

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2024; 6(2): 19-27
www.humanresourcejournal.com
Received: 14-05-2024
Accepted: 23-06-2024

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Job polarization and its impact on increasing strategic awareness an exploratory study of the opinions of a sample of workers in the Salah Al-din governorate municipalities directorate.

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DOI: <https://doi.org/10.33545/26633213.2024.v6.i2a.197>

Abstract

The present study seeks to determine the impact of job polarization on strategic awareness, specifically in relation to promotion, job transfer, and advertising. The dimensions of strategic awareness being examined include external strategic awareness, internal strategic awareness, strategic awareness of the current situation, and strategic awareness of the future situation. This research is motivated by the identified research problem. Several inquiries were made to determine the intellectual frameworks for the variables and the suitable processes followed by the Salah al-Din Governorate Municipalities Directorate. Two primary assumptions were formulated to quantify the degree of connectivity and effect through study. The research focused on examining the link between these factors and the Salah al-Din Governorate Municipalities Directorate, namely its field personnel, in order to evaluate the proposed hypotheses. The questionnaire form was utilized as the primary instrument for gathering data pertaining to the practical aspects of the research. The research achieved a sample size of 198, and several statistical approaches were employed. Examples of statistical techniques include standard deviations, arithmetic averages, and structural equation modeling, which may be performed using statistical programs such as SPSS version 29 and AMOS version 26. A series of results were drawn, with the most significant being the identification of a positive moral relationship between work polarization and strategic awareness. Furthermore, empirical evidence has substantiated the existence of a beneficial ethical impact. The aspects of work polarization and strategic awareness are independent variables from each other.

Keywords: Job polarization, strategic awareness, Salah Al-din governorate municipalities directorate

1. Introduction

Human resources management is specialized in all matters related to the human element in any organization, as it has become the focus of attention of various organizations operating in the public sector, in terms of searching for sources of manpower, selecting and training them appropriately, as well as attracting and retaining them, as human resources are the most important resources of the organization, and in fact One of its most important assets is that it possesses, without which the organization cannot achieve its goals, as job recruitment is considered one of its important tools that is concerned with searching for qualified individuals and attracting them to fill vacant positions. The Salah al-Din Governorate Municipality Directorate enjoys a distinguished level of services and a large geographical coverage of the governorate's areas, It is necessary for human resources to have sufficient strategic awareness about the nature of the strategies that their organization seeks, and in a way that deepens their degree of focus and desire to achieve them. From there, the idea of research emerged in an attempt to identify the importance of job polarization in enhancing their strategic awareness towards their organization, and in order to achieve this. The idea: The research was divided into four sections. The first section presented the scientific methodological foundations of the research and its cross-sectional lines, while the second section discussed the philosophical foundations of the variables investigated from a theoretical standpoint. The third section came to interpret the applied results of the research and test its hypotheses. Finally, the fourth section summarized the most important conclusions that were drawn and recommendations. Which was provided.

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The first section: The scientific methodology of research.

First: the research problem.

Human resources sometimes face situations in which there are contradictory ideas that can be relied upon to rationalize their decisions or actions as a result of inappropriate polarization. A decrease in strategic awareness among human resources can also result in a weakness in their organization's ability to implement its strategies at the present time and in the future, so A research problem can be formulated in a main question that says (to what extent does job polarization affect increasing strategic awareness in the Salah al-Din Governorate Municipalities Directorate), and this problem can be strengthened by raising the following sub-questions:-

1. To what extent are the dimensions of job polarization and strategic awareness available in the Salah al-Din Governorate Municipality Directorate, the field of study?
2. What is the level of interest of the Municipal Directorate of Salah al-Din Governorate, the field of study, in applying the researched variables within it?
3. What is the level of interest of the Municipal Directorate of Salah al-Din Governorate, the field of study, in studying the interrelationships and influence between the variables investigated within it.
4. What is the level of interest of the Municipal Directorate of Salah al-Din Governorate, the field of study, in studying the effect of job polarization in enhancing their strategic awareness?

