



## **An examination of the link between organizational culture and strategy formulation in a selection of Iraqi private universities**

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### **Abstract**

This study aims to investigate the connection between organizational culture and strategy formulation in several private colleges in Iraq, as organizational culture is a major factor in the success or failure of organizations, and it is a crucial element in organizational transformation and growth, which is a characteristic of the modern age. This research seeks to explore the significance of organizational culture by looking at its resurgence, its cultural makeup, and the dimensions of strategy formulation in universities and private colleges. It will then examine the connection between organizational culture and strategy formulation among the study sample. The hypothesis is that there is no meaningful relationship between organizational culture and strategy formulation. The research sample of (100) lecturers from (10) private universities and colleges was surveyed using a questionnaire to assess the interest in organizational culture in the educational community. The results revealed that there is a relative interest in the culture, but it is not given an important role in formulating the strategy. It was suggested that mental and intellectual abilities and experiences should be harnessed through dialogue and direct training to transform them into a powerful tool for formulating educational strategy.

**Keywords:** Culture; Apparent Culture; Core Culture; Cultural Fabric; Strategic Formulation; Vision; Mission; Objectives; Organizational Model

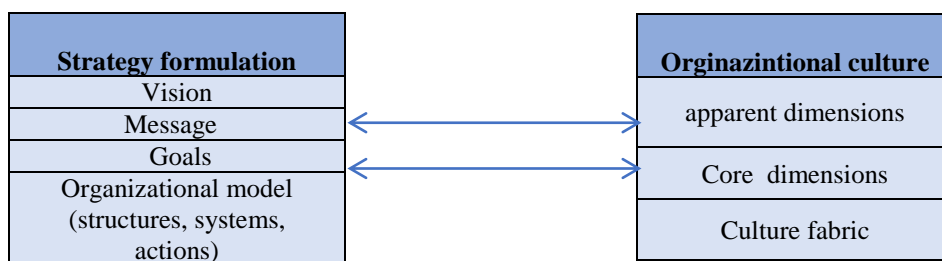
### **1. INTRODUCTION**

The formulation of strategy is a highly debated topic in the field of management science, as well as in psychology and sociology. Despite its complexity, researchers are still drawn to this subject due to its variety of measurement methods and influencing factors. Cultural inputs have been found to be integral to strategic discourse, connecting it to the origins of culture in anthropology, human relations, and the development of society. Those interested in economic activities have considered cultural factors since the post-World War II period, when modern management approaches achieved success without any dispute; they applied rational scientific principles for management theory in a comprehensive way. The reason for the development of culture being a major factor in the struggles of multinational corporations to implement the policies of their parent company in foreign countries became clear. This interest was further strengthened by the emergence of the Japanese model in the late 1960s and early 1970s. This research aims to explore the connection between organizational culture in its three aspects (core culture, apparent culture, and cultural fabric) and the formulation of strategy in its four dimensions (vision, mission, goals, and organizational model). The research is divided into four main sections. The first part covers the research methodology used for the study. The second part looks at previous studies related to this field. The third section focuses on the theoretical aspects of organizational culture and strategy formulation. Finally, the fourth part discusses the results of this research. The fourth topic of the research was broken down into two parts:

the conclusions and recommendations reached by the researcher. The third topic, titled The Practical Side, discussed the characteristics of the research sample, as well as presenting the results of the questionnaire analysis and exploring any relationships between the variables studied. This formulation was summarized from administrative literature and research. This research is directed to cover the scope to which organizational culture plays a role in private universities and colleges that are subject to the Law of Private Universities and Colleges No. 25 of 2016 in forming their strategies considering the concept of privatization of higher education. The preliminary survey (Pilot Study) conducted by the researcher, as well as unstructured interviews with a sample of leaders from the study community (including deans, their assistants, and heads of departments), have led to the question:

- What are the intellectual principles that underpin the research topics and its variables?
- How aware are private universities and colleges of the significance of organizational culture dimensions?
- Do private universities and colleges use their organizational culture when creating their organizational strategy?
- What is the level of implementation of the studied private universities and colleges in terms of the dimensions used to form a strategy (vision, mission, goals, and organizational model)?
- What is the connection between organizational culture and the strategy adopted by private universities and colleges?

