

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE ANALYSIS OF THE RELATIONSHIP BETWEEN STRATEGIC
MANAGEMENT STAGES AND ORGANIZATIONAL STRUCTURE
CASE STUDY: THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE
TIKRIT UNIVERSITY**

MASTER'S THESIS

Yousif Abdulrahman HASAN

Business Administration Department

Business Administration Master in English Program

NOVEMBER 2021

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(191285029)**

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz, İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı (191285029) numaralı öğrencisi Yousif Abdulrahman HASAN'ın "The Analysis of the Relationship between Strategic management stages and Organizational Structure (Case study: the opinions of a sample of Employees in the Tikrit University)" adlı tez çalışması Enstitümüz Yönetim Kurulunun 25/11/2021 tarihinde oluşturduğu jüri tarafından oy birliği ile Yüksek Lisans tezi olarak kabul edilmiştir.

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DECLARATION

I Yousif Abdulrahman Hasan, do hereby declare that this thesis titled as “The Analysis of the Relationship between Strategic management stages and Organizational Structure (Case study: the opinions of a sample of Employees in the Tikrit University) ”is original work done by me for the award of the masters degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (25/11/2021).

Yousif Abdulrahman HASAN



DEDICATION

In dedicating scientific research to my dear mother, who taught me to be tender and overwhelmed me with her generosity and tenderness in a lot, to my father, who is my world and whose advice is still resounding to guide me on the way, to my dear brother who taught me that life without love, interdependence and cooperation mean nothing, and to my sister who filled my life with challenge and transcendence Difficulties, to my beautiful friends. I send a letter of thanks and gratitude to you for always standing by my side, to IALD, which played a great role in reaching this station, to everyone who prayed for me in all the works of my life. The termination of my work would not have been complete without your support.



FOREWORD

It is noteworthy that this administration begins with defining these goals, then working on the surrounding environment, including them, its internal system, setting the status of the statute, identifying the available opportunities, and the threats that the institutions may face.

Strategic management is a science and art concerned with the formation, implementation and evaluation of interrelated functional decisions that enable the organization to achieve its goals, as it focuses on achieving integration between the functions of management, marketing, finance, production, research and development and computer information systems, in order to achieve the success of the organization. The essence of strategic management lies in long-term planning that aims to allocate resources to reach certain goals.

The organizational structure is considered one of the basic determinants of the success of organizations and the achievement of their goals. Many academics have been interested in examining the organizational structure in all of its elements, as well as the factors that influence it, especially in light of the situational school that considered the organizational structure as an intermediate variable affected by independent variables such as environmental, technological, size, and other variables that affect organizational performance and effectiveness.

PREFACE

I extend my sincere thanks to my great and able Prof. Dr Enver Alper GÜVEL for what he did for me and helping me in my field, and for his continuous support and motivation, and he was always helping me and giving a lot of his time. He always encouraged me to continue writing the research, so I thank him from the bottom of my heart.

November 2021

Yousif Abdulrahman HASAN



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ABSTRACT

This study aimed to know the relationship between the stages of strategic management and the organizational structure, as well as to clarify the extent of the impact of the stages of strategic management (Strategic formulation, strategic implementation, Strategic Control) on the organizational structure at the University of Tikrit in Iraq. To achieve the study's objectives, a questionnaire was prepared, and the SPSS application was used to analyze data and test hypotheses.

The results of the study proved the existence of a statistically significant relationship between the internal and external environment of the organization and the competitive advantage and showed that there is a relationship between the (Strategic formulation) dimension and the organizational structure and between the (Strategic implementation) dimension and the organizational structure, and between the (Strategic Control) dimension and the organizational structure. The researcher recommends institutions to develop strategic plans and focus on the internal environment that includes human resources through training, motivation and promotion, as well as the external environment by analyzing competitors and adapting to economic and demographic changes and government laws etc. It showed that the mission and goals are affected by the organizational structure. Therefore, the owners/managers of universities should make every effort to carry out more activities of the organizational structure in order to further solidify the mission of the institution, constantly reminding them of the goals.

Keywords: *Strategi management, Organizational structure.*

**STRATEJİK YÖNETİMİN AŞAMALARI İLE ORGANİZASYON YAPISI
ARASINDAKİ İLİŞKİNİN ANALİZİ
VAKA ÇALIŞMASI: TIKRİT ÜNİVERSİTESİ ÇALIŞAN
ÖRNEKLERİNİN GÖRÜŞLERİ**

ÖZET

Bu çalışma, stratejik yönetim aşamaları ile organizasyon yapısı arasındaki ilişkiyi bilmeyi ve aynı zamanda stratejik yönetim aşamalarının (Stratejik formülasyon, stratejik uygulama, Stratejik Kontrol) kuruluştaki organizasyon yapısı üzerindeki etkisinin boyutunu netleştirmeyi amaçlamıştır. Irak'taki Tikrit Üniversitesi. Araştırmanın amaçlarına ulaşmak için bir anket hazırlanmış ve verileri analiz etmek ve hipotezleri test etmek için SPSS uygulaması kullanılmıştır.

Çalışmanın sonuçları, organizasyonun iç ve dış çevresi ile rekabet avantajı arasında istatistiksel olarak anlamlı bir ilişkinin varlığını kanıtlamış ve (Stratejik formülasyon) boyutu ile organizasyon yapısı arasında ve (Stratejik uygulama) boyutu ile organizasyon yapısı ve (Stratejik Kontrol) boyutu ile organizasyon yapısı arasındadır. Araştırmacı kurumlara stratejik planlar geliştirmelerini ve eğitim, motivasyon ve terfi yoluyla insan kaynaklarını içeren iç çevreye ve ayrıca rakipleri analiz ederek ve ekonomik ve demografik değişikliklere ve hükümet yasalarına uyum sağlayarak dış çevreye odaklanmalarını önerir. misyon ve hedeflerin organizasyon yapısından etkilendiğini göstermiştir. Bu nedenle, üniversitelerin sahipleri/yöneticileri, kurumun misyonunu daha da sağlamlaştırmak için örgütsel yapının daha fazla faaliyetini yürütmek için her türlü çabayı göstermeli ve onlara sürekli olarak hedefleri hatırlatmalıdır.

Anahtar kelimeler: *Stratejik yönetim, Örgütsel yapı*

1. INTRODUCTION

1.1 Introduction

Organizations today are facing significant challenges as a result of the rapid and accelerating environmental changes in the environment of the organization, which has been transformed from a stable environment to an accelerated environment due to scientific and technological progress and the resulting complex and interrelated issues and problems that in turn affect the work of the organizations, which in turn makes it imperative to use management methods Of regulatory effectiveness in light of these variables. And that one of the reasons for the failure of the strategic management in the organization is due to the weakness of the organizational structure and ambiguity in the roles, authorities, and responsibilities, as this requires the organization to seek to apply the appropriate strategy for it, by defining the appropriate organizational structure.

Hence, the research idea crystallized, which attempted to diagnose the relationship between the management stages of the strategy and the characteristics of the organizational structure, as the University of Tikrit chose as a field for the applied aspect of research, with the aim of helping the university to formulate an integrated system of operations related to formulating appropriate strategic plans Reality, scheduling its implementation, and continuous monitoring of it, in a way that ensures the achievement of its strategic objectives, which affects the determination of the basic parameters of the organizational structure. And that this administration is not limited to managing the organization in particular or a dedicated area but rather includes all administrative and organizational aspects.

The term strategy has been used for centuries in war operations, and it is a Greek word derived from the word “Strategy”, meaning the art of war and battle management, that is, how the leader uses the surrounding forces to ensure victory in the war.

However, it later extended to the field of managerial thought and became a favourite for business organizations and other organizations concerned with analyzing their surroundings and achieving initiative and leadership in their field of activity. The last two decades have witnessed the speed of global changes in which organizations of all kinds operate under which the traditional planning systems based on forecast and experience are no longer suitable for facing the future and adapting to global changes.

The concept of strategic management has become popular due to the rapid and evolving change in the second half of the twentieth century of the business environment and its transformation from a stable business environment to a rapidly changing business environment. Strategic decisions. Strategic management is the function of the strategic manager because the strategy always remains at the forefront of the tasks of the top management in the organization and represents the means by which the strategists work in defining the goals and strategic decisions.

The concept of strategic and evolving management arose in the second half of the twentieth-century of the business environment and its transformation from a business environment to a rapidly changing environment, the emergence of high competition in the business environment, and it is also the reason for the existence of uncertain environmental conditions, and the reason for responding to the variables of environmental situations facing the opportunities available to the organization.

As well as external opportunities and environmental threats, external, environmental, or internal. They release a license in the general administrative atmosphere, whether it is economical, social, legal forms of achieving its goals effectively and efficiently.

1.2 The problem of the study

Strategic management is one of the main drivers that determine the success or failure of the organization within the framework of the competitive environment in which it exercises its activities, in addition to its important role in managing the internal resources owned by the organization. Its advantages, so the senior management must use these resources in the best possible way and create the appropriate conditions for them to play a major role in raising the levels of performance within them. The

organizational structure of the organization is one of the basic pillars that help it achieve its goals and implement its plans to face internal and external changes and aims to represent the organizational units in a way that reflects the general trends and goals of the organization in expansion and growth and highlights the contribution of its organizational units in achieving its vision of organizational representation through coordination. The purpose of the organizational structure is to clarify the job titles and their positions and detail their tasks and responsibilities as additional inputs to achieve the directorate's goals and implement them effectively. Hence, the main research problem lies in: the organizations' interest in implementing the strategy in the various joints of their work and providing the cadres and frameworks necessary to apply these variables would positively reflect on the performance levels of the university.

1.3 Objectives of the study

The research seeks to achieve a number of goals, the most important of which are:-

1. Develop a working mechanism that can be used when conducting field research on strategic management and organizational structure.
2. Provide a comprehensive and expanded theoretical framework that includes the definition of the stages of strategic management (formulation, implementation, control, and organizational structure).
3. Presenting a practical scientific framework about the university in question (which is the University of Tikrit) according to the variables investigated (stages of strategic management and organizational structure).
4. Diagnosing the relationship and influence between the stages of strategic management and the organizational structure at the University of Tikrit.
5. Knowing the extent of the response of the university's strategy to the change in the organizational structure on the one hand and the extent of the response of the organizational structure to the change in the strategy on the other hand.
6. Determining the nature of strategic management in the university and its role in determining the organizational structure.
7. Presenting a package of procedural proposals to the decision-maker that contribute to the development and advancement of the university's reality.

1.4 Purpose of thesis

The importance of the research is highlighted by showing the importance of the researched variables, which represent important variables in the field of strategic management. Its objectives, on the one hand, and the challenges it faces in the field of its development and investment in the best possible way. The organizational structure is one of the indicators that can reflect the success of the university for human resources management in dealing with its available resources (material and human) and serving the community within which it operates, and that these variables have an impact Direct at the university for human resource management, which may help support the cognitive thinking of managers as strategic minds regarding the method of dealing with the expected change in the university's strategy and organizational structure in order to raise the level of their administrative performance by solving all organizational problems.

1.5 Literature Review

There are many studies conducted by some researchers in previous years on the issue of strategic management as well as organizational structures, and most studies have dealt with strategic management with variables other than organizational structures, but few studies have combined strategic management as an independent variable and the organizational structure as a dependent variable, and the following are some studies Previous:

Table 1.1: Studies that dealt with the strategic management variable

Study: (Saliten , 2007).	
Search title	The strategy and its impact on raising the performance of business organizations
Hypothesis	<p>1 - There are no significant differences between the circumstances surrounding the organizations in question, and the circumstances surrounding business organizations, which call for the use of the strategic management method in its scientific sense.</p> <p>2- There are no significant differences between how to set the strategic pillars applied in the organizations in question, and how to set the strategic pillars with the scientific concept to be applied.</p> <p>3- There are no significant differences between the process of analyzing the environment applied in the organizations in question, and the process of analyzing the environment with the scientific concept to be applied.</p> <p>4 - There are no significant differences between the process of selecting strategies applied in the organizations in question, and the process of selecting strategies with the scientific concept to be applied.</p> <p>5 - There are no significant differences between the requirements available for designing strategies in the organizations in question, and the requirements for effective design of strategies in the scientific sense that must be met.</p> <p>6- There are no significant differences between the process of implementing the strategies applied in the organizations in question, and the process of implementing the strategies in the scientific concept to be applied</p> <p>7- There are no significant differences between the process of controlling the strategies applied in the organizations in question, and the process of controlling the strategies in the scientific concept to be applied.</p> <p>8 - There are no significant differences between the results achieved through the current administrative method used in the organizations in question, and the results that business organizations can achieve by using the strategic management method in its scientific sense.</p> <p>9 - There are no significant differences between the opinions of managers in adopting the strategic management method in its scientific sense in the organizations under research, and the expected results from this adoption in the scientific sense.</p>

Table 1.1: (Cont.) Studies that dealt with the strategic management variable

Sample	A field study on general industrial organizations in the Syrian coast.
Method	The study was conducted in Syria using a survey research design.
Results	<p>1- The small number of managers of the organizations in question who have information on the concept of strategic management and its components. This information was very limited.</p> <p>2 - The circumstances surrounding the business organizations in question are similar to the circumstances surrounding business organizations, which call for the use of the strategic management method in them.</p> <p>3 - The organizations in question are far away from how to place strategic pillars in them from how to place them according to the scientific concept</p> <p>4 - The stage that the organizations in question go through from the stages of development of strategic thought is the stage of simple financial planning.</p> <p>5- The organizations in question do not rely on consultants specialized in designing strategies when needed.</p> <p>6 - The lack of material resources necessary for the process of designing strategies in the organizations in question.</p> <p>7 - Setting the mission, goals and strategies requires many discussions between strategic managers, and this requires a great deal of time, and is not available to the managers of the organizations in question.</p> <p>8- There are significant shortcomings in the process of implementing strategies in the organizations in question. The process of implementing strategies in accordance with the scientific concept to be applied</p> <p>9- There is a significant shortcoming in the process of oversight of strategies in the organizations in which the search for the process of oversight of strategies is in accordance with the scientific concept to be applied.</p>
Study:- (Martin, 2014).	
Search title	Emergence of Strategic Direction, Organizational Structure and "Employee Integration: A Framework for the Dialectic Organization
Hypothesis	<p>1: Under low requirements for change (i.e. stable organizational-environment fit), organizations tend to increase their inertia (i.e. tend to be more bureaucratic).</p> <p>2: Under high requirements for change (i.e. unstable organizational-environment fit), organizations tend to try to reduce their inertia (i.e. increasing their ability to change), as a way to adapt themselves to the environment.</p>
Sample	an exploratory study through a comparative case analysis between an old and bureaucratic organization and a young entrepreneurial organization

Table 1.1: (Cont.) Studies that dealt with the strategic management variable

Method	The researcher followed the descriptive approach
Results	<p>The size of organizations and their chronological age affect the change model, and this model is based on three pillars: the strategic orientation, the organizational structure, and the integrative role of workers. This study also identified the role of feedback, especially in what it called complex systems.</p> <p>In summary, both Company A and People Express, even though represent completely different organizations, both of them could be characterized by three main organizational processes: the organizational environment fit (given by the strategic direction), the organizational structure required to achieve the required direction and the employee integration (given by the level of employee motivation).</p>
Study: (Al-Hajj, 2013).	
Search title	The degree of effectiveness of supervisory processes and their relationship to the strategic management of secondary school principals in Gaza governorates.
Hypothesis	<ol style="list-style-type: none"> 1. There are no statistically significant differences at the significance level between the average estimates of secondary school teachers in Gaza Governorate in the degree of effectiveness of supervisory processes for their principals due to the gender variable (male - female). 2. There are no statistically significant differences at the significance level (between the average estimations of secondary school teachers in Gaza Governorate in the degree of effectiveness of the supervisory processes due to the variable) from 5 to 10 years of service (from less than 5 years to 10 years). 3. There are no statistically significant differences at the level of significance (between the average estimations of secondary school teachers in Gaza Governorate to the degree of their principals' practice of strategic management, attributable to the gender) to female. 4. There are no statistically significant differences at the significance level between the average ratings of secondary school teachers in Gaza Governorate in the degree to which their principals practice strategic management due to 5 years of service from 10 to more than 10 years from 5 to 10 years of service.
Sample	A case study of secondary school principals in Gaza Governorate
Method	The researcher followed the descriptive analytical method

Table 1.1: (Cont.) Studies that dealt with the strategic management variable

Results	<p>-Involve teachers more in setting strategic goals, which develops their sense of responsibility, reflects on their performance positively, raises their morale, increases their affiliation with their school, and thus improves the educational process.</p> <p>- The degree of effectiveness of supervisory processes among secondary school principals from the point of view of their teachers came at (73.5%), and the degree of strategic management practice came at (75.64%).</p> <p>- A positive correlation occurs between the averages of the sample members 'estimates of the degree of effectiveness of supervisory processes among school principals and their relationship to strategic management.</p>
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Table 1.2: Studies that dealt with the organizational structure variable