Second: The importance of research

The research problem can be discussed in two areas. The first focuses on discussing the philosophical frameworks and approaches addressed by researchers and those interested in studying some important variables in the field of business administration in general and human resources management in particular, which the researcher tried to collect, namely: job polarization and increasing employees'

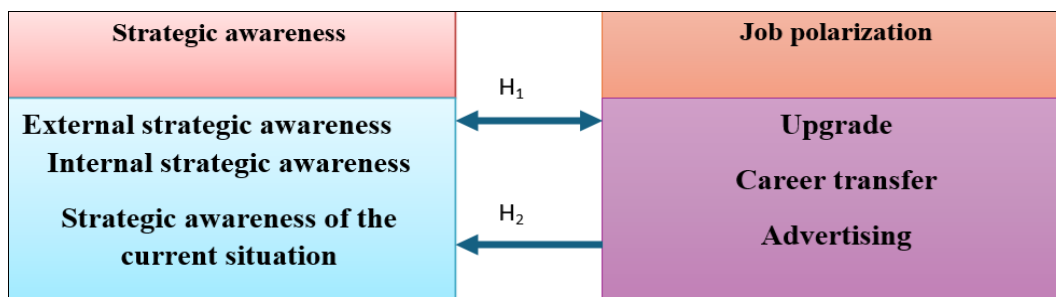
strategic awareness of their direction. Their organization, in order to come up with some theoretical foundations that can be relied upon in future projects. The second aspect is represented by the researcher's attempt to provide a number of solutions to reduce the problems facing the organization in the field of application (Saladin Governorate Municipality Directorate), and as far as the matter is concerned with the variables investigated through, Employing previous experiences in this field by preparing a scale according to a number of international indicators and standards that were formulated based on the ideas of foreign researchers, who have previously applied these indicators in successful organizations, and then trying to transfer their experiences to the Iraqi environment.

Third: Research objectives.

1. Determine the relative importance of the dimensions of job polarization, and diagnose their reality in the study population.
2. Assess the significance of the different aspects of strategic awareness and evaluate its actuality among the research community.
3. Explaining the level of contribution of job polarization to the availability of dimensions of strategic awareness among workers in the Salah al-Din Governorate Municipality Directorate.
4. Deriving a set of conclusions and proposing a set of recommendations that enhance the reality of the variables investigated within the researched organization.

Fourth: The hypothetical model for the research

The hypothetical model for the research summarizes the nature of the interrelationships and influence between the investigated variables, through which its main idea can be clarified and relied upon in formulating its hypotheses, and it can be illustrated through Figure (1).



Source: Prepared by the researcher.

Fifth: Research hypotheses

- The research includes two main hypotheses that were formulated within the framework of the idea of the hypothetical plan for the research, which are: -

 1. The first hypothesis posited that there exists a notable association between job polarization and the growth of strategic awareness inside the company being studied.
 2. The second hypothesis posited that job polarization had a notable impact on enhancing strategic awareness inside the firm under study.

Sixth: The research community

The Salah al-Din Governorate Municipality Directorate was chosen as the field of application, which was able to succeed

and continue to work despite the difficult and exceptional circumstances it went through. Therefore, this gives a clear indication of the efficiency of its administration and its ability to manage its human resources, knowledge, and strategic awareness. The research sample numbered (198) individuals, which constitutes (44%) of the research community, which is a high percentage, statistically acceptable, and represents the community better.

The second section: Philosophical foundations/theoretical framework for the research.

First: The concept of job polarization

Job polarization refers to the phenomenon of recruiting skilled and competent persons to work in a particular

