic model to be presented by the Iraqi Ministry of Interior have passed the tests for the dimension of the requirements of the Ministry of Interior clearly, while it has declined after the current structure to provide security as the current and it does not support the application of this model, as for the current situation of the Ministry of Interior and the challenges facing

the Ministry, some of its paragraphs have achieved weakness that may hinder the application of the model or reduce the likelihood of its effectiveness.

4. Conclusions and Recommendations:

This section includes two basic parts, namely conclusions and recommendations, as follows:

4.1 Conclusions

The contents of this part have been based on the outcome of statistical analyses that are intended to subject an important sample of the leaders of the Iraqi Ministry of Interior to test the accuracy of the strategic model for providing security for the Ministry of Interior.

All items of the questionnaire have achieved the standard saturation ratios except for one paragraph, which confirms the validity and success of the model in measuring what it has been designed for. The results of the statistical tests have confirmed the validity of the strategic model, which means that the paragraphs of the questionnaire prepared to measure the strategic model actually measure what they were designed for.

The results of statistical tests that have been adopted to measure the stability of the strategic model, which means that the model, if reapplied to the same control sample after two weeks, will give the same results or very similar results. However, The Saturation rates have varied from one paragraph and another, as they have ranged from weak to a very good ratio, and accordingly, an important proportion of paragraphs approached the percentage of weak paragraphs (only one percentage), although they achieved the statistically specified standard ratio that the level of morale was close to rejection. Close to rejection, which means the need for the ministry to address its weakness.

The current situation of the Ministry faces weakness in a number of paragraphs, which have been reflected in the weakness of the current situation in general. The Ministry of Interior faces obstacles in how to deliver the security service to its beneficiaries. Iraqi citizens often resent the decline in the security service in Iraq. The current situation in the provision

of security service is not distinguished compared to neighboring countries. The Iraqi Ministry of Interior has retreated in imposing security on the entire geographical area of Iraq.

There is a decline in the participation of other parties with the Ministry of Interior in imposing security in Iraq. Traffic departments shall complete citizens' transactions inaccurately and in non-standard time. The departments of the Iraqi Ministry of Interior do not contribute to providing citizens with identification documents in record time and with high quality. Despite the progress of the requirements of the Ministry of Interior to provide security, this dimension has shown a relative decline in some of its paragraphs, which were reflected in a partial decline of the variable. Despite the progress of the Ministry of Interior's requirements to provide security, this dimension has been achieved. A relative decline in some of its paragraphs was reflected in a partial decline of the variable.

The Iraqi Ministry of Interior needs to attract highly qualified human resources. It is imperative to build training, development and capacity building 20. The Ministry needs to build a special strategy for incentives to stimulate the motivation of employees. The Iraqi Ministry of Interior needs competent authorities to prepare sufficient estimates (budget) to provide the ministry with government funds. Additionally, the challenges facing the Iraqi Ministry of Interior have failed in some paragraphs reflected on the weak effectiveness of this dimension in achieving the strategic model for providing security.

Moreover, the challenge of terrorism still lies before the Ministry of Interior. the Ministry encounters a lack of funding for its programs. Therefore, leaders of the Ministry of Interior face weakness in their strategic construction and preparation.

In addition, there is a decline in the structure of the Iraqi Ministry of Interior and is an obstacle to achieving the strategic model because the ministry did not adopt the application and implementation of laws, regulations and instructions.

4.2 Recommendations

Based on the results of the study of the aforementioned empirical and applied conclusions, the researchers recommend the following:

1. For the purposes of applying this model in the Iraqi Ministry of Interior, a standard saturation rate, which is higher than the standard percentage adopted in this study, must be adopted to improve the treatment of weakness in some paragraphs of the questionnaire.
2. The upcoming research should adopt the re-testing of the current strategic model by introducing other sub-dimensions that may have a broad impact in presenting another model.
3. The beneficiary of the service (security) must be involved in building the questionnaire dedicated to testing the model, and the beneficiary is an important part of the designer of the type, nature and form of services that fall within the competence of the Ministry.
4. Seeking to apply the colloquial standards that convince the beneficiary of the service by adopting comprehensive quality standards and ISO systems.
5. Orientation to benchmarking in service design by adopting a sober reference comparison globally, whether it is the quality of services or the method of dealing with the citizen or in dealing with the management of the beneficiary's time?
6. Expanding the imposition of security throughout the geographical area of Iraq.
7. Adopting the standard of the single window and digital systems in overcoming the sterile routine in the Ministry's departments.
8. Dispensing with the citizen's contact with the affiliate by adopting electronic links to apply for identification documents and paying fees at electronic controlled times that do not interfere with the moods of the affiliates.
9. Building an effective strategy to attract and attract human resources in the Ministry in which specialized human resources experts are accredited.
10. Building a training and rehabilitation strategy to build the capabilities of self-development and the adoption of scientific systems and programs, as training is no longer a practice as much as it has become a strategy in today's world.
11. There must be a special strategy to provoke the motivation of the ministry's staff, as it is impossible to succeed in any holistic strategy without being accompanied by a motivation strategy for workers.
12. Relying on building budgets in which scientific cadres specialized in financial management and those with extensive experience from inside and outside the ministry intervene.
13. Re-reading the map of challenges and dilemmas facing the ministry, build the capacity of associates and instill confidence in them in the ministry's capabilities to face all challenges and lacy
14. Re-reading the map of challenges and dilemmas facing the ministry, build the capabilities of associates and instill confidence in them in the ministry's capabilities to face all challenges, especially facing the threat of terrorism.
15. Establishing an institute for the development of strategic capabilities and strategic planning that contributes to the preparation, training, development and building of the overall and functional strategies of the ministry in all its joints. 16. Sending the Ministry's staff to developed countries in building budgets and strategies, as well as training on the Ministry's combat technical tasks.
17. The Ministry must adopt before any other party the application and implementation of laws, regulations and instructions.