Study: (Radwan 2015).	
Search title	The impact of the dimensions of the organizational structure on knowledge management
Hypothesis	<p>1- There is no statistically significant relationship at the level of significance between the formality of the organizational structure and knowledge management.</p> <p>2- There is no statistically significant relationship at the level of significance between the decentralization of the organizational structure and knowledge management.</p> <p>3- There is no statistically significant relationship at the level of significance between the specialization of the organizational structure and knowledge management.</p> <p>4- There is no statistically significant relationship at the level of significance between the complexity of the organizational structure and knowledge management.</p> <p>5- There is no statistically significant relationship at the level of significance between the practice groups and knowledge management.</p>
Sample	Case study: Ministry of Social Affairs
Method	The researcher used the descriptive analytical method
Results	<p>1. There is a discrepancy in the availability of the dimensions of the organizational structure in the Ministry of Social Affairs.</p> <p>2. Disparity in the availability of knowledge management processes in the Ministry of Social Affairs.</p> <p>3. There is a statistically significant correlation between the dimensions of the organizational structure (formality, specialization, complexity, decentralization).</p> <p>4. There are no statistically significant differences between the respondents' responses about the dimensions of the organizational structure and its impact on knowledge management due to the functional and personal variables.</p>

Table 1.2: (Cont.) Studies that dealt with the organizational structure variable

Study: (Thomas , 2015) .	
Search title	EFFECTS OF ORGANIZATIONAL STRUCTURE ON JOB SATISFACTION IN THE NIGERIAN FINANCIAL SECTOR.
Hypothesis	The following Null hypotheses were identified to guide the study. The first hypothesis Ho: Organizational structure has a significant impact on job satisfaction The second hypothesis Ho: Organizational structure is an important tool for enhancing employee appreciation
Sample	The target population are employees of selected branches of GTB Plc.
Method	The study was carried out in Nigeria, using descriptive survey research design.
Results	1. There is a relationship between the organizational structure and optimal job satisfaction. 2. There is a relationship between the organizational structure and employee excellence in his work. 3. There is a relationship between the organizational structure and the elements of job satisfaction through (central) control.
Study: - (Hamed, 2017).	
search title	The mediating role of the organizational structure in the relationship of senior leadership capabilities and decision effectiveness
Hypothesis	1. There is a positive relationship between the abilities of senior leadership and decision-making. 2. There is a positive relationship between the capabilities of the senior leadership and the organizational structure. 3. There is a positive relationship between decision-making and the organizational structure. 4. The organizational structure mediates the relationship between the capabilities of senior leadership and decision-making.
Sample	(Applied study on unit managers of Bisha University)
Method	The descriptive analytical method was used

Table 1.2: (Cont.) Studies that dealt with the organizational structure variable

Results	<p>There is a positive relationship between decision-making and organizational structure.</p> <p>The organizational structure mediates the relationship between the capabilities of senior leadership and decision-making.</p> <p>1- The effectiveness of administrative decisions is affected by a number of factors, namely (administrative leadership capabilities - personal traits).</p> <p>2 - The capabilities of the senior leadership have a positive impact on the effectiveness of the decision.</p> <p>3- The effectiveness of decisions is affected by the characteristics of the organizational structure.</p> <p>4 - The organizational structure mediates the relationship between the capabilities of senior leadership and the effectiveness of decision-making in organizations.</p>
Study: (Lee & Yang, 2012).	
search title	Organization Structure, Competition, And Performance Measurement System And Their Joint Effects On Performance
Hypothesis	<p>Organization structure and performance measurement system design</p> <p>1 - Organic organizations will make greater use of integrated measures than mechanistic organizations.</p> <p>2 - Organic organizations will make greater use (than mechanistic organizations) of PMSs that include causal models and establish linkages with incentives.</p> <p>Competition and the use of performance measurement systems</p> <p>3 - The intensity of the competition the firm faces is positively associated with the use of integrated measures.</p> <p>Organization structure, performance measurement systems, and organizational performance</p> <p>4 - The intensity of the competition the firm faces is positively associated with the use of integrated measures.</p> <p>5 - The intensity of the market competition that a firm faces is positively associated with the use of PMSs encompassing causal models and linkages to incentives.</p>
Sample	emerging economic companies
Method	The researcher used the descriptive analytical method
Results	

Table 1.2: (Cont.) Studies that dealt with the organizational structure variable

<ul style="list-style-type: none"> - The organizational structure is related to the design of performance measurement systems in the mechanical and organic structures. - The organic structures increase the integrated procedures and are the highest development in the performance measurement system. - Automated structures increase the efficiency of implementation in using the performance measurement system. - They were of the type of organic structures, and the performance of these companies was higher than their other competitors.

Table 1.3: Studies that dealt with strategic management and organizational structure

Study: (Ahmed , 2013).	
search title	The Impact of Strategic Thinking on Organizational Structure
Hypothesis	<p>First Hypothesis: There are no significant differences between the study sample members in terms of having the advantage of strategic thinking.</p> <p>The second hypothesis: There are no significant differences between the study sample members in terms of the different degree of their application of the dimensions of the organizational structure.</p> <p>The third hypothesis: There is no significant relationship between the presence of strategic thinking among the study sample members and the degree of their commitment to applying the dimensions of the organizational structure.</p>
Sample	A study in business organizations in the Syrian Arab Republic
Method	The researcher adopts the descriptive method
Results	<p>1 - The extent to which business organization managers, their deputies, and members of boards of directors possess the advantage of strategic thinking is on average (4.05) for all demographic variables.</p> <p>2 - The average dimensions of the organizational structure for managers of business organizations, their deputies, and members of boards of directors are as follows:</p> <p>1- After complexity, it came with an average of 3.854 (more than 3 is less complex), and therefore managers are closer to uncomplicated, and they practice a low degree of complexity in the performance of their work.</p> <p>2- After formality, it came with an average of 3.396 (more than 3 less formal) and therefore managers are closer to informality, and they exercise a low degree of formality in the performance of their work.</p> <p>3- After centralization, it came with an average of 3.475 (more than 3 is less central), and therefore managers are getting closer to decentralization, and they practice a low degree of centralization in their performance of their work.</p>

Table 1.3: (Cont.) Studies that dealt with strategic management and organizational structure

Study: (Karboush et al. 2016).	
search title	The impact of the organizational structure on the strategic decision-making process in the organization
Hypothesis	The organizational structure is positively associated with the strategic decision-making process. There is a strong influence of the organizational structure on the strategic decision-making process.
Sample	A field study for small and medium enterprises in Algeria
Method	To answer the problem of the research, we chose to follow the descriptive approach
Results	Algerian small and medium enterprises emphasize the importance of centralization in work. Algerian small and medium enterprises emphasize the importance of rationality for the strategic decision-making process at work. The central processes in the organization are linked to positive relationships with the rationality of the strategic decision-making process in the institutions that have been examined. There is a positive effect of the central structure on the rationality of the strategic decision-making process.

1.6 Study Hypothesis

The dimensions of the study are three dimensions and two variables: (the first variable: strategic management) (A. Strategic formulation, B. Strategic implementation, C. Strategic Control) and the second variable: the organizational structure.

Depending on the above research question and model, the main hypotheses can be formulated as follows:

H.1 There is an important relationship between the stages of strategic management and the organizational structure at Tikrit University.

H.1.1 There is a significant relationship between the strategic formulation and the organizational structure

H1.2 There is a significant relationship between the strategic implementation and the organizational structure.

H1.3 There is a significant relationship between the strategic control and the organizational structure.

1.7 Research Methodology

The strategy is one of the main tasks for the University, which is considered one of the tasks of the director, the board of directors, depending on the size of the University. However, the development of the strategy depends on many matters, which are mainly represented in Knowledge of the internal and external environment of the University and the provision of material and human resources for what is called the organizational structure. In view of the understanding of the relationship between these two variables to help support and activate the strategic management, this study came that relied on the descriptive and analytical approach to study the relationship between strategic management and the organizational structure, Focusing on Tikrit University.

1.8 The Study Questions

Institutions, companies and organizations face a set of challenges within the framework of their work at the strategic and administrative levels, and to solve these problems, these institutions must be given a good organizational structure, and therefore within the strategy of the institution, they must formulate or adopt a set of criteria to make advice between the organizational structure and the strategy of the institution Through a set of dimensions: Strategic formulation, strategic implementation, strategic control and coordination among them to reach an organizational structure that achieves the goals and vision of the institution.

Through these details, a set of questions can be formulated as follows:

The main question: What is the relationship between strategic management and the organizational structure in institutions? And from this question, we take a set of sub-questions

- 1- What is the relationship between strategy formulation and organizational structure?
- 2 - What is the relationship between Strategic implementation and the organizational structure?

3- What is the relationship between Strategic Control and the organizational structure?

The researcher will take Tikrit University as a field study to reach the results.

1.9 Research Scope

Objective boundary: The Analysis of the Relationship between Strategic management stages and Organizational Structure.

Case study: the opinions of a sample of Employees in the Tikrit University

The Human Limit: Staff and Teaching Staff at Tikrit University.

Deadline: First Semester 2020-2021 m



2. THEORETICAL FRAMEWORK FOR STRATEGIC MANAGEMENT

The term “strategy” has been used for several centuries in military operations, and it is a Greek word derived from the word “Strategy” that means the art of war and the management of battles (Munir :2008). That is, how the commander uses the surrounding forces to ensure victory in the war. However, after that, it extended to the field of administrative thought and became preferred for use by business organizations and other organizations concerned with analyzing their surroundings and achieving initiative and leadership in their field of activity(Robinson:2010). The last two decades have witnessed a speed in the global changes under which organizations of all kinds operate, which is no longer suitable for traditional planning systems based on prediction and experience to face the future and adapt to global changes(Hunger: 2018).

The concept of strategic management has spread due to the rapid and evolving change in the second half of the twentieth century of the business environment and its transformation from a stable business environment to a rapidly changing business environment—strategic Decisions (Al-Alaq, Bashir Abdali, and Yassin, 1999: 11). Strategic management is the job of the strategic manager because strategy always remains at the forefront of the higher management tasks in the organization and represents the means by which strategists work in defining strategic goals and decisions.

In this topic, the researcher will address the concept of strategic management and its importance and some related topics, as follows:-

1. The concept of strategic management.
2. Characteristics of strategic management.
3. The importance of strategic management.
4. Strategic management objectives.
5. Levels of strategic management.

6. The stages of development of strategic management.
7. Success factors for implementing strategic management.
8. The stages of strategic management.

2.1 The Concept of Strategic Management

The concept of strategic management is based on developing comprehensive operational plans to deal with the internal and external environment of the organization in order to achieve long-term goals. Strategic management is a process through which managers develop and implement strategies aimed at reaching these goals in light of the available environmental conditions and the internal factors of the organization (Baraka 2019) .

And The views of writers and researchers differed in defining the concept of strategic management, including:

Table (4): The concept of strategic management according to the opinion of researchers:

	Researcher's name	year and page	The concept of organizational structure
1	Kotler	1980: 64	The process of developing and maintaining the relationship between the organization and the environment in which it operates by defining the goals, objectives and plans for all operations practiced by the organization.
2	Pearce & Robinson	1988 : 6	A set of decisions and actions resulting from the formulation and implementation of plans designed to achieve the organization's goals.
3	Helen & Hunger	1990 : 72	The set of management decisions and practices that determine the long-term performance of an organization.
4	Abu Qahf	1992 : 64	The way in which goals can be set and strategic decisions can be made.
5	Noe	1994: 45	The plan that achieves integration between the organization's goals and basic objectives.
6	Ghorab	1995 :26	A long-term plan that the organization adopts as a base for making decisions based on its current and future mission.
7	Morsi & Selim	2007 : 11	A set of decisions and actions related to the formation and implementation of the strategy is designed to achieve the objectives of the organization.

8	Coulter	2008: 4	A combination of decisions and actions aimed at achieving a distinct strategic position for the organization based on strategic analysis.
9	Ahmed	2009 :23	The process of developing and maintaining the relationship between the organization and the environment in which it operates by defining the goals, objectives and strategies for the various actions related to the operations of the organization.
10	Yassen	2010 :17	A system of integrated processes related to the analysis of the internal and external environment and the formulation, application and evaluation of strategies in light of the analysis of the impact of important variables on them.
11	Ghalibi & Idris	2011 : 18	A comprehensive, integrated and continuous management process directed towards the formulation, implementation and control of effective strategies and a systematic approach to business in dealing with opportunities and threats.
12	Cina & karcioğlu	2013 : 837	A process of analyzing the business environment in which strengths, weaknesses, opportunities and threats are used to develop the organization's mission, goals and objectives.
13	Çelikdemir& Tukul	2015 : 531	A long-term vision of what the organization will be in the future that enables it to achieve its main goals through the effective use of resources based on the results of environmental analysis.

- Based on the concepts presented, the researcher believes that strategic management: It is a disciplined approach to administrative activities and actions that determine the long-term performance of the organization by directing the available resources in an effective and efficient manner in facing the challenges of the changing environment of opportunities and threats to achieve the organization's goals and future goals.
- Strategic management is based on several main tasks, which are:
 - a. Analyzing the internal and external environment of the organization.
 - b. Define and implement long-range plans.
 - c. Evaluation and continuous monitoring to ensure the extent to which the strategy is being achieved.

2.2 Characteristics of Strategic Management

A set of characteristics that require subordinates in the organization to be fully aware of in order to achieve effectiveness in its practice, which are represented in the following: (Ashmawi, 2010: 22).

1. It is considered a systematic and inevitable process because it achieves efficiency and effectiveness over the life span of the organization.
2. It helps the organization to solve problems and crises to meet the requirements of the present.
3. All strategic management tasks are closely interrelated with each other.
4. The effectiveness of strategic management is affected by the extent of integration and internal interdependence of its components.
5. Formulating the organization's message in a way that reflects its main purpose, philosophy and objectives in developing the organization's image, which shows its circumstances, capabilities and internal resources.
6. Completing all strategic management tasks in an orderly manner and increasing the effectiveness of future strategic decisions.

2.3 The Importance of Strategic Management

The importance of strategic management stems from the fact that all organizations are keen to improve and develop their performance in order to reach outstanding performance, as it leads to raising the performance of organizations, present and future if they are applied well, and this is what international business organizations that use strategic management methods agree on (Sbitine, 2008: 22). As its importance has increased due to the increasing challenges and risks facing organizations, especially the environment, which has become more complex than it was previously, and this requires them to respond to them in order to be able to continue successfully. (Al Douri, 2012: 52) Other advantages of strategic management include helping to determine the organization's goals, objectives, plans, policies, programs, budgets, and projects, as well as increasing the service supplied to the general public through communication and negotiation. The following are

some of the reasons why strategic management is so important (Majd Suqur - Raad Al-Sarn,2018):

1. It leads to excellence in performance and improves the overall performance of the organization in the long term, and makes officials more responsive and aware of what is going on in the internal and external environment.
2. Determining future opportunities for the expected problems and coordinating and unifying all efforts.
3. Strategic management depends to a large extent on educational activities. It is not just an activity of exchanging papers and memoranda at the level of senior management. Dialogue and exchange of views in the strategic management process are more important.
4. Contribute to the creation of comprehensive intellectual frameworks for the organization and the formulation and evaluation of strategies, programmes, goals and plans.
5. It helps to discover the environmental variables affecting the activities of the organization and its effectiveness and then seeks to adapt to it or control part of it, especially those related to the internal environment (Tabidi, 2010: 30).
6. Supports the competitive position of business organizations through their contribution to facing local and global competitive conditions and achieving competitive advantage.
7. Information systems provided by strategic management help reduce environmental uncertainty by responding to changes in the external and internal environment.
8. Strategic management with knowledge means that it is a strategic force and a competitive advantage that helps creativity and innovation.
9. Contribute to the development of long-term plans, the optimal use of available resources and facing the shortage of natural resources.
10. Providing support for strategic thinking that helps develop the ability to think about the future.

11. It works to provide opportunities for all administrative levels in the organization to participate in the planning process to achieve the goals and how to implement them. (Al-Douri, 2012: 52).

2.4 Strategic Management Objectives

The strategic management aims to achieve ingenuity and excellence in services, reduce external influences on the performance of the organization and increase its efficiency in order to achieve the following objectives:-

1. Preparing the organization internally by making adjustments to the organizational structure, rules, regulations and workforce in an appearance that increases its ability to deal with the external environment efficiently and effectively (Hamdan: 2020, 54).
2. Increasing the effectiveness and efficiency of the strategic decision-making process among all functional units in the organization, correcting deviations, and working to reduce their recurrence and treat them before they occur (Tabidi, 2010:32).
3. A strategic management system consists of steps and procedures that make workers aware of the importance of the scientific method in dealing with problems.
4. Facilitating the communication and decision-making process within the organization (Manal, 2007: 14-15).