organization or sector of the labor market. It involves the implementation of a series of processes (Vazquez *et al.*, 2016:1334) ^[28]. It is important to recognize that job recruitment is not a goal in itself, but rather should align with the organization's actual needs as determined by its strategy. This recruitment process incurs high costs, and the strategy of sourcing candidates from the market is one of the factors that influence the needs identified in the first point (Geibig *et al.*, 2012:432) ^[14]. The organization's success depends on attracting, developing and retaining employees from around the world. Developing a diverse, engaged and talented workforce is essential to providing best-in-class customer service and business success. Our recruitment programs extend around the world and range from recruiting to succession planning. (Alsawalhah, 2020:77) ^[9]. (Gauthereau & Perrais, 2019:4) also explained that recruitment as a function is a process in which there is a transition from the stage of human resources planning to the stage of attracting workers to fill vacant positions using different sources to search for and attract workers. Ho *et al.*, 2012:4451 ^[17] also believes that job polarization is recruitment and is intended to attract and entice those qualified to fill vacant positions. (Feng *et al.*, 2021:51) ^[13]. Stated that job recruitment activity is an act that attracts and encourages the largest possible amount of qualified and suitable workforce available in the labor market, according to the quality determined by the organization, in order to apply to work for it, with conviction and desire. In light of the results shown by workforce planning, and accordingly, the organization's need for recruitment activity appears, when a shortage of human resources appears, as a result of the results of workforce planning, especially the specializations that are important to the organization in obtaining its needs from. Prakashrao *et al.*, 2022:420 ^[21] also emphasized job polarization as practices designed to attract well-qualified job seekers with a pool of them to choose from to fill their vacant positions.

Second: Dimensions of job polarization

1. Promotion

The institution utilizes this source when it seeks to fill supervisory or leadership roles, since this approach offers several benefits. The reference "Hogeveen *et al.*, 2020:99" ^[5] is provided. In their study, Mullins *et al.* (2020:882) ^[21] asserted that certain firms have a comprehensive promotion strategy that is transparently communicated to all workers. These plans can be created as promotion maps, which illustrate the interconnections between different positions and the necessary steps for advancement.

2. Job transfer

The employment policy can be applied from within the organization by internally transferring the employee from one job to another or from one branch to another, and the goal of this may be to create a balance in the number of employees in different departments (Hammer *et al.*, 2020:4298) ^[16], and this type One of the sources that an organization resorts to is when its policies in human resources management are based on diversifying the experiences of its employees, and also when that experience is not available in the external labor market (Jablonowski & Rose, 2022:3471) ^[19].

3. Advertisement

One of the most important requirements is to obtain the human resources required to fill a profession in the event

that it is not possible to fill it within the institution that advertises its human resource needs in daily newspapers, magazines, and specialized periodicals (Borisova *et al.*, 2020: 2458) ^[10], and in this case you must choose The mediator that best suits the desired function (Stephani *et al.*, 2021:346) ^[25].

Third: The concept of strategic awareness

The opinions of those interested in defining the precise concept of strategic awareness varied, according to the angles from which they studied it. Therefore, there was a variety of approaches that could be relied upon in defining it. Strategic awareness was defined from the point of view of psychologists as the psychological processes that human resources rely on to study the differences in their performance when carrying out their tasks. within their organization (Al-Badayneh, 2021:51) ^[7]. It has also been defined as the mental skills that human resources adopt in order to understand the strategic directions of their organization, whether written or verbal, and in order to employ their abilities to achieve them in the present and future (Ibrahim & Al-Nuaimi, 2020:102) ^[18].

Strategic awareness is defined as the beliefs upon which human resources rely in inferring and judging the behaviors of others with whom they deal within the organization (Dyczkowska, 2015:6) ^[11]. (Longo & Rotolo, 2016:352) ^[20] also defined it as human resources having a clear understanding and cognitive awareness about the content of the strategies that their organization seeks to achieve. (Trendak, 2016:263) ^[27] stated that it is the information that human resources have to determine the organization's activities and operational processes, which contributes to enhancing its levels of strategic intelligence On the other hand, (Alabdaly & Almayali, 2021:3) ^[6] defined it as the degree of knowledge possessed by human resources about the strategic reputation of their organization, and the nature of the tools and mechanisms that can be relied upon to maintain and enhance it. In the same context, strategic awareness was defined as their knowledge of the nature of the procedures and policies adopted by the organization, to deal with the opportunities and threats it faces to achieve its best performance (Seifoori, 2020: 117) ^[24].

Fourth: The importance of strategic awareness.