The goal of this research is to explore the significance of organizational culture in its apparent and tangible forms, the cultural fabric, and the aspects of strategy formulation in universities and private colleges. Additionally, it seeks to identify the dimensions of organizational culture from the perspective of employees and how these dimensions are used to ensure success for these organizations by formulating their strategies. Furthermore, this research aims to clarify the relation between organizational culture and strategy formulation in universities and colleges. Ultimately, the goal is to develop a practical framework to correlate its primary and secondary variables with the actual research conditions. This investigation is significant because it provides an intellectual framework for research topics and contributes significantly to nurturing an entrepreneurial ecosystem aligned with the Ministry of Higher Education and Scientific Research's scientific strategy. In an effort to enhance the educational quality of private universities, this study could be considered a valuable resource for fostering such an ecosystem. They are deemed to be successful if they are able to create strategies that are aligned with their organizational culture. As well as identifying their organizational culture and strategic planning strengths and weaknesses, this study might provide solutions to the challenges faced by universities and colleges. Ultimately, this could lead to the development of strategies that will improve the overall reality of their organizational culture and strategy formulation. The researchers began with the hypothesis that there is no significant correlation between organizational culture and strategy formulation, and derived the following conclusions from it: there is no significant relationship between the observable characteristics of organizational culture and strategy formulation; there is no significant relationship between the fundamental components of organizational culture and strategy formulation; and there is no significant relationship between the nature of the cultural environment and strategy formulation. The proposed structure of the study is shown in Figure 1.



**Figure 1.** The proposed structure of the study

The research sample consisted of 100 teaching staff members from 10 private universities and colleges, which accounted for 17.8% of the private university and college research community. 105 questionnaires were distributed, however 5 of them were not valid for statistical analysis.

In order to gather the necessary in formulation that would assist in achieving the research objectives and obtaining the desired outcomes, the following processes were employed:

- a. The study relied on Arab and international sources that addressed the topic of the research in terms of theoretical studies, books, letters, and university dissertations.
- b. The main data collection tool used was a questionnaire, which was designed to meet the research objectives and hypotheses, utilizing a five-point Likert scale for most of the questions.
- c. The questionnaire had two sections; the first part contained questions (1-14) to measure organizational culture (based on Fakhra, S., et al. (2012)), and the second part focused on measuring strategy formulation (15-28) based on the scale of Amy J. & Michael, (2013). In addition to this, field visits to universities and colleges were conducted and personal interviews were held with deans, their assistants and department heads.

The questionnaire was given to a group of arbitrators with varying levels of expertise and specialization to get their feedback on the clarity of the questionnaire paragraphs, their correlations, and the extent to which they were appropriate for measuring the necessary variables. Because each paragraph received an approval rating of 89 percent, some of the questionnaire's paragraphs were reevaluated as a result of their recommendations. The scores for answering the scale phrases were arranged in ascending order, and then divided into two equal groups, and a ratio was taken from the highest score, and the same ratio from the lowest, in accordance with the benefit of developing it to ensure more accuracy in the scale and for more validity of the questionnaire. The results showed that there are significant differences between the two groups at a significant level (0.01), indicating the validity of the scale in all of its paragraphs. Next, the difference between the two groups was measured using the test coefficient (Mann-Whitney) to calculate the significant differences. The researcher used a variety of statistical techniques, such as the arithmetic mean, standard deviation, and Spearman's rank correlation coefficient as a non-parametric measure, to evaluate the data of the research variables and test its hypotheses. These techniques were used to assess the strength of the relationship between organizational culture and strategy formulation.

## **2. LITERATURE REVIEW**

This paragraph focuses on the review of relevant prior studies related to the topics or variables of the study, and an attempt to identify the most important findings from these studies. It also aims to highlight the potential benefits that can be gained from this research, as researchers and scholars look back at previous studies to gain insight and build upon them. The research has taken into account a variety of intellectual and applied studies that support the objectives of this study, some of which have been selected for review by the researcher. These studies have been classified according to:

Al-Azzawi (1998) study "Strategy between the culture of the organization and its organizational composition and problems from the point of view of senior management", that this study is in a hypothesis, and from housing and construction companies, and this study is good in the hypothesis of a study and general data, and it is a public institution, and the results of the study :

- There is a strong correlation between strategy and uncertainty.
- The type of automated structure is prevalent in the companies surveyed for the first dimensions tested of the organizational structure (centralized, centralized, centralized,).