2.5 Levels of Strategic Management

The responsibility for making the strategy lies with the senior management in the organization, and many administrative and organizational levels participate in this process in light of the nature and size of the organization, as recent decades have witnessed the emergence of large-sized organizations and other huge organizations such as cross-border companies and that these organizations consist of a number of strategic units of their own (Strategic business units), as the researchers' opinions varied in determining the levels of strategic management, some of them mentioned four levels, which are (Higgins, 1993: 4), (Thabet Abdel Rahman and Gamal El Din Morsi 2002: 9), (Maher, 1999: 27):

1. The overall strategy of the organization.

2. Strategy at the level of business units.
3. Strategy at the functional level.
4. Strategy at the level of operational units.

While other researchers mentioned three levels of strategic management, including (Daft, 2004: 131), (Abu Qahf, 1992: 267), and (Bowman, 1990: 11), which are:-

1. Strategy at the organization level.
2. Strategy at the business unit level.
3. The strategy at the career level.

Others have identified two levels of strategic management:

1. Strategy at the level of the organization.
2. Strategy at the business level.

Despite the multiplicity of strategies and their various organizational levels, the researcher believes that the triple division is more compatible with the organizational hierarchy of the organization, as they work together to achieve the strategic goal that the organization seeks to ensure the achievement of its mission and ultimate goals (Shehada , 2020):

1. The overall strategy of the business institution (organizational level): At this level, the general strategy of the organization is designed, where the senior management determines each of the long-term goals and sets plans to achieve these goals. This process includes making a number of decisions related to the resources in which each activity is allocated to The aspect of specifying the activities that are added or deleted, and this level includes specifying the following:

Determining the organization's capabilities of financial, human and technological resources.

- Identifying alternative opportunities by analyzing the internal and external environment of the organization as the occurrence of social or demographic changes.
- Determining the activities that the organization is currently practising and the activities it will carry out in the future (Nahi, 2006: 60).

2. Strategy at the level of the business unit: The strategic management at the level of the business unit seeks to transform the general goals into specific strategies for competition for each unit of activity. The strategies may vary and vary depending on the different strategic business units of the organization. The senior management of the organization works on the formulation and implementation of strategic plans for each business unit based on the analysis of the variables of the internal environment of the unit and the local external environment. These strategies appear if there are main units that have independence in resources and goals or can be held accountable for their outputs of revenues and costs independently of The rest of the administrative units (Maher, 1999: 27). It is necessary for the organization to have a clear strategy for these functional systems, and the strategic plan undertakes the process of evaluating the policies, programs and procedures for the implementation of each job without going into the details of direct supervision of the daily activities of these jobs.

3. Strategy at the job level: This level is represented by the human resources strategy, as the managers of the functional departments carry out the detailed work of the strategy and the scope of their work is characterized by a focus on business and specific functions such as (research and development, personnel, finance and calculator) as it sets a general framework to guide these operations and defines the ideas that he adheres to. Whoever supervises these operations through administrative commitment to a set of general policies (Al-Sayed, 2000: 52) and the strategic role at this level is less than that of the organization as a whole or the level of the business unit, but it remains important to have the ability to implement the strategies taken at the level of the organization or level Business unity and the ability to create a state of integration between tasks and work within a single job (Ghorab, 1995: 22).

The researcher believes that despite the diversity of strategies and their different levels of management, they work in an integrated and effective manner in order to achieve the strategic goal that the organization aspires to and ensure the achievement of its mission and ultimate goals.

2.6.1 The stages of development of strategic management

The development of administrative thought in the field of strategic management through several stages that can be exposed as follows (Abu Qahf, 71:1992).

26.1 The first stage: planning that depends on the financial basis

This stage focuses on planning and implementing the yearly budget as well as precisely articulating goals in the near term as the business strives to fulfill them. It also focuses on the organization's functional tasks (Ansoff , 2019).

2.6.2 The second stage: planning based on forecasting for many years to come

The relevance of researching the environment and the elements that influence its impact on the organization is growing, resulting in better resource allocation and administrative decision-making. The clash between interest in future occurrences and the system of reward or pay, for example, is one of the hurdles that may arise at this point. This focus is frequently on short- and medium-term performance, as well as issues with obtaining the data required for planning and the risk that the planning process is simply an addendum to the prior plan (Certo , 1995).

2.6.3 The third stage: the externally oriented planning stage

This stage shows the beginning of strategic thinking. The lack of accurate integration in the planning efforts of the various organizational units in the organization is considered the main weakness in it, while there are several obstacles arising at this stage represented in the contradiction between interest in future events and the reward system, in which the focus is often on Performance in the short and medium-term, in addition to problems in securing the data needed for planning, and the possibility that the planning process is just an amendment to the previous plan (Courtney , 2002).

2.6.4 The fourth stage: the strategic management stage

This stage shows the integration between strategic management and strategic planning in one process, and the latter is directly related to operational decisions (Loureiro:2020).

1. Intensive, deep and flexible planning: This requires senior management to scrutinize all information related to the planning process and to study the organization internally and externally.

2. Strategic thinking in general: Managers have learned how to think in a strategic way and that all members of the senior, middle and operational management are involved in the strategic management process.

3. The Assistant Values System: Building this system is the responsibility of the senior management towards some issues and matters of special importance, such as team spirit, adventure, open communication, and independence in the exchange of information at all levels and work teams.

Strategic management is important for all organizations of all types and sizes, and it is not limited to profit-oriented organizations only but also to service organizations, where it is visible and clear in large-sized organizations with multiple strategic units.

2.7 Success Factors for Implementing Strategic Management

To successfully implement strategic management in the organization, several factors must be provided, the most important of which are (Jamal: 21, 2010):

1. Providing strategic information systems: Information has a fundamental and important role in all stages of strategic management. It is linked to the results of the analysis of internal and external environment variables, as it supports the efforts of strategic managers in setting goals and formulating strategies, as it contributes to the implementation, review and control of the strategy.

2. Availability of strategic thinking: It indicates the availability of the capabilities and skills necessary for individuals to practice the tasks of strategic management, as it provides its owner with the ability to examine and analyze the various elements of the environment, prepare future predictions, formulate strategies, make intensive decisions, and the ability to develop new ideas, and that one of the most important characteristics of individuals with strategic thinking They have the following skills:-

A- Choosing the appropriate strategy: the strategic manager lists the alternative strategies to confront the organizational situation and values each strategy by addressing the advantages, disadvantages and justifications and applying each of them in a way that contributes to his good choice of the best one.

B - The ability to make strategic decisions: which is distinguished from other decisions by its comprehensiveness and long-term coverage.

C - Allocating and using the available resources and capabilities efficiently: The manager must have the ability to allocate the organization's resources that must be available in the future to achieve its goals.

3. Providing the right administrative organization: It requires the provision of an accurate administrative organization capable of adapting to all strategic changes and providing the necessary information, in addition to the existence of sound systems and procedures that facilitate work procedures instead of complicating or disrupting them.

4. Availability of a financial system: The organization must have a good financial management system. If it is not available, it is preferable to address this before applying strategic management, as it requires large financial, human and technical resources.

5. Availability of an incentive system: that is, ensuring that there is a compatibility between what is required for the effective implementation of strategic plans and the legitimate needs and demands of the employees of the organization who implement the plan. The incentive system must be linked appropriately and effectively with the organization's strategy at the various administrative levels.

2.8 Stages Of Strategic Management

As there are various models that deal with these stages, strategic management goes through a series of primary stages and procedures that must be used in the business to achieve the goals successfully and efficiently. They concluded that it has the following basic components, which must be followed by people who practice it (Noren, 2010):

- The first stage: an environmental survey.
- The second stage: formulation of the strategy.
- The third stage: implementation of the strategy.
- Fourth stage: strategic control and evaluation.

These stages are overlapping with each other, and researchers have differed in one way or another on the sub-components of each stage. The current research will address the three stages (formulation, implementation, and control) (Aqili, 2010),

(Al-Amyan, 2010), (Wheelen & Hunger, 2004), and as follows and as shown in figure (1).

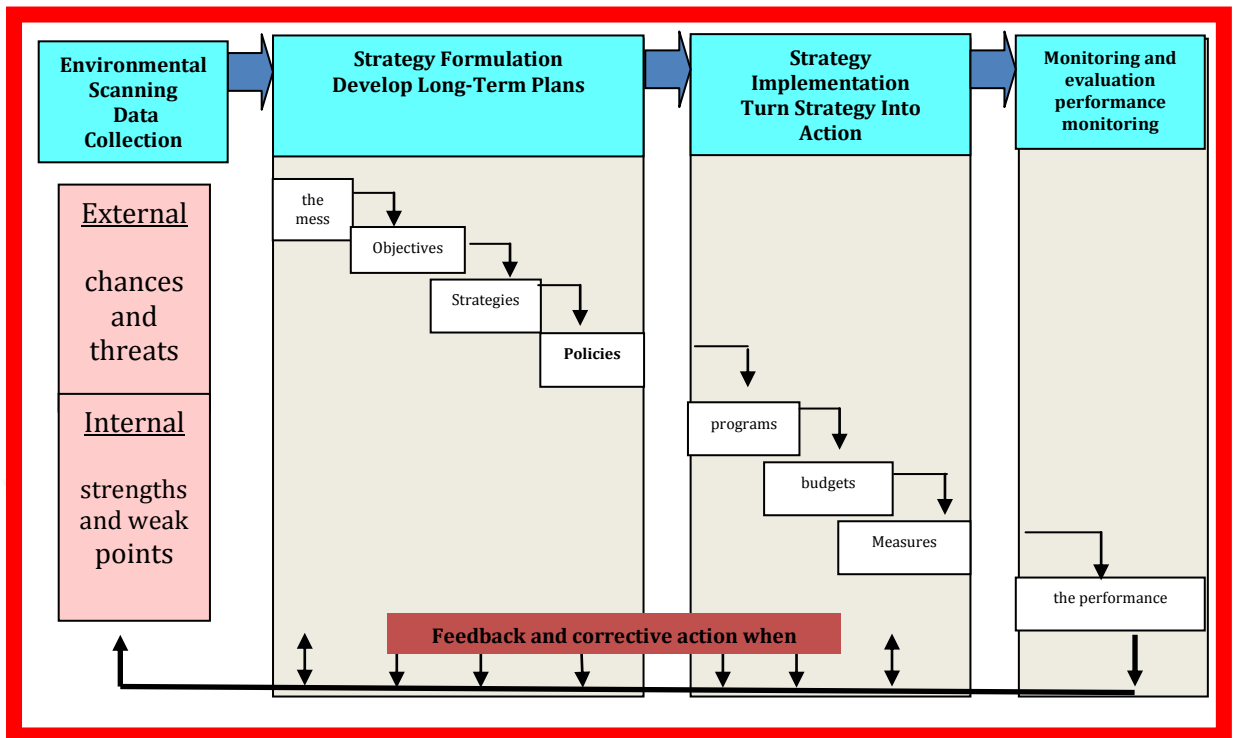


Figure 2.1: Stages of strategic management

Source: (Wheelen & Hunger, 2012)

2.8.1 Strategic formulation stage

Although there is no unified global definition of strategy, it can be defined as a method or process of direction and scope for an organization to realize opportunities with its resource pattern and meet market demand and stakeholder expectations. Its competitive advantage A well-formulated strategy helps in organizing and allocating the organization's resources optimally based on internal competencies, relative shortcomings, expected changes in the environment, and accidental moves by competitors (Sarbah Nyarko, -Otu Grant 332: 2014) indicated its broad meaning as the process that By which organizations and individuals achieve their goals (Grant15: 2016) the concept of strategy means that the future is directed, future ideas are presented, and the activities necessary to achieve this idea are created, including operational activities, and the organization strategy is directed in an integrated way towards the future, strategically because they deal With the unstable and unstable future that requires them to make strategic decisions to ensure the future of the

organization from while defining strategic directions (FarajAllah, et al & Sarbah 50: 2018).

The process of formulating the strategy is represented by a set of activities practiced by the strategic leaders in cooperation with the directors of the organization to obtain a set of strategic options that ensure the achievement of the organization. By formulating a comprehensive vision from which the mission and goals of the organization operating in its context and the goals it seeks to achieve within its qualitative, quantitative and temporal standards, and then begins the stage of analyzing the environment internally and externally, identifying the elements of strength and weakness in the first and diagnosing indicators of opportunities and threats in the second, and thus all these data lead To choose the appropriate strategy to achieve the goals of the organization, that this phased arrangement represents a creative vision free from the threats of the environment and the limitations of capabilities so that it focuses on the strong desire of the senior management to move the organization to the desired position that it aims and seeks to achieve. This embodies the strength of the organization's management and its perspective in achieving discrimination over competitors who are looking for environmental opportunities in the context of the available competitive capabilities of their organizations to exploit these opportunities, which is what the researchers agreed upon.(Pearce et al, 2005: 37), (2000, Macmillan & Tampoemm), (David 2007: 37), (2010: 10, Nelson, Machabaphala), (2020: 1521, Wardhani & Dini).

The strategic formulation process takes place in the light of defining the mission of the organization, taking into account the internal and external environmental variables, that is, this stage includes a set of activities that include defining the organization's mission, policies and strategic plans, in addition to analyzing the internal and external environment, identifying strategic alternatives and choosing one of them (Al-Anazi, 157: 2014):

A - **the message:** The organization must define for itself an idea and concept to distinguish it from other organizations and the extent to which the organization possesses effective management that can translate its goals into reality efficiently and effectively by defining the message. Similar to it (Bin Habtoor, 89: 2007). The formation of the organization's message is one of the main points in the strategic

formulation process, and it is a reflection or summarization of the organization's vision (Al-Maghraby,1999).

1. The message represents the distinctive framework of the organization from other organizations.
2. Directing all the practices and actions carried out by the organization, as it shows the main objective of its existence.
3. The message is the pillar upon which the goals and objectives are built.
4. The message is expressed briefly and not in detail.
5. The letter explains the general direction of the organization and the nature of its work.

- **Characteristics or specifications of a good message:** A good message must have a set of characteristics and specifications, the most important of which are (Al-Anazi, 2014):

1. Clarity, the accuracy of expression, conciseness in the wording, and that it be easy to understand by everyone, and that it be brief, short and easy to remember.
2. It should describe the organization by defining its goals and audience and how it can achieve what it wants.
3. It is characterized by its ability to transform into plans, policies and work programs while at the same time focusing on a specific and clear strategic axis.
4. The organization is distinguished from other organizations and works to achieve integration between the various work units in the organization.
5. It represents the permanent reference for decisions within the organization, taking into account the factors of growth and expansion expected in the future.
6. It should emulate the norms, values, beliefs and traditions of the organization and take into account the current and expected societal and environmental conditions.
7. The message is characterized by the possibility of application and benefit from the available resources.

8. It is necessary that the message be formulated in a way that prompts everyone to adopt it as a message for the organization so that it can satisfy the needs of the organization's employees and the beneficiaries of its services.

B - Objectives: This is what the organization seeks to achieve. The objectives must be clear and measurable because any organization needs to define the goals that it seeks to achieve, regardless of the sector to which it belongs and whatever its size or administrative levels. The strategic goals are the final goals that the administration seeks to reach through the optimal investment of human and material resources available now and in the future. A good target has a set of characteristics (Al-Karkhi, 249: 2009).

- To be linked to the mission and future vision of the organization.
- There are measures to monitor performance.
- Push the organization towards creativity, attention and focus.
- It should be realistic and practical and not imaginary; that is, it can be achieved according to the circumstances and data.

The strategic objectives are formulated on three levels as follows:

- **Strategic goals:** These goals are formulated in a general and comprehensive manner and centre around the overall results to be achieved.
- **Tactical goals:** both the senior management and the middle management participate in the formulation of these goals, and they are formulated at the level of the main departments in the organization.
- **Operational goals:** The middle management participates in formulating these goals with the supervisory administration, which are formulated at the level of departments, units and individuals, and are more detailed and specific than the tactical goals and are characterized by being short-term and representing the means and methods of achieving tactical goals.
- **Factors affecting the setting of strategic goals:**

The strategic goals are not placed in a vacuum or simply by referring to the environmental factors, as they emerge as a product of the interaction process between many influences at the different organizational levels, and these factors affecting the setting of goals are (Thabet And Morsi, 117:2002).

- **External influences:** There are many external factors that can affect the goals that the organization seeks to achieve. At the forefront of these factors are the values of the community in which activities and the behavior of groups are practiced. The effects of social values may appear in different forms, the most important of which is determining what can be accepted or rejected by the community, of the actions and behaviors of business organizations.
- **Expectations of individuals and groups:** The expectations of individuals and related groups affect the determination of the type of goals that the organization sets for itself.
- **Organizational culture:** Culture affects the way individuals think, and it consists of a mixture that includes values, beliefs, slogans, management and leadership models, in addition to structures and systems. These dimensions determine the identity of the organization, its goals directions, and behavioral patterns.
- **Nature of activity:** The services provided by organizations and the type of technology used affect the quality and scope of the goals that organizations set for themselves, as well as the strategies they adopt to achieve these goals.