Strategic awareness contributes to strengthening the deductive and cognitive capabilities of human resources in the event of exposure to exceptional or critical situations as a result of developments facing them (Faraj & Khudair, 2018:168) ^[12]. Through it, it is possible to understand the changes that affect the organization, especially those operating in the international environment, and then help it take measures that enable it to continue working for the longest possible period (Ibrahim & Al-Nuaimi, 2020:102) ^[18]. Strategic awareness is a fundamental factor in maintaining an organization's strategic success. It plays a significant role in comprehending and preparing for external environmental changes within the organization's internal environment. The organization's performance is influenced by strategic awareness. And get a superior position in the market. Facilitating collaboration in innovation inside the workplace by generating a multitude of ideas with the purpose of attaining the organization's objectives. (Al-Khatib, 2018: 19-20) ^[8].

Fifth: Dimensions of strategic awareness

1-External strategic awareness

That is, human resources’ awareness of the nature of the developments that occur in the variables of the external environment in order to employ them when providing the products and services of their organizations and studying their impact on their wages (Al-Fatlawi *et al.*, 2020: 29) ^[4]. Organizational awareness encompasses the understanding of legislative changes, population growth rate, wages, and salary rates. This knowledge enables the firm to align its services and products with market possibilities and mitigate potential market risks (Al-Balushi, 2021: 106) ^[1]. Strategic awareness of the external environment encompasses the organization's ability to understand and utilize competitive and social capabilities in order to implement strategies that improve efficiency and effectiveness. This also includes considering the competitive market factors that influence the organization's strategy formulation (Taha and Hussein, 2022: 6) ^[3].

2. Internal strategic awareness.

That is, human resources realize the nature of their knowledge, skills, and abilities, and employ them in carrying out the tasks required of them to achieve distinction and excellence for their organization, by investing their resources and capabilities in the best possible way (Thompson & Martin, 2010:3) ^[26]. The organization's capacity to fulfill client demands by leveraging its resources, expertise, and knowledge to achieve a competitive edge. The firm demonstrates strategic acumen

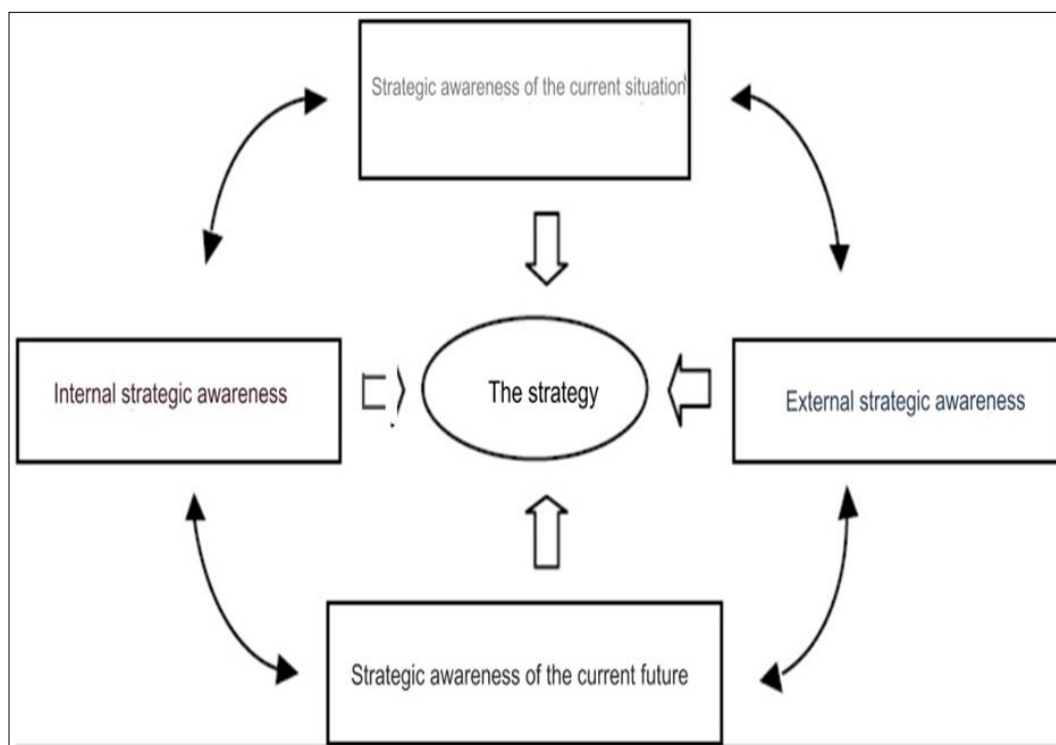
by actively monitoring the present state of its personnel and ensuring the quality of its goods by ongoing market research and soliciting feedback from consumers.