Al-Dulaimi's study (1998) "Harmonization between the dimensions of the organizational cultural fabric and the strategic choice and their impact on performance." This study was conducted on three industrial companies from the mixed industrial sector companies in Iraq, and it is an applied study. , and determining how it harmonizes with the strategic choice, in addition to understanding how the organizations can achieve their alignment with the strategic options, which reduces the costs of wasting their social energies due to the ambiguity and uncertainty that the organization can face because of its lack of knowledge of its cultural fabric pattern, and among the objectives of the study: Attempt to verify The extent to which the cultural approach can be used as a mechanism to achieve harmony with strategic choices, which will lead business organizations towards better performance. The most important results of the study were:

- High satisfaction of the shareholders in the surveyed companies was achieved with the superiority of senior management in achieving profitability and market share growth.

- The existence of significant relationships between the strategic choice and performance, as the total strategic choice of the surveyed companies showed a significant, medium-strength correlation with the total performance, which supports the acceptance of the interpretation of the dependence of performance on the strategic choice adopted by the organization at a limited level.

Khataba (2016) study "The Impact of the Organizational Dimension of Culture on the Implementation of Strategy in the Enterprise: A Case Study of Some Medium-Sized Algerian Industrial Enterprises." The main goal of this study was to emphasize the influence of organizational culture on how well a strategy was implemented within an organization. These secondary objectives:

Defining how organizational culture can contribute to the strategy of the company. Describing the significance of the organization's structure within the organization to what extent the institutions under study use the organizational dimension of culture to achieve their strategic goals. The study sample consisted of 65 workers, and it examined 7 medium-sized businesses in Algeria.

, and the researcher proceeded from the hypothesis that "there is a significant correlation between organizational culture and strategy implementation in the enterprise" from which a group of sub-hypotheses branched out, and the researcher used a set of statistical methods, and reached the following results:

- The existence of an impact on the execution of the strategy of the organizational dimension of the organizational culture, given that the organizational structure is regarded as the most crucial element of this dimension, given that effectiveness is a dimension of the implementation of the strategy.

- The organizational structure and its components have a considerable impact on the institution's effectiveness.

Study (1987 Miller) (Strategy Making & Structure: Analysis & Application for Performance) (Formulation of strategy and structure: performance analyzes and applications). This study was conducted in the United States of America, where a sample of (97) companies was chosen randomly from the issuance list of a commercial organization, and the questionnaire was the approved method for this study, and it is an applied study. The relationship between the organizational structure of the organization and the process of formulating the strategy, with an emphasis on the existence of interdependence and harmony between the structure and the formulation of the strategy, and that one is complementary to the other and through many means in order to ensure good performance and under various circumstances. This study dealt with the structure through four dimensions (integration, centrality, formality, and complexity). As for the most important findings of the study (Miller), there are many relationships between the structure and the formulation of the strategy, especially for the formal and central dimensions, and as for the complexity, it often does not have important relationships with the formulation of the strategy.

(Shera, 2008) "Changing Organizational Culture to achieve excellence in research University of Toronto" study. (Changing the culture of the organization to reach research excellence at the University of Toronto in Canada). This study describes the research efforts to change the culture of the organization at the University of Toronto in Canada, during the past twelve years, and describes the role of strategic planning, the method of change and its keys such as individuals, resources, research and development centers, and participating strategic associations that are employed to boost outcome and augment the research process, The significance of stability in leadership dedicated to change programs is one of the study's lessons learnt, the need to use the strategic planning process in order to reach achievable goals, identifying the problems that hinder the development process in the university, the need to organize and develop research societies . mong the important results that were also reached is that the rapid change that took place in the university led to an increase in research, and the existence of a firm and clear vision for the leadership at the internal and external levels.

### **3. CONCEPT OF ORGANIZATIONAL CULTURE**

The emergence of organizational culture in management dates back to the late thirties of the last century (Edgar, 2004: 3), and the growing interest in it in the fifties, as (Sami, 2000) indicated that it occupied a prominent position in American society through what is known as the concept of symbolism (Symbolism). The researcher attributes the reason for this to the emergence of successful giant companies led by their founders (symbols) and the cultural values they carried that were evident in their work or products (Abdul Latif, 2006: 4), and since the first University of Pittsburgh conference on organizational culture in (1984), which is As the real birth of the concept of

organizational culture and so far, the researchers of organization science have been able to put the theoretical framework for organizational culture (Al-Dulaimi, 2:1998).