C- Strategies:

A set of strategic plans that are developed in order to achieve the strategic objectives of the organization, which works to create interaction between the organization and its external conditions (Jamal and others: 2010). (Shallander) has indicated that the strategy works to define the organization for its purposes, main objectives and long-term goals, and clarify specific work roles, and identify and allocate the resources required to achieve those goals and objectives. It is also known as the comprehensive plan that defines how to achieve the organization's goals and mission. The organization's strategies may include geographical expansion and diversity, indicating (Griffin:1999) that the administration is supposed to rely on formulating the strategy on determining the gap between the current situation of the organization and the target situation, where the goals are long-term, and then identifying the strategies that stem from it to bridge this gap.

D- Policies:

They represent the means that enable the achievement of the general objectives of the organization and include the rules and procedures established with the aim of reaching the specific objectives (Al-Ani:2002), which guide the decision-making process, derive policies from strategies, and represent the framework for the decision-making process within the organization, and accordingly, policies are a tool for linking the process of The formulation of the strategy and the strategic implementation process, as it is a frame of reference that must be adopted by individuals and departments when implementing the strategy. The policies constitute broad guidelines for decision makers. The organization's policy is considered as directives for its members to abide by its strategy, as these policies are carried out through the goals and strategies of the work of each organizational unit and are considered one of the Factors affecting the success of the organization's work.

- **Strategic formulation stage requirements:**

It is difficult to define acceptable strategic formulation processes by all business organizations in all circumstances and situations, but this process requires the following:

1. Preliminary processes: These are activities centered around the guidelines for the strategy and the policies in the light of which the strategic plans are conceived through four main tasks:
 - Final review of the current goals and strategy to ensure the objectivity of the goals and the possibility of their implementation and to know the extent of compatibility between means and goals.
 - Determining the strategic issues facing the business organization in the future, marking them and working to meet them with the proposed strategic options.
 - Creating strategic policies and requires discussions of the strategic position, available options and methods of resource allocation, as well as the organization's functional policies.
 - Carrying out a case study to determine the feasibility of the proposed strategic options.

2. Strategic Choice: The decision by which the best strategy is selected from among the proposed alternatives to achieve the desired objectives.

- **Obstacles of the strategy formulation stage:**

The strategic formulation stage in governmental organizations may face a number of obstacles, as follows:

A- Pay more attention to short-term goals than to long-term goals.

B - The multiplicity of the objectives of governmental organizations and their failure to define them clearly and accurately, their rigidity, and their failure to develop them from time to time to respond to changes in the external environment.

C - The lack of administrative competencies that have the ability to think strategically, which negatively affects the analysis of the data collected about the variables in both the external environment surrounding the organization and the internal environment.

2.8.2 Strategic implementation

After the formulation of the strategy is completed, the attention of the senior management is directed to the strategic implementation process and the possibility of its interaction and consistency with the strategy set within the strategic management processes. It is one of the features that help the success of this work, and what completes and confirms this success is the implementation of it (Pearce: 2018). The proper implementation of the plan is a very important process. The more the implementation is compatible and stems from the steps drawn by the strategic plan, the more successful this implementation will lead to the success of the organization and the achievement of its goals.

- **Implementation concept:**

Specialists defined strategic implementation as the process of putting strategies and policies into practice through setting programs, budgets, and procedures (Helen and Hunger, 1990: 38). It is necessary to transfer these strategies to the ground and achieve the targeted results (Ivancevich: 1997), as the implementation process is a subsequent process to the strategic formulation process, as it translates the plans that have been approved into actions. Factors or elements represented in the efficiency and effectiveness of those who plan and implementation, the accuracy of planning,

clarity of plans, as well as the availability of material capabilities and clarity of operational procedures. Inaccurate and correct but effective and efficient implementation can fill some of these gaps in the drafting process. Success is achieved when there is a good formulation and implementation of the organization's strategies.

- **The importance of strategic implementation:**

The importance of strategic implementation from the researchers' point of view is that it is related to the process of strategic analysis on the one hand and the process of strategic options on the other hand in an interactive relationship and thus gives the implementation process a renewed dynamic dimension (Al-Husseini: 2000). The strategic implementation process is of great importance to business organizations because:-

- The formulated strategies and produced options are transferred to the ground and to targeted results so that the drafting processes do not remain just meaningless theorizing and a waste of resources.
- The implementation process gives a specific meaning to the commitment of employees and management to the goals stated in the plans and how to reach them.
- The implementation process achieves the results of increasing the organization's share in accordance with the elected strategy.
- Helping in building the organization's own experience, as the possibilities available in the field of management skills and human resources can be exploited effectively in light of their status within the approved implementation mechanisms.
- Implementation helps to develop the competitive capabilities of the business organization towards other organizations, and it can address in wise ways the failures that may be received during the drafting process.

- **Strategic Implementation Requirements:**

One of the necessary requirements for the success of the strategic implementation process is the existence of an appropriate organizational structure, the development of organizational culture, and the provision of appropriate resources, whether tangible or intangible. The consulting company "McKins" presented a model that

includes seven administrative and organizational elements necessary for the success of the strategic implementation process and called it the seven elements model where Each of these elements begins with the letter (S), as the appropriate entrance is chosen for the implementation of the strategy and the setting of standards for the control process, regardless of the details and privacy of each organization, these elements are:

A - Common goals and values: which represent the aspirations and ambitions of the members of the organization and what they would like to achieve and reach, and this is difficult to express in the goals.

B- Strategy: It is a set of practices practiced by the organization with the aim of achieving precedence over competitors. Through that practice, the organization's vision, mission and goals are determined and within the framework of evaluating those opportunities, environmental threats, and internal strengths and weaknesses, in a manner that achieves a balance in meeting the interests of all parties.

C- Skills: that is, the capabilities, capabilities and competencies possessed by the organization's employees, which enable them to transform ideas and information into practical reality. Skills are what distinguish the organization from the other and make it able to compete better than before.

D- Regulations: They are a set of instructions under which the organization operates, which often refer to how the organization performs its various work and includes control systems, information systems and other systems.

E- Employees: They are considered the important element of the strategy implementation, with their skills and capabilities, and the organization should pay great attention to the characteristics of these workers, especially the characteristics that benefit the effective implementation of the approved strategy.

F- Management style: i.e. the thinking methodology adopted by the organization's management in performing its various operations, as it shows the basic and core values that the organization should adopt.

G- Organizational Structure: The organizational structure embodies the set of organizational relationships determined by the organizational charts, thus defining the lines of authority, responsibility and clarifying the coordination processes that take place between the various activities in the organization.

- **Obstacles facing the implementation phase:**

The strategic implementation phase faces some obstacles that affect the effectiveness of strategic implementation, so it is necessary to refer to the most important of these obstacles to try to avoid them, the most important of which are (Dagher: 2000):

A - The existence of a bureaucratic organizational structure that may make it difficult to transfer information from lower levels to higher management.

B - Conflicts in the interests of individuals and their competition for limited resources.

C- Lack of resources needed to implement the strategy, such as a lack of available financial resources, which leads to its inability to implement the alternatives chosen at the formulation stage.

D- The prevalence of the administrative style on leadership styles in government organizations, which negatively affects the implementation of the strategy. The administrative style focuses on completing work according to a specific mechanism. As for the leader, he tends to influence the organization's members by motivating them and convincing them of the importance of focusing efforts and directing resources in a way that enables the strategic plans that have been implemented. Their preparation.

E - The culture of the organization may become aggressive towards new strategies due to its desire to maintain the current situation.

2.8.3 strategic control

It is the last stage in most models of the strategic management process, but the reality of the situation indicates that the control processes are characterized by continuity, which begins before starting any stage of the strategic management.

Oversight is one of the basic functions of the manager, and without it chaos may prevail in the corridors of work in organizations, and it is one of the important topics in the lives of individuals and societies "Control at work, as no institution or organization is devoid of the existence of a specific and studied system or program for control, in order to help employees provide better What they have to work, which is reflected positively on activating the role of the organization within the community, and thus be able to achieve its goals(Abbas, 2018).

- **The concept of strategic control:**

Many academics dealt with the concept of control and developed many concepts, including that it is a system to identify the extent to which the organization's strategies are implemented and the extent of its success in reaching its strategic goals and objectives by comparing what has actually been implemented (Jannesson:2011). With what is planned, and modifying the strategy on the basis of implementation results and thus improving the organization's ability On the achievement of its goals and objectives (Al-Salem:2005) and it is also defined as the continuous organizational control processes over the implementation of the organization's strategy in an effective and efficient manner and in a manner that ensures the achievement of the organization's mission and strategic goals without wasting resources and material and organizational capabilities (Yassin, 2010: 193).

- **Strategic Control Levels:**

In large organizations, control operations are exercised by various administrative levels, and they aim to implement work regulations and achieve the organization's strategic goals:

1. Strategic control: It is exercised by the senior management in the organization, and within its framework, the focus is on the effectiveness of the organization in general, as well as the main works and functions to ensure that the strategy set for various levels has achieved its goals through effective implementation processes and that this control focuses mainly on the nature of the relationship between the organization and its environment Foreign Affairs and the society it seeks to serve.

2. Structural (tactical) control: Some may call it tactical control, which is mainly concerned with accomplishing the various aspects related to planning at the level of middle management, and which is concerned with the elements of the organizational structure and its tasks to reach the goals to be achieved within the framework of the distribution of roles, powers and responsibilities within the framework of the structure.

3. Operational control: This level of control is considered more detailed, as it is exercised by the lower and supervisory management. It is necessary to control the control process on detailed activities and short-term plans, that is, implemented within a framework not exceeding one year, as shown in Figure (2.2).

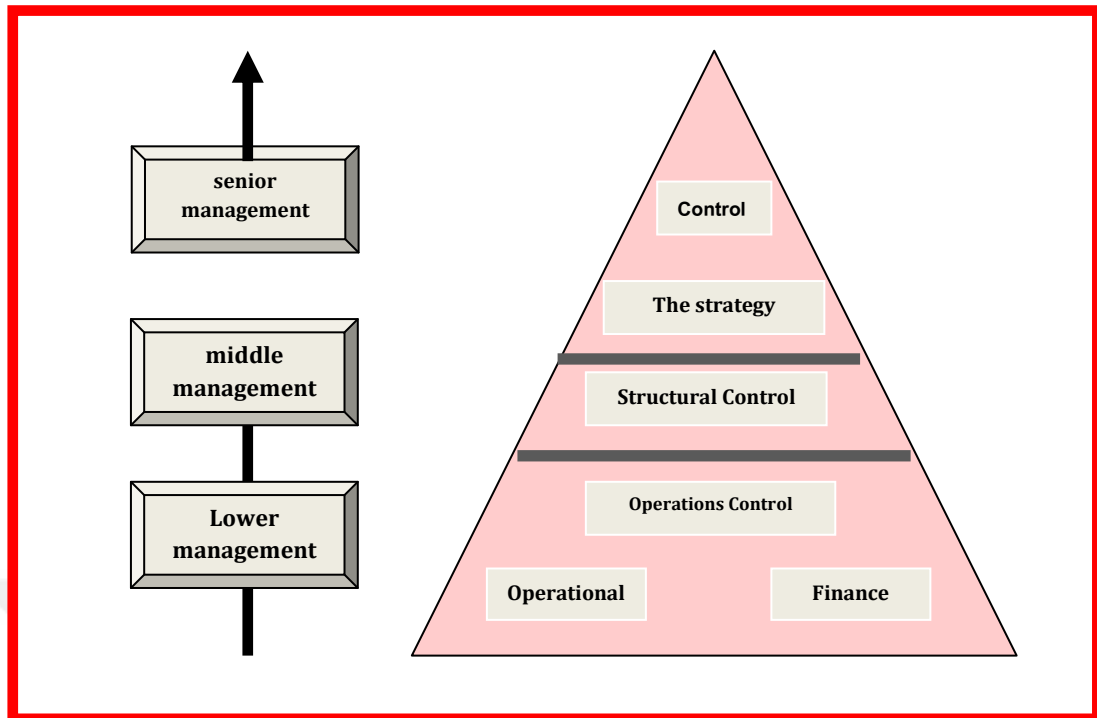


Figure 2.2: Levels of control

Source: Griffin, Ricky "Management" Houghton Mifflin Company, 2014: 620

- **Strategic Control Requirements:** The control system requires the achievement of its desired objectives, and the following conditions must be met (Al-Qatamin, 174:1996):-

1. If the focus is on the vital and basic issues of the organization.
2. Provides administrative decision-makers with the required information in a timely manner and within the framework of strategic control
3. The strategic control indicators are considered interrelated and consistent with performance, medium and short term.
4. Moving away from the traditional and related perceptions that the control system gives a huge and large amount of information, while this matter needs the information to be focused and useful as it gives the management accurate judgments about the position to be taken or the case to be corrected.

- **Obstacles facing the strategy evaluation stage:** Strategic oversight in government organizations faces many obstacles, the most important of which are:

1. Controlling processes focus on inputs rather than outputs.

2. It is difficult to obtain correct and accurate information from its sources or the administrative devices available to it.
3. The difficulty of setting quantitative measures to measure goals in governmental organizations is due to the nature of their qualitative goals.
4. The absence of a relationship between reward, penalties and performance, which hinders the design of an efficient system of feedback that is characterized by objectivity and, therefore, the evaluation is based on personal judgment.

Accordingly, any attempt to avoid these obstacles and work to reduce their negative effects may help in improving strategic management, whether in terms of practice as a process or in terms of the outcomes represented in strategies. Because the stages of strategic management are interconnected stages, and it is necessary to continuously review those stages to ensure the achievement of efficiency and effectiveness in formulation, implementation and strategic control. We also conclude that without a clear strategic approach, organizations will lose their resources in unproductive business and areas, and this will be an entrance to the failure of the organization and the failure of its strategy.

3 – Theoretical framework of the organizational structure

The subject of the organizational structure occupied an important space in administrative and organizational thought and is still receiving increasing attention from consultants and managers, as it is a vital means in helping the organization achieve its goals efficiently and effectively, and it is considered a scientific method for developing the organization's operations. It affects many variables and organizational aspects by assisting in the implementation of plans, decision-making, determining the responsibility of individuals and achieving harmony between various activities and units to avoid duplication, overlap and bottlenecks in work.

The organizational structure is similar to the human skeleton, so the health of the organization's organizational structure is evidence of its health and vice versa. It has a direct impact on the behavior of individuals and groups in institutions through the division of work and specialization, assigning specific tasks and duties to the individual, and defining the obligations arising from individuals. It shows the image and form of the organization by drawing all the administrative units, the main functions, the lines of authority, responsibility, and the relationships between those

units in order to achieve their goals, which represent the basic purpose of the organization's existence (Harem: 2006).

There is no doubt that all organizations and from various economic and service sectors, public as well as private ones, depend their success to a large extent on their organizational structure, through their ability to achieve a high degree of congruence and adaptation between their objectives and organizational structure. Solid scientific and practical, so the organization becomes useless and unable to achieve its goals and tends to decline and decline. A bad organizational structure has negative effects that lead to an increase in organizational conflicts, an increase in expenditures and waste in human resources, and improper decisions. Therefore, the senior management of the organization bears the burden and responsibility of its organizational structure.

Hence, we find that the impact of the organizational structure on the behavior of individuals in any organization cannot be overlooked. The way in which the division of work, specialization, defining roles, forming organizational units and delegation of authority all affect to a large degree, positively or negatively, their behavior. And interacting with each other, and its effects and results may be positive or negative depending on the composition, and composition of those aspects.

This topic derives its importance through its focus on the organizational structure that gives the organization the appropriate form to achieve its goals and functions in the environment. This topic is devoted to identifying the concept of the organizational structure and some topics related to it, as follows:-

1. The concept and elements of the organizational structure.
2. The importance of the organizational structure and objectives.
3. Factors affecting the organizational structure.
4. The stages of building the organizational structure.
5. The basic principles of the organizational structure.
6. Types of organizational structures.
7. The nature of the organizational structure.

3.1 The concept and elements of the organizational structure

The views of writers and researchers have varied in defining the ways and methods that explain this concept, and the reason behind this lies in the nature of the labels, and the words, which were placed as synonyms or because of the proximity or distance of some related terms such as, organization, organizational design and organizational map (Al-Ani, 2002: 45).