3. Strategic awareness of the current situation.

Practices, training, and attention involve the examination of the present circumstances and the assessment of the possible courses of action that the organization may take to accomplish its desired objectives. Strategic awareness encompasses the comprehension of managers inside the organization about the strategies it adopts and its rivals, as well as the means to enhance the efficacy of these strategies and their compatibility with possibilities for change (Hassan, 2021: 382) ^[2]. It is the ability of human resources to determine the nature of the diversity of products provided by the organization and their own markets in order to employ their efficiency in improving the quality of service to their customers.

4. Strategic awareness of the future situation.

That is, the ability of human resources to anticipate the most important scenarios that can be adopted to achieve their goals and the strategic goals of their organization in realizing the future (Al-Balushi, 2021: 106) ^[1]. After the current situation has been identified and understood, managers must think about determining the strategic paths that must be taken in addition to understanding how to reach them in the future, taking into account changes occurring in the environment to determine those paths.



The third section: the applied aspect of the research.

This research includes examining and testing the main measurement tool for collecting data (the questionnaire) before and after distributing it to the research sample, with the aim of ascertaining the extent of its ability to measure and its suitability to the reality of the Salah al-Din Municipality Directorate, the study sample, as follows:

First: coding and describing the research variables

The research variables include two main variables: -

1. The first variable is the independent variable, job polarization, which is measured by three sub-dimensions: (promotion, job transfer, and advertisement).
2. The second variable is the dependent variable, strategic awareness, which was measured by four sub-

dimensions: (external strategic awareness, internal strategic awareness, strategic awareness of the current situation, strategic awareness of the future situation). These variables were measured based approved ready-made standards presented in the methodology of the

current study. Table (1) shows the main research variables, their sub-dimensions, and their symbols according to their English terms and the number of paragraphs in each dimension.

Table 1: Coding and description of the variables and their sub-dimensions.

Paragraphs	Indicator symbol Statistician	Dimensions	Key variables
7	PRO	Upgrade	Job polarization
8	CAR	Career transfer	
6	ADV	Advertising	
5	ESA	External strategic awareness	Strategic awareness
6	ISA	Internal strategic awareness	
5	SACS	Strategic awareness of the current situation	
5	SAFS	Strategic awareness of the future situation	

Source: Prepared by the researcher based on the questionnaire form.

Second: Testing the reliability of the measurement tool.

Reliability testing is a crucial need for ensuring the validity of utilizing a certain metric. It signifies that the measure is both dependable and trustworthy. Validity and reliability pertain to the degree to which a measurement yields a dependable and consistent outcome. A measure or test can be considered reliable if it consistently produces the same results when undertaken under repeated situations. If the elements on a scale measure the same construct, a fixed result will consistently yield the same outcome, indicating a high level of dependability. The Cronbach Alpha scale is widely regarded as a crucial tool for assessing the reliability of questionnaires and is highly esteemed among academics across several scientific disciplines. A test number below 60% is seen a weak predictor of dependability, whilst a value above 70% is regarded acceptable. The stability rate is deemed satisfactory, reaching 80% or further. The Cronbach Alpha scale is widely regarded as a crucial tool for assessing the reliability of questionnaires and is highly esteemed among academics across several scientific disciplines. A test

number below 60% is seen as a weak sign of reliability, whilst a value above 70% is considered acceptable. The stability rate is deemed satisfactory when it hits 80%. According to assess the accuracy of the scale and the consistency of the questionnaire for the present variables, the researcher utilized the Cronbach Alpha test. The coefficient values for the major study variables and their sub-dimensions fell within the range of 0.931 to 0.713. These values are deemed acceptable in descriptive research due to their great magnitude in comparison to Cronbach's values. The alpha coefficient is set at a standard value of 0.70. Additionally, the study demonstrated that the structural validity coefficient values were significantly high and met the allowed levels. since a result, the research instrument may be considered valid for its intended use, since it exhibits correctness, dependability, and high consistency. Table (2) displays the reliability and validity coefficients for the measuring instrument utilized in the present investigation.