The concept of organizational culture emerged mainly from the literature of management and organizational behavior, and this is due to the emergence of modern organizations and the increase in their organizational problems (Al-Naami, 1998: 20), and the concept of organizational culture was influenced by all these formulas and developments in the concept of culture, and organization scholars did not reach a specific definition of the concept of Organizational culture, rather, they developed many definitions that overlap, although some of them complement each other, and the concept of organizational culture was used as an umbrella that includes many human concepts such as values, social models, ethical and technological values, and their effects (Hegan, 1992: 11).

(Al-Madhoun and Al-Jazrawi, 1995: 397) Despite these discrepancies in how organizational culture is defined, there is consensus that it is one of the components of an organization's internal environment and that it results through frequent interactions between employees. These interactions shape the organizational social system's behavioral patterns, which help the organization stay together. Workers congregate around an organization's many components, which are represented by its values, beliefs, norms, standards, and expectations.

(Al-Badaina and Al-Adaylah, 1996: 4) confirms that society's culture clearly affects behavior within organizations, and that this influence extends beyond just the culture of the outside world to include the culture of the organization, which has an impact on numerous decision-making, behavioral patterns, and attitudes toward the organization, as has been shown. It addresses the broad idea of culture from a psychological and structural perspective and emphasizes it as patterns of behavior. It also affirms the dynamism of culture, explains how it came into being, and emphasizes the connection between culture and personality.

It is actually thought that the success of an organization's strategy depends on how its members view its culture, which is the key pillar in any organizational culture. Culture is the essence of any organization's ideology that aims to accomplish its goals efficiently and effectively, and it represents employees' feelings and attitudes toward the company. It also defines the general outline of employees' regular tasks. (Al-Naami, 1998: 24).

Controversy has persisted about framing the concept of organizational culture due to the multidimensionality and ramification of concepts related to each dimension and the merger of some of them with independent organizational concepts such as the organizational climate system. In general, Schein presented organizational culture as the basic assumptions that a group discovers and develops During the learning process to overcome its problems related to external adaptation and internal integration in order to gain legitimacy during its application, and the new members of the organization learn it as the correct way to perceive, think and feel these problems (123: Lunenburg, 2011).

Then the expansion trends were reflected in the formulation of the organizational culture to include the values, beliefs and suggestions that he would learn from early childhood and distinguish a group of people from others (Newman, 1996: 963), and some literature went to describe the culture within a broader framework of intellectual dimensions as philosophies, ideologies, values, assumptions, beliefs and expectations. And the common attitudes and criteria that bind the members of the group together (Saxton & Kilman, 1986:87), that the concept of organizational culture has taken a broader path in definition and description in the writings of researchers in the nineties through their focus on a concept called (the cultural fabric), which combines in the description of culture Between the framework of intangible thinking and symbolic ways of expression together, so that thought and behavior are embodied in a specific mechanism that is in harmony with the way the organization works and its policy.

(Rasheed, Gallab, 2007, 358) indicated that organizational culture represents solutions to the problems of external adaptation on the one hand, and internal integration on the other hand. Adaptation or integration decisions create different models and assumptions to sense the organization's environment and respond to it, as these two types of models and assumptions affect the way in which the organization collects in formulation, interprets it, and acts upon it regarding the strategic issues it faces. Therefore, organizational culture has a prominent role in building a framework for the organization with common meanings that the organization's members stick to and distinguishes it from others.

The researcher believes that organizational culture is "a set of behavioral manifestations practiced by individuals or groups in the organization and contains knowledge, belief, art, morals, law, customs, traditions, ideas, philosophies and ideologies that a group of individuals invented and adopted and agreed and unanimously agreed on, and the organization adds to that the cultural fabric of its employees Its characteristics, interests, policies, goals and values define the personality of the organization and distinguish it from other organizations.