Table 3.1: The organizational structure according to the opinion of the researchers

	researcher name	year and page	The concept of organizational structure
1	Mintzberg	1979:968	A set of methods and methods by which the work is organized into tasks and coordination is carried out between them in order to achieve the goals.
2	Al-Douri	125 :2000	It is a formal organization of centers, roles, and relationships between individuals and departments, towards achieving the goals and tasks of the organization, and often takes the form of a regular map.
3	Hellrigel	2001:108	An integrated set of activities and basic operations in the organization through which formal relations are designed, and in the light of which the number of administrative levels is determined.
4	Al-sheikhly	14 :2002	A framework through which the relationships between the organizational units that make up the organization are determined, and the extent of their integration and independence in decision-making.
5	Daft	202 :2004	An expression of the official relations that include the number of administrative levels, the scope of supervision, and its role in determining the social dimension, represented by the groups of workers within

			the framework of the system, ensuring effective communications.
6	A- Bakri	117 :2005	The framework that defines the internal structure of the organization, it shows the organizational divisions, the sub-units that carry out the various work and activities required to achieve the goals of the organization, and the relationship between its departments, lines of authority and the network of communication in it.
7	Al-Shamaa & Hammoud	163 :2007	The form that determines the internal structure of the relations prevailing in the organization, it shows the divisions or main and sub-units, which carry out the various work and activities required to achieve the goals of the organization, in addition to showing the forms and types of communications and existing relationships networks
8	Ellozy	45 : 2007	The form in which the organization determines how to divide tasks, use resources, and cooperate and coordinate between different departments.
9	Al-Amyan	205 :2010	A framework that defines the various internal departments and divisions of an organization.
10	C.Lunenburg	10:2012	Formal formation between individuals and groups regarding the assignment of tasks, responsibilities, and authority within the organization.
11	Tran & Tian	230:2013	Permanent specialization of work roles, and administrative mechanisms, which create a pattern of interrelated work activities, and

			coordinate and control the activities of the organization.
12	Al-Qaryouti	50 :2013	The way in which tasks are organized, the main roles of employees are identified, the information exchange system is identified, coordination mechanisms are identified, and the necessary interaction patterns between the different departments and their employees.
13	Dr S.S.Khanka	400:2013	The way in which employers' positions, duties, roles and lines of authority are formed in the system, in order to achieve organizational goals.
14	Griffin & Moorhead	430:2014	A system of mission, reports, and authority relationships through which the work of an organization is conducted, and is also the form and function of an organization.
15	Al-Anzi & Al-Majidi	199:2016	A framework through which the relationship between the various organizational units that make up the organization, and the extent of their independence, and their integration together, are determined.

- Based on the concepts presented for the organizational structure, the researcher sees: The organizational structure is a framework that clarifies the administrative hierarchy of the organization by defining the activities and tasks that are distributed among the workers coupled with coordination and control methods, in order to achieve the flow of work, ease and accuracy in administrative operations.
- The organizational structure consists of a set of elements that are reflected in the organizational chart (Al-Lawzi and Hammoud, 2008: 219).

1. **Human elements:** Determining the relationship between the organization's members, and it is represented by all the individuals working in the organization at

their various levels and functional positions, who vary in quantity and quality according to the size and nature of the organization.

2. **Material elements:** It is concerned with the organization's units by specifying the equipment required by each unit, and it includes natural, material, machinery, equipment, devices and financial resources. These elements may differ qualitatively and quantitatively according to the nature of the different organizations.

3. **Legal elements:** It is one of the most important elements in the organization for its role in determining its legal form, which deals with all the previous elements in an official manner and works on their interconnection and regularity in the form of an integrated unit, and includes constitutional texts, applicable laws, regulations, regulations, decisions, orders and instructions relevant to the organization concerned.

4. **Ethical elements:** These elements are attached to the human resource and include the general philosophy of the organization, its values, customs and traditions, and are considered important in building the organization and distinguishing it from other systems, as they are considered to have a meaningful impact in achieving the success of the organization.

As for the components of the organizational structure from the point of view of (Mintzberg), they are divided into five parts, which are represented in (Mintzberg, 1996: 47):

1- **Senior management:** which represents the strategic summit and represents the highest reward in the organizational structure and is considered the site in which the organization can be seen as a whole.

2- **Middle management:** It represents the link between senior management and operational management. Its functions are occupied by a group of department heads, and this part is concerned with the work of the executive management, as its members have fewer powers than the higher management.

3- **Operational management:** represents the base of the organization and includes the individuals who perform the basic work activities in the organization.

4- **The professional technical aspect:** The technical aspect includes the organization's structure, all previous departments (senior, executive, operational) as

it is outside the organizational structure, and includes specialists who set standards to coordinate the work of the organization.

5- **The supporting side:** which provides the services needed by other departments in the organization, such as public relations, legal services, and others. As in Figure (3):

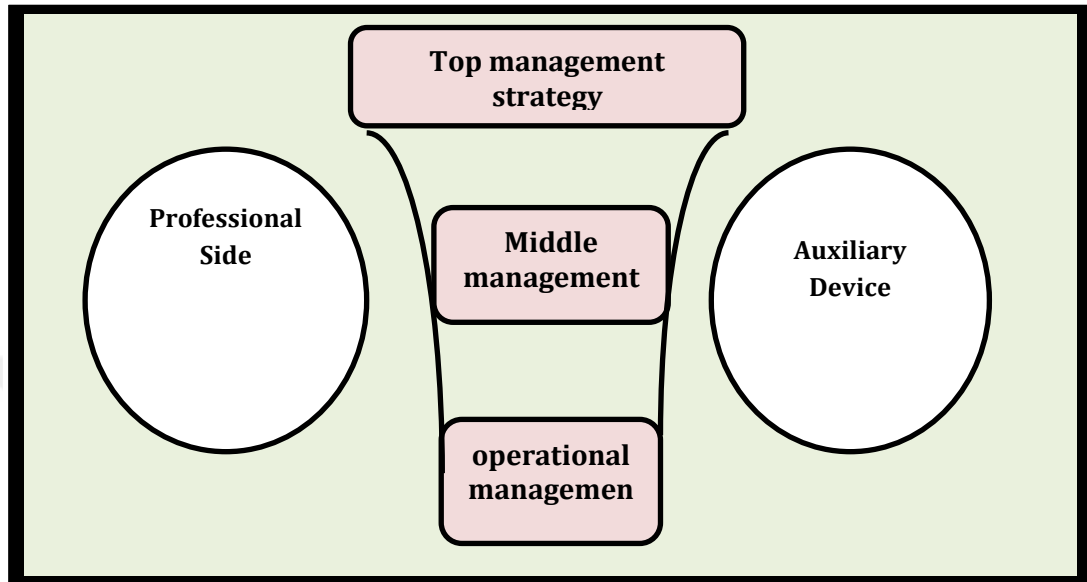


Figure 3.1: Organizational Configuration

Source: J. Williams, Robert, (2007), evaluation of naval aviation enterprise airspeed's generation of measurable cost savings and reinvestment for recapitalization of the future navy and marine corps, Master thesis, Naval Postgraduate School Monterey, California, P8.

3.2 The importance of the organizational structure and objectives

The importance of the organizational structure enables it to be considered the most important means to help achieve goals

The institution, according to researcher (Peter Drucker, the organizational structure can help in

Achieving the goals of the institution through three main areas, which are (Scheid 1994):

Assist in the successful implementation of strategic plans.

Facilitate the process of determining the role of each individual within the institution.

Helping to make a decision.

The organizational structure represents the starting point in defining the form of the organization and helps it analyze its operations. The organizational structure must be designed to encourage the active participation of the members of the organization and activate the organizational performance. One of the functions of the structure is to determine the activities and relationships within the organization and to create a kind of independence for its members, as they constitute an essential and influential part. In the performance of the organization, the effective implementation of the organization's operations and its success in achieving its goals depends mainly on the behavior of its members working within the organizational structure, which gives the organization its own unique shape (Lynch, 2000: 824).

Many researchers and thinkers have emphasized the importance of the organizational structure, and the vital role it plays in perceiving the organization and achieving its goals and objectives efficiently and effectively, and its importance in ensuring adaptation and coherence between the components and variables of its external environment and ensuring the effective flow of various operations (Al-Shama`a and Hammoud, 1989:97).

The importance of the organizational structure is reflected in being one of the effective means in achieving the efficient flow of business flow, through a cycle in unifying and coordinating the organizational activities of the sub-systems through its effective influence in the organization, and its ability to achieve its objectives (Abdel Hussein, 2005: 67). It represents one of the effective means in achieving the efficient flow of work through its role in ensuring the unification and coordination of the organizational activities of the sub-systems, which contributes to achieving the objectives of the organization (Salah Abdel-Qader:2000). Accordingly, the importance and nature of the organizational structure and the influences it exercises in the flow of operations and its direct impact on them can be stated as follows (Al-Rasul, 28:2005):

1. The organizational structure is a means of linking, through which individuals, resources, rules, procedures and laws are linked together, in a manner that is compatible with the requirements of the organization and compatible with its environment, to achieve the goals of individuals and the organization in an efficient manner.

2. An increase in the efficiency of decision-making processes. If the organizational structure is designed appropriately for the nature, size of the organization and its environment, this will be reflected in the process of information flow from higher levels down to lower levels and vice versa; the appropriate design will save time and great effort for the organization in the process of obtaining information And at the required speed, which achieves smooth work and ease of communication and coordination between individuals.

3. The objective of the organizational structure in the organization is to facilitate the administration's task in carrying out its tasks to achieve all goals at the lowest cost by contributing to the optimal use of the organization's resources.

4. Flexibility and adaptation, especially in organizations that operate in a heterogeneous environment where you need to build a flexible and adaptive organizational structure to implement appropriate responses.

5. Establishing rules and procedures that determine the nature of relations between individuals without being a means of pressure for informal relations and avoiding informal organization that has a direct impact on the behavior of individuals.

And between each of (Macmillan & Tampoe) the main objectives of the organizational structure, as follows (Al-Yasiri, 2005: 21):

1. Indicating the pattern of the relationship between the members of the organization and the center and defining responsibilities, tasks, relationships and communication channels.

2. Puts individuals, processes, and resources in an environment that enables them to realize their intended outcomes.

3. Allocating the formality of organizational relations and the strengths in the organization.

4. It works on the application of management processes through the formation of a network of orders through which planning, organizing, controlling, and directing activities in the organization are carried out.

(John Child) pointed out the importance of a sound organizational structure by exposing the many negative consequences that may arise as a result of applying an

improper organizational structure, and from these results we mention the following (Harem, 2006):

Low morale and motivation of workers to work, due to the lack of clarity of roles and authorities and responsibilities.

Slow decision-making, due to the length of the organizational hierarchy, which leads to delays Access to the necessary information to the people involved in the decision-making.

The organization may not respond creatively because its organizational structure is not included For research and development jobs.

3.3 Factors Affecting the Organizational Structure

Field studies and experiments confirmed that there are a number of factors affecting the organizational structure, without which it is not possible to formulate a typical and ideal organizational structure suitable for application to all organizations, as follows (Al-Rahahla:2011):

1- Size of the organization: The size of the organization plays a key role in the organizational structure, and that the relationship between the size of the organization and the organizational structure is a direct relationship, meaning that the larger the size of the organization, the larger the size of the organizational structure within certain limits. And (Hammoud and Al-Lawzi, 2008: 225) add that the size of the organization is one of the most influential factors in determining the organizational structure; when the organization is small in size, this leads to difficulty in dividing the work and determining the activities. More diversified, and it requires adopting the principle of specialization in the distribution of powers and responsibilities.

2- Specialization: The degree to which employees are specialized is crucial to determining the scope of control at all administrative levels (Gibson & Donnelly, 2003: 379). The organizational structure of the organization may be greatly affected by the degree of specialization that it needs; the more limited the degree of specialization required in work, the more simple the organizational structure and vice versa (Al-Anazi, 2015: 37). And that the organization that provides different services needs a more complex organizational structure than the organizations that provide

few and asymmetric services. Therefore, the degree of production or service specialization plays a major role in the nature of the organizational structure (Hammoud and Al-Lawzi, 2008: 226).

3- The life cycle of the organization: the organization is an entity that has a special life cycle, and that the relationship of the life of the organization is directly proportional to the size of the organizational structure, the shorter the life of the organization, the simpler the organizational structure. Time plays an important role in influencing the organizational structure of the organization, as the life cycle of the organization is similar to the life cycle of the organism. If the life of the organization is short and temporary, this requires a simple structure in its components, instead of using a full group of specialists to perform certain work in a short period, as This work can be assigned to external experts, and the time factor may affect the organizational structure, which leads to its complexity because it requires the presence of specialists in each independent work stage, and this increase leads to an increase in the complexity of organizational relations, and time also affects emergency situations so that It becomes necessary to transcend traditional lines of communication and reduce levels so that the organizational structure can respond to the importance of the time factor in the work of the organization, as is the case in health organizations or aviation organizations.

4- Technology used in the organization: Technology plays an important role in determining the appropriate organizational structure, as work relationships between individuals and jobs acquire a high degree of complexity, the higher the degree of technology.

5- Human resources: the individuals working in the organization are affected in many ways, such as intelligence and specialization. Relying on intelligence and specialization in the organization is necessary whenever the organizational structure is complex.

6- Effect of the environment: the environment affects the organizational structure. Organizations that operate in a stable environment differ in their organizational structure from organizations that operate in an unstable environment. In general, we find that the more stable and homogeneous the environment is, the less complexity is in the organizational structure, and vice versa. The factors of the economic, social

and cultural environment complicate the organizational structure in it (Al-Anazi:2015). The environment is of two types:

- Stable environment: which needs a simple organizational structure, as are the organizations that provide services.
- The unstable environment: such as industrial organizations, and the organizational structure is more complex and subject to change from time to time.

7- Geographical distribution: It is one of the most significant factors of organizational structure. A larger organizational structure is required for an organization whose activities are scattered throughout many geographic locations. This allows the business's workplace to be shown geographically. The organizational structure is a tool for achieving the organization's objectives, and each decision on the structure must be founded on goals and a strategy. Any shift in the organization's strategy is accompanied by a shift in the structure. And that the organizational structure is influenced by a number of elements, including(Fontaine , 2007):-

A - Centralization and Decentralization: The presence of centralization in the organization reduces the complexity of the organizational structure, while the presence of the decentralization system increases the complexity of the organizational structure in the organization, and this calls for adopting the decentralization method when the size of the administrative organization expands. Decentralization imposes itself more often than not as a method for managing large governmental organizations that perform these tasks.

B - The scope of supervision: What is meant by the scope of supervision is to determine the number of subordinates that the administrator can effectively supervise. If the scope of supervision is wide, it leads to a horizontal organizational structure, as the administrative levels are limited. If the scope of supervision is narrow, it will lead to a vertical organizational structure. Administrative levels increase. An organization that specializes in activities spread over large areas is exposed to more administrative problems than an organization whose activities are concentrated in specific areas.

C - Environment of the organization: the organization must interact with and adapt to its environment, and the structure must adapt and deal with both the internal and external environment of the organization to ensure the stability of the organization.

d- **Power and control:** The individuals who occupy decision-making positions in organizations are the ones who choose the organizational structure in a way that enhances their interests, influence and powers, and that the policies of higher administrations that have authority and power have the greatest impact in determining the organizational structure of organizations.

- One of the most important driving and motivating forces for the workers in the organization is the sum of the valuable ties that unite them and motivate them morally to work at the maximum productive capacity, which effectively contributes to finding common denominators, which make them work as a team, to face risks and external threats without indifference to personal interests, and the interim versus the goal The largest of the total of the organization (Mintzberg:1996).

3.4 The stages of building the organizational structure:

Building the organizational structure of the organization is very important because there are many procedures and principles that must be observed, and the organization must ensure that all requirements are met, through the availability of competencies, material resources, clarity of goals, and conducting the necessary studies, however, a process must pass Building the organizational structure in the following stages (Al-Lawzi, 2002:50-49):

1. Determining the nature of the organizational structure, based on defining the overall, general, and subsidiary objectives.
2. Determining the main and subsidiary activities to reach the intended goals.
3. Preparing a comprehensive description and specifying the terms of reference for each department or division.
4. Work on a statement of the organizational relationships between each administrative level and between the departments and units of each level.
5. Starting the preparation of the organizational structure of the organization and defining the supervisory functions for each administrative level.

3.5 The Basic Principles of the Organizational Structure

There are basic principles or characteristics that must be available that govern the organizational structure of the organization, which are exercised in a manner consistent with the required objectives. The principles of the organizational structure are a set of directions and procedures that must be guided when designing and preparing the organizational structure with all its divisions and its various sub-units. Figure (4) shows the basic principles of the organizational structure as follows (Al-Anzi and Al-Majidi, 205: 2016).



Figure 3.2: The basic principles of the organizational structure

Source: Saad Ali Al-Enezi, (248: 2015).

1. **Hierarchy:** It is the leadership of the highest executive director (general manager, dean, head of the department, delegated director) in the organizational structure at its lowest level, which starts from the base of the organizational hierarchy and reaches the top of the upper management. It is not permissible to skip any of the intermediate administrative levels. When dealing between the lowest and the highest. Accordingly, the authority flows from the president to the lowest in a sequential manner, and the responsibility is distributed in its size from the lowest to the highest while not neglecting the goal that is focused on achieving the goals of the organization effectively and efficiently.

2. **Organizational balance:** “Henry Fayol” is the first pioneer in proposing this principle since 1916, as the manager is solely responsible for carrying out the duties of his job, in a way that corresponds to what this helps him bear, by giving him the right to decide the priorities of authority, responsibility, and how will accomplish it.