Table 2: Reliability and validity coefficients at the level of the main research variables and their dimensions

The value of the structural validity coefficient	Cronbach alpha value	The main variables and their dimensions
0.885	0.719	Upgrade
0.865	0.713	Career transfer
0.845	0.775	Advertising
0.944	0.863	Job polarization
0.952	0.833	External strategic awareness
0.815	.8210	Internal strategic awareness
0.845	.7560	Strategic awareness of the current situation
0.861	.7470	Strategic awareness of the future situation
0.980	.9310	Strategic awareness

Source: Prepared by the researcher based on the outputs of the SPSS V.29 program

Second: Description and statistical analysis of the research variables

1-Describe and diagnose the variable of functional polarization

Table (3) displays the descriptive statistics for the primary job polarization variable. The data set had an arithmetic mean of 3.835, a standard deviation of 0.465, and a coefficient of variation of 10.79%. The relative importance obtained was 76.12%, indicating that this variable has gained a significant level of relevance based on the responses of the sample members. The results suggest that there is a significant consensus among the participants of the study on the presence of job polarization in the area. This

indicates that the Salah al-Din Municipality Directorate is a sample the study is clearly concerned with job polarization at the level of their skills, behaviors and personal knowledge. This enhances its ability to respond to the requirements of the competitive market and ensure diversity and change in job requirements and their different positions according to need and the nature of the situations they are experiencing, which ensures the achievement of advanced results in overall performance. As for the general arrangement of the dimensions the variable of job polarization in the field was arranged as follows (promotion, advertisement, job transfer), respectively.

Table 3: Descriptive statistics for the job polarization variable

Dimensional arrangement	Dimensional level	Importance Relativity %	Factor the difference %	standard deviation	Arithmetic mean	Dimensions
1	High	74.65	14.61	0.530	3.852	Upgrade
3	High	73.89	12.79	0.523	3.765	Career transfer
2	High	74.16	17.91	0.768	3.888	Advertising
-	High	76.12	10.79	0.465	3.835	Job polarization

Source: Prepared by the researcher based on the outputs of Microsoft Excel and SPSS

Describe and diagnose the variable of strategic awareness

Table (4) presents the descriptive statistics for the primary variable of strategic awareness. The data set had an arithmetic mean of 3.965, a standard deviation of 0.465, and a coefficient of variation of 11.43%. The level of relative relevance attained was 74.80%. This signifies that this variable possesses Based on the responses of the sample members, there is a significant degree of importance attached to the dimensions of strategic awareness. These results suggest a strong consensus among the questioned sample members recognizing the presence of these

dimensions. During the game, which confirms that the workers in the Salah al-Din Municipality Directorate, the study sample, have a good level of strategic awareness and they seek to develop it and raise its level always. The study sample was analyzed to determine the dimensions of the strategic awareness variable in the field, which indicates the level of interest of the Salah al-Din Municipality Directorate. The results are as follows: The arrangement is as follows: strategic awareness of the future situation, strategic awareness of the current situation, outward strategic awareness, and internal strategic awareness, in that order.

Table 4: Descriptive statistics for the strategic awareness variable

Dimensional arrangement	Dimension level	Importance Relativity%	Factor the difference%	Standard deviation	Arithmetic mean	Dimensions
3	High	78.64	11.68	0.524	3.932	External strategic awareness
4	High	76.17	11.36	0.747	3.953	Internal strategic awareness
2	High	76.64	13.41	0.635	3.912	Strategic awareness of the current situation
1	High	79.90	12.35	0.589	4.065	Strategic awareness of the future situation
-	High	74.80	11.43	0.465	3.965	Strategic awareness

Source: Prepared by the researcher based on the outputs of Microsoft Excel and SPSS.