References

- Abu Allam, R. M. (2003). *Statistical analysis of data using SPSS* (1st ed.). Cairo, Egypt: University Publishing House.

- Al-Ajmi, Z. M. (2011). *The security of the Arabian Gulf: Its development and forms from the perspective of regional and international relations* (1st ed.). Beirut: Center for Arab Unity Studies.
- Al-Badatbeh, T. M. (n.d.). *National security in the era of globalization* (1st ed.). Naif Arab University for Security Sciences.
- Al-Bayati, F. A. (2011). *Human security between truth and falsehood* (1st ed.). Amman: Dar Idan for Publishing and Distribution.
- Al-Farouk, O., & Ragab, S. (1992). *The power of the state: Geostrategic studies* (1st ed.). Cairo: Madbouly Library.
- Al-Harbi, S. A. (2008). The concept of security: Levels, formulas, and threats. *Arab Journal of Political Science*, (19), 9.
- Al-Mamouri, A. A. (2016). *National security policy in Iraq* (1st ed.). Beirut: Arab Science House Publishers.
- Al-Marhoon, A. J. Z. (1997). *Gulf security after the Cold War* (1st ed.). Beirut: Dar Al-Nahar for Publishing.
- Al-Razi, M. A. B. A. Q. (1987). *Mukhtar al-Sihah* (pp. 26–27). Beirut: Dar al-Kutub al-Arabiya.
- Al-Saidi, M. (2006). *Organizational learning and organizational memory and their impact on human resource management strategies* (Doctoral dissertation, College of Administration and Economics, University of Baghdad).
- Al-Saidi, M., & Muhammad, A. (2013). The active dimension of the philosophy of feedback and its measurement: An analytical exploratory study in a sample of cellular communications companies in Iraq. *Al-Qadisiyah Journal of Administration and Economics*, 16(3), 36–57.
- Asim Fath al-Rahman Ahmed Al-Madh. (2011, December 9). *Towards a comprehensive and new concept of national security*. Retrieved February 15, 2025, from <https://www.imf.org/en/Topics/governance-and-anti-corruption>
- Bratton, J., & Gould, J. (2003). *Human resource management: Theory and practice* (3rd ed.). Great Britain: Bath Press.
- Cronbach, L. J. (1984). *Essentials of psychological testing* (5th ed., p. 120). New York: Harper & Row.
- Ezz El-Din, A. J. (1994). General features of organized crime. *Journal of Police Thought*, Sharjah Police, UAE, December.
- Field, A. (2009). *Discovering statistics using SPSS* (3rd ed.). London: Sage Publications.
- Hassan Ahmed, S. M. (n.d.). Efforts to combat administrative and financial corruption in the Kingdom of Saudi Arabia: A comparative study. *Legal Journal*, (2).
- Hoobler, J. M., & Johnson, N. B. (2004). An analysis of current human resource management publications. *Personnel Review*, 33(6), 665–676.
- Ibrahim, S., & Safaa, A. (2018, December). The negative effects of drugs on national security. Al-Muthanna University.
- International Monetary Fund. (n.d.). *Governance and anti-corruption*. Retrieved March 10, 2025, from <https://www.imf.org/en/Topics/governance-and-anti-corruption>
- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31–36.
- Ministry of Interior. (2024). *Strategic plan for the years 2024–2026*. Ministry of Interior, Republic of Iraq.
- Ministry of Interior. (n.d.). Retrieved April 5, 2025, from <http://www.moi.gov.iq>
- Paul, T., & Onsion, R. (2009). *Dictionary of international security with freedom* (1st ed.). Abu Dhabi: Emirates Center for Strategic Studies and Research.
- Pharaon, I. K., & Jassim, S. (2018, December). The negative effects of drugs on national security. Muthanna University.
- Saidi, A. (2006). *Organizational learning and organizational memory and their impact on human resource management strategies* (Doctoral dissertation, College of Administration and Economics, University of Baghdad).
- Wenshon, P. (2009). *Dictionary of international security for freedom* (1st ed., p. 169). Abu Dhabi: Emirates Center for Studies and Research.
- Zafer Muhammad, A. (2011). *The security of the Arabian Gulf: Its development and forms from the perspective of regional and international relations*. Beirut: Center for Arab Unity Studies.