3. **Organizational flexibility:** The organizational structure must be capable of making adjustments to it, according to internal and external changes. Which requires him to constantly reconsider it, in line with the required goals and potential facts, and which are consistent with the potential risks.

4. **The scope of supervision:** The scope of supervision determines the main and different supervisory functions in the organization. It represents the extent to which the manager, or the official, can exercise effective control and control over his subordinates. Therefore, the issue is related to determining the size of the official personal interactions in which the manager is able to deal with it in achieving the goals of the organization.

3.6 Types of Organizational Structures

Many studies have indicated that organizational structures have several types that differ from each other in their functions and in their suitability to the environment in which they are located, including the functional structure, the structure of departments or divisions, the geographical structure, the matrix structure, the network structure, the team structure (Al-Anzi, 2015: 257).

1- **Organizational Structure:** The first to suggest the job structure is the scientist Frederick Taylor. This type is called organizational bureaucracy. Jobs are grouped from bottom to top. The functional structure consists of the executive director of the organization and a limited number of advisors in it with career line managers. And that functional departments are the dominant feature of most parts of the organizational structure, and therefore it facilitates the effective participation of knowledge in one section of the functional departments that make up the organization, as the principle of participation provides a correct and easy way to reach the achievement of the objectives of the organization due to its clarity, transparency in organization and integration in work. From that, we find that this

type of organizational structure depends on the principle of specialization as a basis for job aggregation.

2- **Divisional Structure:** It is also called the structure of strategic business units, as it forms the middle line (middle management) (Daft, 2010:106). Each director is responsible for its management, and the role of the top management is limited to providing support to the middle management financially and legally.

3- **Geographical Structure:** The other basis of administrative division is the creation of groups according to the geographical area, and all activities in a particular area are entrusted to the manager, and he is responsible for all operations in that geographical area. (Gibson, 2003: 402). The organization's users and customers take the basis of the structural groupings and that each geographical unit includes all the functions necessary for the production and marketing of products in that region. (Daft, 2010: 109)

4- **Matrix Structure:** The matrix structure divides its employees according to both job and product. It is considered one of the purest organizational structures as it mimics regularity in nature. It combines the functional structure with the people's structure, but it creates a situation of duplication of orders and requires personal competence from the workers (Schermerhorn, 1997: 12), as it is represented by columns representing several sections that intersect with rows represented by several projects, and each intersection point represents a specific job managed by two sides.

5- **Team Structure:** Work teams are the basis for designing this type of structure. It uses permanent or temporary work teams formed of individuals from different functions and activities to improve side relationships. These teams can solve a variety of problems or tasks that are required on a daily basis (Al-Qaryouti 2000: 374). It is worth noting that the main organization structure may be a functional structure, a departmental structure, or any other type and includes several work teams, which gives the structure another name, which is the team structure. One of the advantages of this structure is that it reduces traditional barriers, strengthens the morale of employees, and enables the organization to adapt to changing environmental conditions (Al-Amyan, 2010: 221).

6- **Virtual Structure:** It is a term that was used for the first time in the 1980s, and it is considered one of the types of systems, especially an unlimited organization. It is a

temporary network of independent entities linked through technology to provide skills and for easy access to markets. Different. The virtual organization is a temporary organization consisting of multiple organizations formed for a specific purpose (Ledbetter, 2003: 25), and it uses extensively information technology and the Internet for the purpose of removing barriers between it and its clients (Al-Amri and Al-Galbi, 2008: 377).

7- Hybrid Structure: Any of the previous types of organizational structures may not be suitable for the organization, so the organization creates a hybrid structure based on more than one type of organizational structure to take advantage of its strengths and avoid weaknesses according to the needs Organization, and this type of structure is suitable for the organization that operates in a rapidly changing environment.

3.7 The Nature of the Organizational Structure

Burns' & Stalker studied (20) English and Scottish industrial companies to determine the impact of changing environmental conditions on the organizational structure, as they found a significant difference in the pattern of the organizational structure, according to the type of environment (Al-Salem, 112: 2008), as the organizations live in different and diverse environments. Thus, they face varying situations, and the most successful organizations are those that choose their organizational structure in line with the requirements of their environment. Two types of structures were identified based on the results of their study, namely, the mechanical structure and the organic structure (Al-Anzi, 2014: 276).

1- Mechanical structure:

It is a structure with little flexibility, characterized by authority and control, where decision-making is carried out at the highest levels, which indicates that the organization is centralized, and it is strongly demonstrated by the bureaucratic model of the social world (Weber). Who has studied governmental organizations where he identified the characteristics of the organization that makes the organization efficient, and is suitable for organizations of a stable nature, and is characterized by a high specialization of work and the adoption of normative as a main coordination mechanism because the environment is characterized by simplicity and stability. One of the most important characteristics of automated structures is (Griffin & Moorhead, 1995: 426).

A- High specialization in tasks and division of labor, as a specific specialized function is performed by each individual in the organization.

b- The authority to supervise and control all activities at the top of the organizational hierarchy.

C - Loyalty to the organization and compliance with the decisions of the higher management, as it is an imposed matter necessitated by its laws and instructions.

D - Full knowledge of the organization is available to the senior management in particular.

E- Focusing on normativeness by defining duties, rules and respecting the chain of command in all circumstances and situations.

F- Each individual in the organization is responsible to one manager, and the individual performs his work in accordance with the instructions in force and protects himself from the interference of others.

2- Organic Structure

This structure is characterized by a lot of flexibility and decentralization and reduces oversight. This type is preferred in the case of rapidly changing external influences, as well as in the case of companies that want their services to be distinguished. This structure is characterized by decentralization, formality and shortness of the

functional hierarchy. &Stalker” The main features of the bio-structure are (Al-Anzi, 271:2014):

A- Low job specialization and division of labor and the presence of overlap and interdependence between the work and functions assigned to workers at the level of organizational units. This reflects the existence of a degree of dependence between them, focusing on their link to the overall goal of the organization.

b- Administrative reorganization whenever the need arises, as well as reconsidering the duties and rights of employees from time to time whenever the surrounding circumstances change.

C- This structure is suitable for industrial companies that operate in a bustling environment that is constantly changing.

d- Forming contacts in all directions, to benefit from the advice, advice and development ideas that are provided in the interest of the development of the organization.

E - Information is made available to all employees and organizational units and is not restricted to senior management, in addition to benefiting from the explicit and tacit knowledge of employees in the organization's endeavor to build a knowledge system on this basis.

F - The responsibility of employees in developing institutional performance is inevitable and important to contribute to achieving the goals of the organization by improving their achievements and enhancing their loyalty to the job and their commitment to the organization.

Figure (5): shows the mechanism and membership models in the organization, which is characterized by a high degree of specialization and a forked division, as it contains many administrative levels, because the scope of Al-Ashraf is narrow, which leads to a high degree of complexity, in addition to the centralization of decision-making. In contrast to the organic structure, it has a low functional specialization, and the scope of supervision is large, which leads to a lack of administrative levels. The organization takes a flat shape and thus reduces the level of complexity in it.

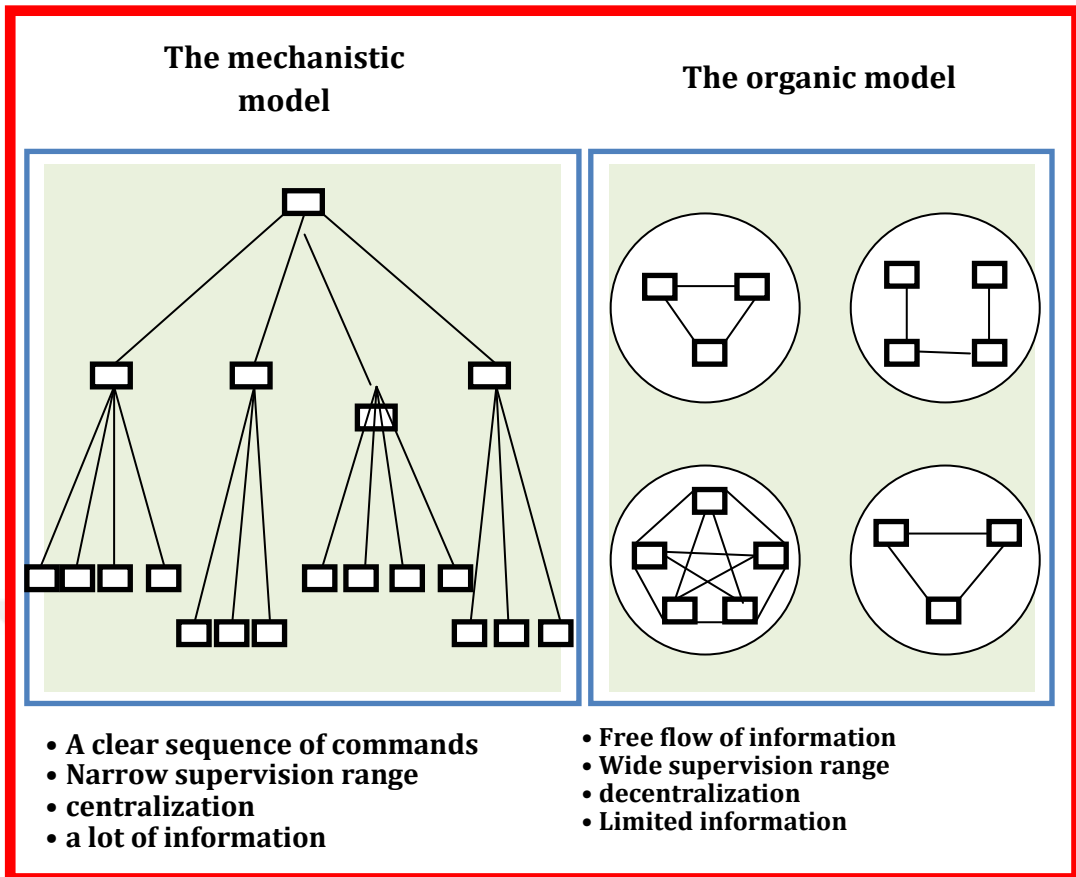


Figure 3.3: Automated and Organic Models

Source: P. Robbins, Stephen & A. Judge, Timothy, (2013).

4. VIEW AND FOLLOW UP ON THE RESULTS OF THE RESEARCH SAMPLE

4.1 Study Samples

In this topic, the data shown by the questionnaire forms will be presented and analyzed by analyzing the opinions and responses of the sample of researchers from the study community (a sample of workers at the University of Tikrit) related to the organizational structure of the studies, and the stages of strategic management. For this purpose, the researcher used the five-point Likert method, which is distributed from the highest weight that was given (5) degrees to represent the answer field (strongly agree) to the lowest weight, which was given (1 degree) to represent the answer field (strongly disagree) and between them, Three other weights are (2,3,4) to represent the answer fields (agree, neutral, disagree) in order, then the researcher made frequency distribution tables for the variables adopted in the study, to use this type of tables for statistical purposes for statistical purposes Arithmetic (\bar{X}) and coefficients of variation (V.C) in order to identify the extent of homogeneity (and standard deviations (S_{\pm}) (consistency in the respondents' responses), and after conducting the statistical analysis process and data processing of study variables, the (\bar{X}) coefficients were reached. The difference (C.V) on the weighted arithmetic means and (S_{\pm}) (standard deviations) the level of the dimensions of the strategic management stages, as well as at the level of the organizational structure, and then answering the main and sub-questions of the research.

4.2 Descriptive Analysis of the Study Variables in General

The study variables will be analyzed descriptively based on the arithmetic mean as the most important indicators of measures of central tendency and standard deviation as the most important measures of dispersion, and Table (4.1) shows this.

Table 4.1: Shows the arithmetic mean, standard deviation, and the relative weight of the strategic management and organizational structure according to the responses of the research sample.

Descriptive Statistics					
	Mean	Std. Deviation	C.V	N	relative weight
strategic management	3.7827	.60688	16.094	350	75.74%
organizational structure	3.8350	.53011	13.822	350	76.7%

The results of Table (4.1) show that the strategic management obtained an arithmetic mean (\bar{X}) that amounted to (3.7827), a standard deviation (S_{\pm}) that amounted to (0.60688), and a coefficient of variation (C.V) that amounted to (16.094) and a percentage of (75.74%). The organizational structure stage obtained an arithmetic mean (\bar{X}) that amounted to (3.8350), a standard deviation (S_{\pm}) that amounted to (0.53011), and a coefficient of variation (C.V) that amounted to (13.822) and a percentage of (76.7%), since the standard deviation of the strategic management and organizational structure is less than (1), this is evidence of acceptable consistency of the data, in addition to the coefficient of variation (C.V) for strategic management and the organizational structure is less than (30), the data coefficient dispersion is considered among the statistically acceptable standards. Figure (6) shows the percentage of the research responses of the sample to the strategic management and organizational structure questionnaire.

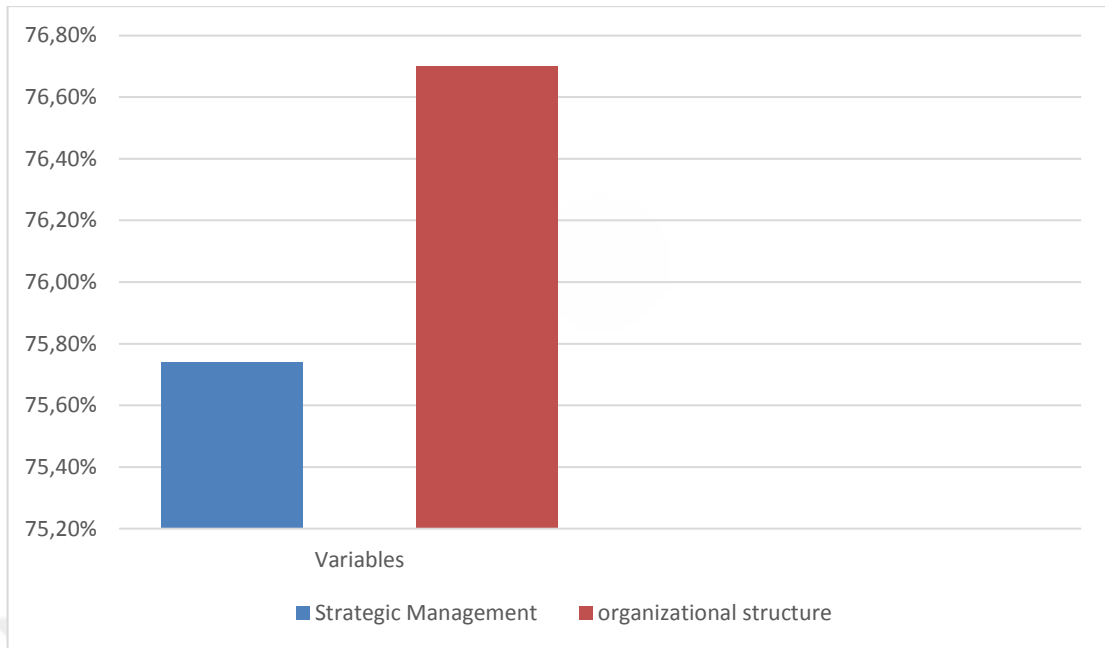


Figure 4.1: Shows the percentage of responses of the research sample to the Strategic Management and Organizational Structure Questionnaire

4.3 Descriptive Analysis of the Stages of Strategic Management

The study variables will be analyzed descriptively based on the arithmetic mean as the most important indicators of measures of central tendency and the standard deviation as the most important measures of dispersion, and Table (4.2) shows this.

Table 4.2: Shows the arithmetic mean, standard deviation, and the relative weight for each stage of the strategic management according to the responses of the research sample

Descriptive Statistics						
	Mean	Std. Deviation	C.V	N	relative weight	Rank
Strategic formulation	3.7622	.64320	17.096	350	75.244%	3
Strategic implementation	3.7669	.68447	18.170	350	75.338%	2
Strategic Control	3.8191	.65997	17.280	350	76.382%	1

It is evident from the results of Table (4.2) that the strategic control stage obtained the first rank with an arithmetic mean (\bar{X}) that amounted to (3.8191) and a standard deviation (S_{\pm}) that amounted to (0.65997), and a coefficient of variation (C.V) that amounted to (17.280) and a percentage of (76,382%) As for the strategic implementation stage, it ranked second with an arithmetic mean (\bar{X}) that amounted

to (3.7669) and a standard deviation (S_{\pm}) that amounted to (0.68447), and a coefficient of variation (C.V) that amounted to (18.170) and a percentage of (75.338%). The strategy obtained the third rank with an arithmetic mean (\bar{X}) that amounted to (3.7622), a standard deviation (S_{\pm}) that amounted to (0.64320), and a coefficient of variation (C.V) that amounted to (17.096) and a percentage of (75.244%). And since the standard deviation of the three stages of strategic management is less than (1), this is evidence of an acceptable consistency of the data, in addition to the coefficient of variation (C.V) for the three stages of strategic management is less than (30), the data dispersion coefficient is considered among the statistically acceptable standards. Shows the percentage of the stages of strategic management.