Third: Testing the research hypotheses.

The first hypothesis: “There is a significant correlation between job polarization and increasing strategic awareness within the researched organization.” The researcher used the simple correlation coefficient (Pearson) for the purpose of testing the main hypothesis related to the correlations between the independent variable (job polarization) and its sub-dimensions (promotion, job transfer, advertising) and the dependent variable (strategic awareness). To explain the value of the correlation coefficient and how to judge it, the opinion will be adopted that divides it into five basic categories, as shown in Table (5)

Table 5: Categories of interpretation of the level of correlation coefficient

Correlation coefficient value	Interpretation of correlation	↔
r = 0	There is no correlation	1
r = ±1	Completely positive or negative	2
± (0.00-0.30)	Weak positive or negative	3
± (0.31-0.70)	Strong positive or negative	4
± (0.71-0.99)	Very strong positive or negative	5

Table (6) displays the Pearson correlation coefficients between the variables of the current study, together with the notation (Sig.) denoting the significance test of the correlation coefficient. If the symbol (**) is present on the correlation coefficient, it signifies the statistical significance of the correlation coefficient. At a significance level of 0.01 and a confidence level of 99%, the asterisk (*) indicates significance at a significance level of 0.05 and a confidence level. The percentage is 95%.

Table 6: Correlation coefficients between job polarization and strategic awareness.

Variables		Advertising	Career transfer	Upgrade	Job polarization
Strategic awareness	Pearson Correlation	.563**	.676**	.594**	.623**
	Sig. (2tailed)	.000	.000	.000	.000
	n	198	198	198	198

Source: output SPSS V.29

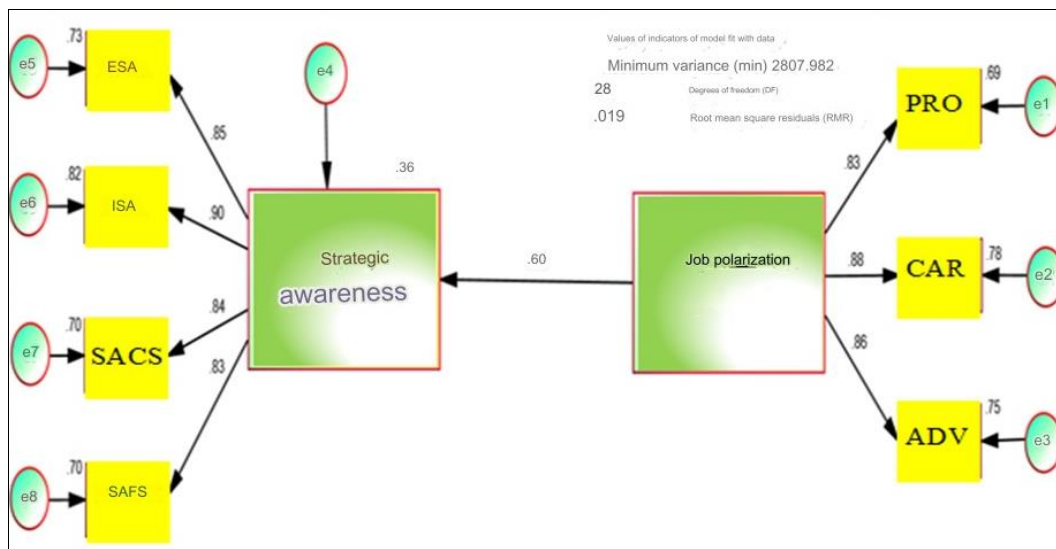
The findings from Table (6) demonstrate a strong and statistically significant positive link between job polarization and strategic awareness, with a correlation coefficient of 0.623**. This figure is the magnitude of the direct correlation between these two variables, with a significance level of 0.01 and a confidence level of 99%. The association described above can be attributed to the Salah al-Din Municipality Directorate's interest in studying employment polarization and its practical applications, especially with regard to job transfer, which is relied upon in achieving the goals related to service performance. Add to that interest in promotion, which achieves the availability of the right to hold positions. Filling functional concerns and this would support strategic awareness at the level of the directorate under investigation.

The second hypothesis: “There is a significant effect of job polarization in increasing strategic awareness within the researched organization.”

SEM, or structural equation modeling, is a highly successful methodology for describing the direct and indirect effects of latent variables on the measured elements in a hypothetical

model. Therefore, this approach is distinguished by its contrast with regression analysis, since it permits the incorporation of measurement mistakes in the analyses. Neglecting measurement errors might result in parameter estimations that are skewed. Amidst the two variables, this exacerbates the problem rather than resolving it (Sardeshmukh & Vandenberg, 2017:1-3). Therefore, this advanced approach will be utilized to assess the degree of effect between the variables, specifically to evaluate the primary and secondary influence hypotheses. Figure (3) demonstrates a strong and statistically significant impact of the functional polarization variable on strategic awareness. This is evident from the model conformity indicators, which indicate that the results fall within the acceptable range. Specifically, the value of the RMR (0.019) is lower than the acceptable threshold of 0.080. The standard effect factor attained a value of 0.60. This indicates that the job

polarization variable has a significant impact of 60% on the strategic awareness variable within the Salah al-Din Municipal Directorate, as shown in the research sample. One unit of deviation has a direct impact on the job polarization within the municipal directorate. The research sample, Salah al-Din, will result in a 60% increase in strategic awareness. The value of the critical ratio (C.R.) in the table (11.502) is regarded significant since it matches the significance level (P-Value) indicated in the same table. Figure (3) clearly shows that the value of the coefficient of determination (R^2) has reached 0.360. This indicates that the job polarization variable accounts for 36% of the variations seen in strategic awareness within the Salah al-Din Municipality Directorate, based on the research sample. The remaining proportion (64%) is attributed to additional factors that were not incorporated into the study model.



Source: Amos V. 26 program outputs.

Fig 3: The effect of job polarization on strategic awareness

Table 7: Paths and parameters for testing the effect of job polarization on strategic awareness

Tracks	Standardized	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Strategic awareness ← Job polarization	.603	.657	.057	11.502	***
PRO ← Job polarization	.828	.967	.043	22.524	***
CAR ← Job polarization	.880	1.014	.036	28.277	***
ADV ← Job polarization	.864	1.020	.039	26.191	***
ESA ← Strategic awareness	.836	.904	.039	23.184	***
ISA ← Strategic awareness	.905	1.182	.037	32.295	***
SACS ← Strategic awareness	.835	.908	.039	23.054	***
SAFS ← Strategic awareness	.852	1.005	.041	24.744	***

Source: Amos V. 26 program outputs.

Section Four: Conclusions and recommendations

- 1-The results showed that the Directorate limited itself to investing in effective job recruitment in a way that contributes to attracting the talents and competencies necessary to achieve the Directorate’s strategic goals.
- 2-The results showed the directorate’s focus on strategic awareness of new employees through the recruitment process, which contributes to increasing their understanding of the directorate’s long-term vision and goals.
- 3-The Directorate is keen to invest in specialized competencies and talents in a way that enhances the Directorate’s ability to predict future developments and identify the functional needs necessary to confront them

effectively.

- 4-The directorate’s focus on developing recruitment processes to be compatible with the directorate’s strategic directions in a way that helps build a homogeneous work team that is harmonious in its performance, which is reflected in the directorate’s strategic return.
- 5-The results showed that the participation of current employees in the recruitment process and awareness of the strategy enhances their affiliation with the directorate and increases their level of commitment to achieving the strategic goals.

Second: Recommendations.

1. The directorate should develop effective practices for job recruitment, including the use of modern recruitment channels and focusing on attracting talents with distinguished competencies.
2. The directorate must link the job recruitment process to its strategic objectives, so that appropriate human resources are employed to achieve these objectives.
3. The directorate should work to establish a culture of strategic awareness among its employees, through training and continuous development programs and effective involvement in the decision-making process.
4. The directorate must develop an effective system of rewards and incentives, so that it is linked to job performance and contribution to achieving strategic goals.
5. The directorate should work to enhance cooperation and coordination between various departments and divisions, in order to achieve integration and harmony in the implementation of institutional strategies and policies.

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