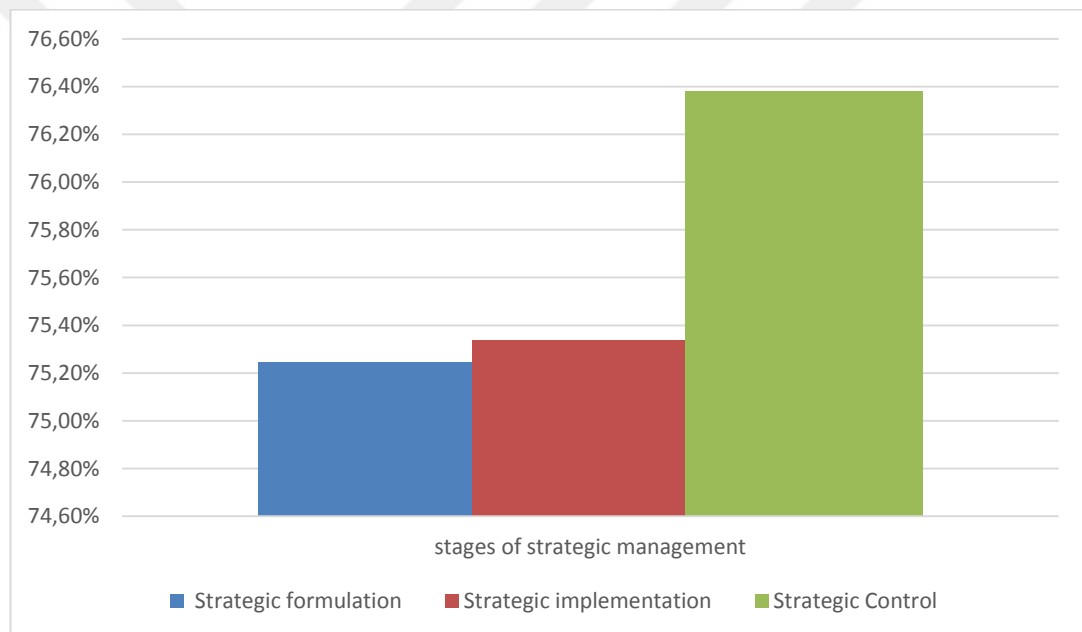


Figure 4.2: Shows the percentage of the stages of strategic management

4.4 The Study Hypotheses Validity Test

The validity of the hypotheses that show the relationship between the stages of strategic management and the organizational structure will be tested, and the researcher used the (Pearson) correlation coefficient to identify the relationship between the variables of the stages of strategic management and the variable of the organizational structure.

4.4.1 There is an important relationship between the stages of strategic management and the organizational structure at Tikrit University

Table 4.3: shows the correlation coefficient (Pearson) between the strategic management variable and the organizational structure variable.

Correlations			
		Strategic Management	Organizational Structure
Strategic Management	Pearson Correlation	1	.709**
	Sig. (2-tailed)		.000
	N	350	350
Organizational Structure	Pearson Correlation	.709**	1
	Sig. (2-tailed)	.000	
	N	350	350

**.

Correlation is significant at the 0.05 level (2-tailed).

Table (4.3) shows that the correlation coefficient between the variable (strategic management) and the variable (organizational structure) reached (0.709) at a significance level (0.000) which is less than (0.05). This result indicates a positive and strong correlation between the two variables, which means that there is a direct relationship Between the two variables, that is, strategic management contributes significantly to the organizational structure and vice versa, and to test the importance of the relationship between the two variables, (T. test) was used, and its results are shown in Table (4.4).

Table 4.4: Shows the calculated (t) value for the study variables

Study variables	The value of the correlation coefficient r	Calculated t value	Theoretical tabular t value	Calculated significance level	Approved level of significance
Strategic Management × Organizational Structure	0.709	18.755	1.967	0.000	0.05

Through the results of Table (4.4), it is clear that the calculated t-value (18.755) is greater than the tabular theory t-value (1.967) at the significance level (0.05) that is, accepting the alternative hypothesis that says there is a significant correlation between strategic management and organizational structure at Tikrit University and rejects the null hypothesis.

4.4.1.1 There is a statistically significant relationship between the strategic formulation and the organizational structure

Table 4.5: Shows the correlation coefficient (Pearson) between the strategic formulation and the organizational structure variable

Correlations			
		Strategic formulation	Organizational Structure
Strategic formulation	Pearson Correlation	1	.620**
	Sig. (2-tailed)		.000
	N	350	350
Organizational Structure	Pearson Correlation	.620**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Table (4.5) shows that the correlation coefficient between the variable (strategic formulation) and the variable (organizational structure) reached (0.620) at the level of significance (0.000), which is less than (0.05). This result indicates a positive and strong correlation between the two variables, which means that there is a direct relationship Between the two variables, that is, the strategic formulation contributes significantly to the organizational structure and vice versa. To test the significance of the relationship between the two variables, (T. test) was used, and its results are shown in Table (11).

Table 4.6: Shows the calculated (t) value for the study variables

Study variables	The value of the correlation coefficient r	Calculated t value	Theoretical tabular t value	Calculated significance level	Approved level of significance
Strategic formulation × Organizational structure	0.620	14.741	1.967	0.000	0.05

Through the results of Table (4.6), it is clear that the calculated t-value (14.741) is greater than the tabular theory t-value (1.967) at the significance level (0.05); that is, the alternative hypothesis is accepted that there is a significant correlation between the strategic formulation and the organizational structure, and the null hypothesis is rejected.

4.4.1.2 There is a statistically significant relationship between the strategic application and the organizational structure

Table 4.7: Shows the correlation coefficient (Pearson) between the strategic application and the variable of the organizational structure

Correlations			
		Strategic implementation	Organizational Structure
Strategic implementation	Pearson Correlation	1	.646 ^{**}
	Sig. (2-tailed)		.000
	N	350	350
Organizational Structure	Pearson Correlation	.646 ^{**}	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.05 level (2-tailed).			

Table (4.7) shows that the correlation coefficient between the variable (strategic application) and the variable (organizational structure) reached (0.646) at the level of significance (0.000), which is less than (0.05). This result indicates a positive and strong correlation between the two variables, which means that there is a direct relationship Between the two variables, that is, the strategic application contributes significantly to the organizational structure and vice versa. To test the significance of the relationship between the two variables, (T. test) was used, and its results are shown in Table (4.8).

Table 4.8: Shows the calculated (t) value for the study variables

Study variables	The value of the correlation coefficient r	Calculated t value	Theoretical tabular t value	Calculated significance level	Approved level of significance
Strategic implementation × Organizational structure	0.646	15.787	1.967	0.000	0.05

Through the results of Table (4.8), it is clear that the calculated t-value (15.787) is greater than the tabular theoretical t-value (1.967) at the significance level (0.05), that is, accept the alternative hypothesis that says there is a significant correlation between the strategic application and the organizational structure and rejects the null hypothesis.

4.4.1.3 There is a statistically significant relationship between strategic control and the organizational structure

Table 4.9: Shows the correlation coefficient (Pearson) between strategic control and the variable of the organizational structure

Correlations			
		Strategic Control	Organizational structure
Strategic Control	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	350	350
Organizational structure	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	350	350
**. Correlation is significant at the 0.05 level (2-tailed).			

Table (4.9) shows that the correlation coefficient between the variable (strategic application) and the variable (organizational structure) reached (0.682) at the level of significance (0.000), which is less than (0.05). This result indicates a positive and strong correlation between the two variables, which means that there is a direct relationship Between the two variables; that is, strategic control contributes significantly to the organizational structure and vice versa. To test the significance of

the relationship between the two variables, (T. test) was used, and its results are shown in Table (4.10).

Table 4.10: Shows the calculated (t) value for the study variables

Study variables	The value of the correlation coefficient r	Calculated t value	Theoretical tabular t value	Calculated significance level	Approved level of significance
Strategic Control× Organizational structure	0.682	17.396	1.967	0.000	0.05

Through the results of Table (4.10), it is clear that the calculated t-value (17.396) is greater than the tabular theoretical t-value (1.967) at the level of significance (0.05), i.e. accepting the alternative hypothesis that there is a significant correlation between strategic control and the organizational structure, and rejecting the null hypothesis.

4.5 The stability of the study tool

4.5.1 The stability of the strategic management tool

Table 4.11: The stability of the questionnaire dimensions was calculated using Cronbach's alpha coefficient of internal consistency, and the results were as follows

First axis	Cronbach's Alpha	number of elements
strategic management	0.943	26

The previous table shows that the Cronbach's alpha coefficient for the first axis is 0.943. This coefficient shows the stability of the study tool for the first tool of strategic management, as it is greater than 0.70, which indicates the stability of the study tool and its suitability to achieve the purposes of the study.

4.5.2 The stability of the organizational structure tool

Table 4.12: The stability of the questionnaire was calculated using Cronbach's alpha coefficient of internal consistency, and the results were as follows

First axis	Cronbach's Alpha	number of elements
organizational structure	0.901	10

The previous table shows that Cronbach's alpha coefficient for the first axis is 0.901. This coefficient shows the stability of the study tool for the second tool, the

organizational structure, as it is greater than 0.70, which indicates the stability of the study tool and its suitability to achieve the purposes of the study.

4.6 Validity and reliability of the study tool

The validity and reliability of the two study tools were validated using Cronbach's alpha and correlation, and the results were as follows:

Table 4.13:Strategic management

N.	Statements	Correlation coefficient	P-value
1	The university is working on formulating its strategic vision in the context of its relationship with the environment variables in which it operates.	0.711**	0.00
2	The university is working on translating its strategic vision in an effective manner into a realistic mission and goals.	0.645**	0.00
3	The university's senior management can deliver its strategic vision to its human resources at all levels.	0.741**	0.00
4	The higher management at the university works to derive its mission from its strategic vision in a manner that expresses its philosophy and distinguishes it from other universities.	0.748**	0.00
5	The university's mission is flexible enough to adapt to all the changes that occur in the environment in which it operates.	0.811**	0.00
6	The university's goals contribute to investing its resources in the best possible way.	0.763**	0.00
7	The university has sufficient information when it determines its strategic objectives.	0.727**	0.00
8	The university relies on strategic goals as a guide to make its various decisions.	0.741**	0.00
9	The university has a high ability to face the	0.792**	0.00

	strategic threats and challenges it faces in the future.		
10	The university takes into account the implementation steps that have been put in place in the formulated strategy process.	0.710**	0.00
11	The university takes into account the material resources allocated in the process of implementing the plan that it has drawn up.	0.748**	0.00
12	Ensure that competent individuals are involved when implementing the plan.	0.781**	0.00
13	Monitor the organizational structure, responsibilities, and powers to ensure their suitability to implement the plan.	0.822**	0.00
14	The university works to provide its colleges with a database that helps them carry out their tasks.	0.819**	0.00
15	Reliance on a specific methodology to deal with change resisters.	0.689**	0.00
16	Adopting the principle of participation and cooperation between different departments to implement programs and work plans.	0.791**	0.00
17	Take into account the time specified in the plan in the process of implementing the strategy.	0.760**	0.00
18	Develop mechanisms to implement alternative strategic plans and their compatibility with the university's objectives.	0.793**	0.00
19	Lines of authority and responsibility are clearly defined at the university and represent adherence to regulations and instructions.	0.743**	0.00
20	The university sets policies for the purposes of developing its public activities in line with accounting and control systems.	0.711**	0.00
21	The top management clearly announces the scope of powers and responsibilities to all departments of	0.812**	0.00

	the university.		
22	The university policies and procedures are documented electronically.	0.721**	0.00
23	Dealing with staff and teaching staff on equal bases of fairness and fairness.	0.730**	0.00
24	Investigations for deviations if specified and appropriately documented controls are exceeded.	0.723**	0.00
25	There is communication between the staff and the teaching staff, and the faculties of the university, which indicates continuous work continuation	0.753**	0.00
26	The university's senior management holds regular meetings to set policies and objectives, review performance, and take appropriate actions.	0.810**	0.00

**Statistically significant at the level of significance ($\alpha = 0.01$)

From the previous table, the correlation coefficients for the strategic management tool have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, as the correlation values ranged between (0.645 – 0.822), and this indicates on the power of transactions.

Table 4.14: Organizational structure

N.	Statements	Correlation coefficient	P-value
1	There is a great diversity of career majors within the university.	0.821**	0.00
2	The information needed to make decisions can be obtained easily.	0.672**	0.00
3	The organizational structure at the university is characterized by flexibility in the administrative levels in it.	0.791**	0.00
4	The university continuously deletes or creates departments or divisions according to circumstances and work environment	0.725**	0.00

5	The manager delegates part of his powers to the lower levels to facilitate the implementation of the work.	0.771**	0.00
6	Most of the university's levels and functions are affected by the decisions taken by the higher management to develop the university's work in the future.	0.753**	0.00
7	The powers of taking decisions related to the organization of work and the allocation of responsibilities shall be determined by referring to the superior in all cases.	0.736**	0.00
8	The university organizational structure helps facilitate the formation of work teams.	0.737**	0.00
9	The university has complete job descriptions for all job titles.	0.712**	0.00
10	The new teaching staff are qualified through courses to teach them the rules governing their organizational behavior.	0.718**	0.00

From the previous table, the correlation coefficients of the organizational structure tool have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, as the correlation coefficient values ranged between (0.672 - 0.821), and this indicates the strength of transactions.

4.7 Data Analysis First: Personal Data

4.7.1 Gender

The study sample reached 246 male individuals, 70.285 %, while 104 female members reached 29.715 %.

Table 4.15: Indicates the percentage of male and female participants

Gender	N	%
Male	246	70.285
female	104	29.715
Total	350	100

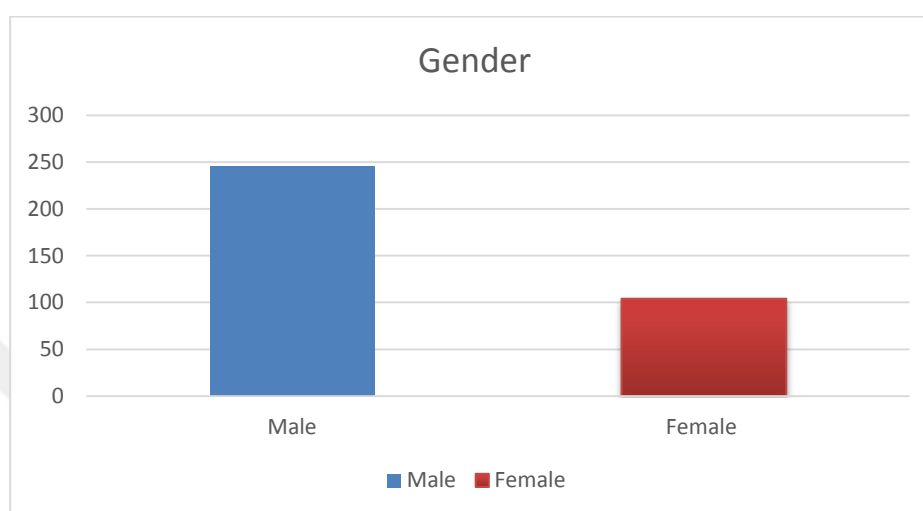


Figure 4.3: This result can be represented by the following graph

4.7.2 Age

The examination test was isolated by age into four classes.

The level of the examination test individuals From 20 - 29 years was 28.571% of the assessment test, while the level of the assessment test individuals developed between From 30 - 39 years was 42.857% of the assessment test, while the level of the assessment test individuals whose ages were From a day From 40 – 49 years of age 22 % of the assessment test, and the degree of study test individuals who are over 50 years old and more than is 6.571% of the assessment test.

Table 4.16: Distribution of the study sample by ages

Age	N	%
From 20 - 29 years	100	28.571
From 30 - 39 years	150	42.857
From 40 – 49 years	77	22
over 50 years old	23	6.571
Total	350	100

This result can be represented by the following graph Figure (9)

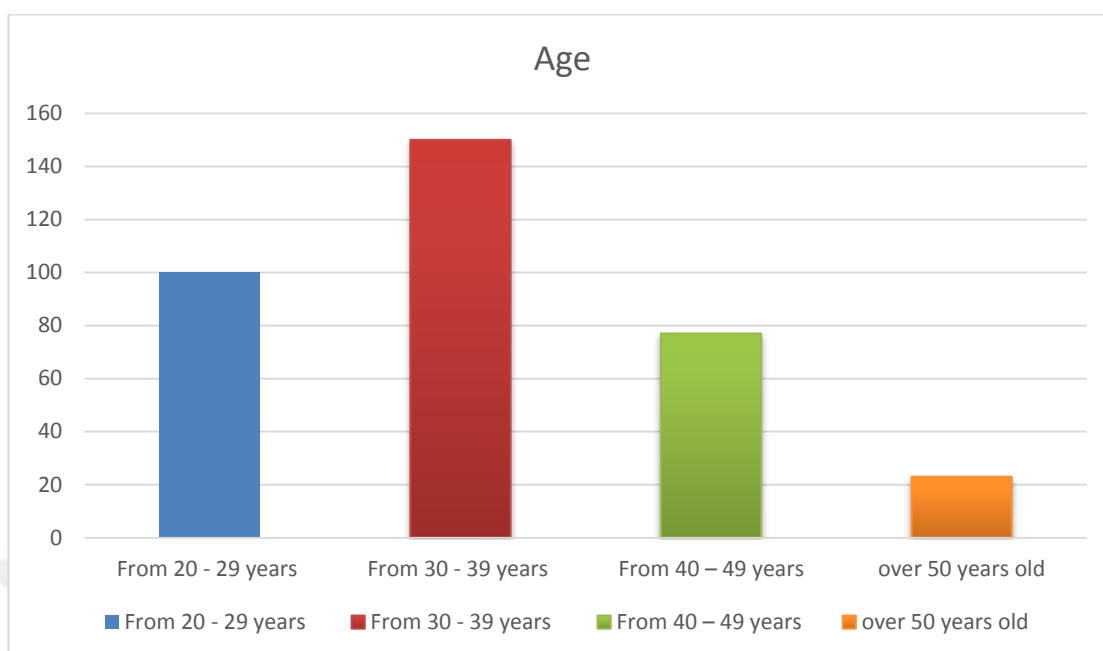


Figure 4.4: Distribution of the study sample according to age

4.7.3 Scientific degree

The assessment test was isolated by Scientific degree into five classes, and the amount of the examination test who got middle school declaration was 25 individuals, at a speed of 7.142 %, and the amount of the examination test who got a Bachelor's declaration was 125 individuals, at a speed of 35.714% and the amount of the examination test who got a diploma declaration was 20 individuals, at a speed of 5.714% of the examination test, while the amount of the assessment test who gained a Master's authentication reached 110 individuals, tending to 31.428 % of the assessment test, while the amount of the examination test who got PhD, 70 individuals, 20 % of the examination test.

Table 4.17: Distribution of the study sample according to a scientific degree

Scientific degree	N	%
middle school	25	7.142
Bachelors	125	35.714
diploma	20	5.714
Master	110	31.428
PhD	70	20
Total	350	100

This result can be represented by the following graph Figure (10)

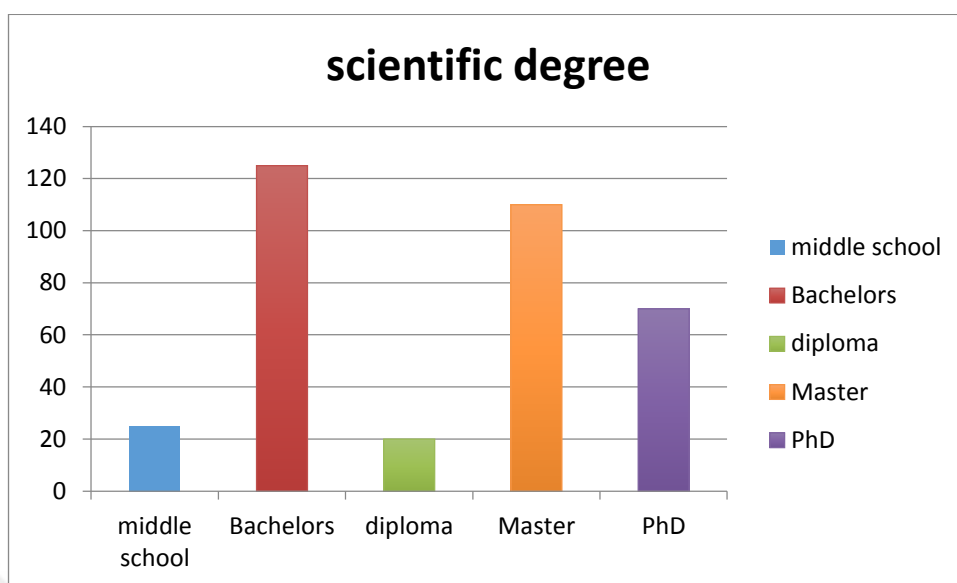


Figure 4.5: Distribution of the study sample, scientific specialization

4.7.4 Years of experience on the job

The response was divided according to years of service into four sections.

The number of people according to years of service less than five years reached 110 people with a percentage of 31.428% from 6 years to 10 years, 75 people with a percentage of 21.428% from 11 years to 15 years, 100 people with a percentage of 28.571% and over 16 years 65 people with a percentage of 18.571%.

Table 4.18: Distribution of the study sample according to years of experience

Years of experience on the job	N	%
Less than 5 years	110	31.428
From 6 - 10 years	75	21.428
From 11 – 15 years	100	28.571
over 16 years old	65	18.571
Total	350	100

This result can be represented by the following graph Figure (11):

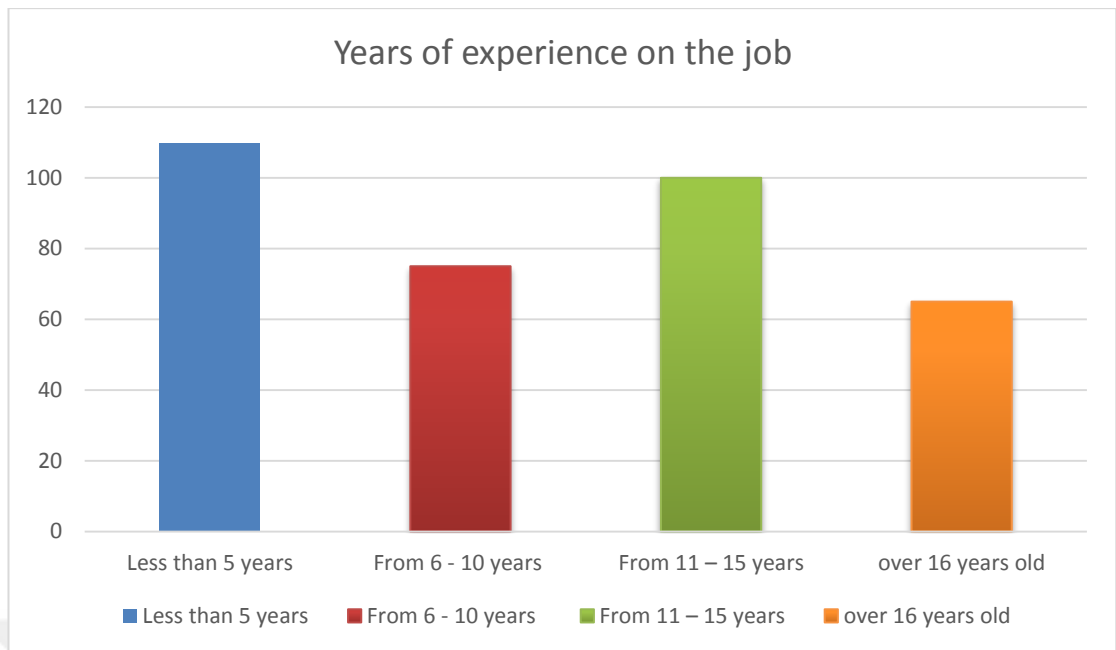


Figure 4.6: Distribution of the study sample according to Years of experience on the job

4.8 Second: Mean And Standard Deviation

4.8.1 The first axis

The results for the arithmetic mean and standard deviations for the first axis were as follows Table (4.19):

Table 4.19: Mean and standard deviation of the first axis

N.	Statements	Mean	Standard deviation
1	The university is working on formulating its strategic vision in the context of its relationship with the environment variables in which it operates.	3.852	0.79156
2	The university is working on translating its strategic vision in an effective manner into a realistic mission and goals.	3.8267	0.82463
3	The university's senior management can deliver its strategic vision to its human resources at all levels.	3.7509	0.86354
4	The higher management at the university works to derive its mission from its strategic vision in a manner that expresses its philosophy and distinguishes it from other universities.	3.7834	0.86184
5	The university's mission is flexible enough to adapt to all the changes that occur in the environment in which it operates.	3.8917	0.88619
6	The university's goals contribute to investing its	3.7653	1.0456

	resources in the best possible way.		
7	The university has sufficient information when it determines its strategic objectives.	3.7256	0.92695
8	The university relies on strategic goals as a guide to make its various decisions.	3.6859	0.89215
9	The university has a high ability to face the strategic threats and challenges it faces in the future.	3.574	0.98858
10	The university takes into account the implementation steps that have been put in place in the formulated strategy process.	3.7004	0.80786
11	The university takes into account the material resources allocated in the process of implementing the plan that it has drawn up.	3.7906	1.01055
12	Ensure that competent individuals are involved when implementing the plan.	3.7437	1.00866
13	Monitor the organizational structure, responsibilities, and powers to ensure their suitability to implement the plan.	3.787	0.83933
14	The university works to provide its colleges with a database that helps them carry out their tasks.	3.8267	0.98113
15	Reliance on a specific methodology to deal with change resistors.	3.6679	0.86276
16	Adopting the principle of participation and cooperation between different departments to implement programs and work plans.	3.8231	0.89753
17	Take into account the time specified in the plan in the process of implementing the strategy.	3.7148	0.9138
18	Develop mechanisms to implement alternative strategic plans and their compatibility with the university's objectives.	3.7942	0.84113
19	Lines of authority and responsibility are clearly defined at the university and represent adherence to regulations and instructions.	3.87	0.79245
20	The university sets policies for the purposes of developing its public activities in line with accounting and control systems.	3.8412	0.81874
21	The top management clearly announces the scope of powers and responsibilities to all departments of the university.	3.8809	0.89091
22	The university policies and procedures are documented electronically.	3.8375	0.94349
23	Dealing with staff and teaching staff on equal bases of fairness and fairness.	3.4332	1.23654
24	Investigations for deviations if specified and appropriately documented controls are exceeded.	3.7473	0.92531
25	There is communication between the staff and the teaching staff, and the faculties of the university, which indicates continuous work continuation	3.965	0.95081
26	The university's senior management holds regular	3.9495	0.89542

	meetings to set policies and objectives, review performance, and take appropriate actions.		
	General average	3.7827	0.60688

We note from the previous table that the general arithmetic mean of the first axis is 3.782, while the general average of standard deviations was 0.606.

4.8.2 The second axis

The results for the arithmetic mean and standard deviations for the second axis were as follows Table (4.20):

Table 4.20: Mean and standard deviation of the second axis

N.	Statements	Mean	Standard deviation
1	There is a great diversity of career majors within the university.	4.269230769	0.721278667
2	The information needed to make decisions can be obtained easily.	3.762237762	0.87425591
3	The organizational structure at the university is characterized by flexibility in the administrative levels in it.	3.72027972	0.950756629
4	The university continuously deletes or creates departments or divisions according to circumstances and work environment	3.534965035	0.978990439
5	The manager delegates part of his powers to the lower levels to facilitate the implementation of the work.	3.660839161	0.947945884
6	Most of the university's levels and functions are affected by the decisions taken by the higher management to develop the university's work in the future.	3.807692308	0.85105317
7	The powers of taking decisions related to the organization of work and the allocation of responsibilities shall be determined by referring to the superior in all cases.	3.902097902	0.823468789
8	The university organizational structure helps facilitate the formation of work teams.	3.91958042	0.774937122
9	The university has complete job descriptions for all job titles.	3.972027972	0.841419485
10	The new teaching staff and staff are qualified through courses to teach them the rules governing their organizational behavior.	3.800699301	1.032183616
	General average	3.834965035	0.879628971

We note from the previous table that the general arithmetic mean of the second axis is 3.834, while the general average of standard deviations was 0.879.

4.9 Factor Analysis

The researcher conducted a factorial analysis of the paragraphs of each dimension of the study to ensure the quality of the information and the extent of the interpretation of the paragraphs of the two dimensions of the study to the results of the study, and the results were as follows:

4.9.1 The first axis

The factor analysis for the first axis shows that the variables explain about 45.021 % of the variance in the result of the analysis, and the result can be clarified in the following Table (4.21).

Table 4.21: Factor analysis of the first axis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Total	Total	% of Variance	Cumulative %	Total
1	11.705	45.021	45.021	11.705	45.021	45.021	5.892
2	1.446	5.560	50.581	1.446	5.560	50.581	4.945
3	1.078	4.148	54.728	1.078	4.148	54.728	3.392
4	.970	3.731	58.459				
5	.815	3.136	61.595				
6	.793	3.048	64.643				
7	.745	2.865	67.508				
8	.740	2.846	70.354				
9	.731	2.811	73.165				
10	.638	2.453	75.618				
11	.625	2.404	78.023				
12	.592	2.278	80.301				
13	.539	2.073	82.374				
14	.488	1.878	84.252				
15	.448	1.725	85.977				
16	.446	1.716	87.694				
17	.426	1.639	89.333				
18	.407	1.564	90.897				
19	.374	1.437	92.334				
20	.347	1.335	93.669				
21	.329	1.264	94.933				
22	.313	1.204	96.137				
23	.294	1.132	97.269				
24	.266	1.024	98.293				
25	.235	.905	99.198				

26	.208	.802	100.000				
Extraction Method: Principal Component Analysis.							

KMO value of the first axis is 0.948; this value is greater than 0.70, so we can be sure of the quality of the information, and this can be explained as shown in the following Table (4.22):

Table 4.22: KMO and Bartlett's Test for the first axis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.948
Bartlett's Test of Sphericity	Approx. Chi-Square	3991.902
	df	349
	Sig.	.000

4.9.2 The second axis

The factor analysis for the second axis shows that the variables explain about 36.683 % of the variance in the result of the analysis, and the result can be clarified in the following table (4.23):

Table 4.23: Factor analysis of the second axis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Total	Total	% of Variance	Cumulative %	Total
1	3.668	36.683	36.683	3.668	36.683	36.683	2.401
2	1.088	10.881	47.565	1.088	10.881	47.565	2.356
3	.972	9.724	57.289				
4	.954	9.536	66.825				
5	.693	6.931	73.755				
6	.640	6.401	80.156				
7	.603	6.035	86.191				
8	.527	5.270	91.460				
9	.433	4.326	95.787				
10	.421	4.213	100.000				
Extraction Method: Principal Component Analysis.							

KMO value of the second axis is 0.834; this value is greater than 0.70, so we can be sure of the quality of the information, and this can be explained as shown in the following Table (4.24):

Table 4.24: KMO and Bartlett's test for the second axis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.834
Bartlett's Test of Sphericity	Approx. Chi-Square	660.520
	df	45
	Sig.	.000

4.10 Regression Analysis

After finding the regression between the Strategic management and organizational structure, the researcher concluded that the beta coefficient is 87.1 % at a significance = 0.00, which indicates the correlation between the Strategic management and organizational structure. So that an increase in the Strategic management services leads to higher rates of organizational structure, as shown in the following table (30):

Table 4.25: Regression between the Strategic management and organizational structure

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.079	0.252		0.381	0.717
	Strategic management and organizational structure	0.871	0.071	0.806	14.292	0.000
a. Dependent Variable: Performance						

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on the findings of the researcher, he concluded the following:

1. The strategic control stage ranked first as the highest percentage of the research sample's responses to the strategic management variable with a percentage of (76.382), followed by the strategic application stage in the second-ranking with a percentage (75.338), followed by the third stage of the strategic formulation stage with a percentage of (75.244).
2. Availability of a significant correlation relationship between strategic management in general and the organizational structure at Tikrit University (i.e., accept the alternative hypothesis and reject the null hypothesis).
3. Availability of a significant statistically significant correlation between the strategic formulation stage and the organizational structure (i.e., accept the alternative hypothesis and reject the null hypothesis).
4. Availability of a significant statistically significant correlation between the strategic application stage and the organizational structure (i.e., accept the alternative hypothesis and reject the null hypothesis).
5. Availability of a significant statistically significant correlation between the strategic control stage and the organizational structure (i.e., accept the alternative hypothesis and reject the null hypothesis).

5.2 Recommendations

Based on the findings of the research, the researcher recommends the following:

- 1- The need for officials at the University of Tikrit to pay attention to the organizational structure in a way that leads to the application of the strategic management stages with high efficiency that leads to achieving the best results.

- 2- Increasing awareness and awareness of the stages of strategic management by superiors and subordinates through seminars, training courses, workshops and lectures, given the importance of strategic management in achieving joint effectiveness.
- 3- Encouraging and facilitating the main and horizontal communications between superiors and subordinates to achieve the highest effectiveness in strategic management and reduce the restrictions imposed on subordinates in communicating with higher levels.
- 4- Emphasis on the mutual interaction between structuring and strategy, so that structuring is prepared on the basis of the existing strategy, and in another way, this structuring is able to generate more accurate strategies in the future, allowing the organization to set goals in line with the capabilities available to it.
- 5- Conducting studies similar to the current study in the various state institutions and benefiting from the results reached by the researcher in his current study.
- 6- Forming a number of permanent and temporary committees of specialists working under visual systems that respond to the rapid changes that occur in the environment.
- 7- The need for the university to prepare training programs that develop its capabilities and skills in line with its organizational structure.

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