• **Dimensions of organizational culture:**

The researchers differed in defining the dimensions that can give culture its broadest concept, and this was the essence of the disagreement in their attempts to put a specific definition of culture, and table (1) can summarize for us the most important dimensions as seen by a group of researchers and administrative thinkers:

In general, the dimensions of organizational culture can be adopted as seen by (McDermott & O'Dell, 2001: 76-85), as follows:

**Table1:** Dimensions of organizational culture (apparent, essential, and cultural fabric)

Researcher	Dimensions						
Pettigrew,1979	Beliefs	Symbols	Rituals	Legends	Language	Philosophy	
Ouchi ,1981	Commitment	Correction	Well-being	Decision making	Validity	Caring for people	Interest in work
kilmanne,etal,1983	Beliefs	Values	Ideology	Philosophy	Opinions	assumptions	
Harris , 1989	Purpose	Communication	Language	Dress and appearance	Food and eating habits	time and awareness	relationships, roles and values
Robbins , 1990	Initiative	Risk	Guidance	Integration	Administrati ve support	Conflict and its patterns	Organizational culture
Goetson & Davis, 1999	Work environment	Organizational values	cultural role model	Rituals of the organization	Cultural fabric		
McDermott & O'Dell, 2001	apparent culture	Intrinsic culture	Cultural fabric				
Grayson, 2002	Leadership	Organizational model	Creativity	Functionality	planning and communication	Environment	Staff development
Smith, 2004	The power of authority	Masculinity	Individuality	uncertainty Avoidance	Long term guidance	short term guidance	
Schreiner,2005	Use of power	Trust	Equivalence	uncertainty Avoidance			

• **apparent dimensions of culture**

The literature of the 1980s focused on understanding the dimensions of culture through the description embodied in explicit and visible manifestations such as buildings, the way of clothing and patterns of behavior, or represented by expressive behavioral symbols (such as structures and systems) or verbal such as language and stories that are narrated by rituals and celebrations that the organization holds as a group of expressive behavioral practices, symbols and rituals And stories, language, slogans, organizational structure and power structures, while researchers went to describe the culture by focusing on other dimensions, where (Lorsch, 1986: 95) described the apparent organizational culture as “the common beliefs among the members of senior management and related to the organization’s relationship with its environment and consumer workers that determine the method of action and behavior”, while (Hofsted, 1990: 389) describes it as “a set of central values that define the rules of human thinking to be interpreted in the ways and methods of action.” Their daily performance is distinguished when they are making, making decisions and solving problems, as they bear the joint responsibility for defense About the culture of their organization visible to the community, and reject things alien to it.

• **Essential dimensions of culture**

Researchers who have taken the fundamental dimensions as a field to interpret the phenomenon of organizational culture confirm that it constitutes an intellectual system that cares about cognitive aspects. Philosophical assumptions, beliefs, trends, logic and knowledge, while referring (Daft, 2001:588), that organizational culture has an immersed part like the iceberg (Iceberg), representing the non-material and invisible side, and it includes the basic assumptions and beliefs rooted in man, as described by the researchers (McDermott & O'Dell, 2001: 76-85) that it is the core culture, non-apparent values (Invisible), which is the loyalty and assumptions of workers in business organizations.

- **Integrated dimensions, which are called the concept of cultural fabric:**

The pioneers of this description of the dimensions see that culture cannot be fully described based on one dimension, but rather it is a network of overlapping dimensions that are always in amoebic motion mode: (Heracleous & Langham, 1996: 486), and the nineties research presented new attempts to study the organizational model and its implications Together (cultural manifestations and essential aspects together) constituting the concept of cultural fabric.

The researcher believes that the cultural fabric is a structure with two levels of noticeable and unnoticeable characteristics. The first is represented by models of behavior, symbols, stories, language and myths. The unnoticeable characteristics are represented by common values, customs, beliefs and assumptions. With that description, the cultural fabric is models for these two levels and directs the members of the organization to address problems related to its external adaptation and balance internal.



**Figure 2.** Cultural fabric

The concept of the cultural fabric is used in diagnosing the prevailing organizational culture by identifying the components of the organizational model such as prevailing values, what are the prevailing beliefs, and what are the common beliefs among members about the organization and the organization. Experts and specialists, and its data and abstracts are saved in charts (describes the organizational model and symbolic reflections). The priorities of the values that the organization believes in and its beliefs may change. Therefore, it is important for the organization to know the variety of its organizational model, and for the symbols to express this by providing a new quality of services. Its control systems are devoted to supporting quality, incentive systems and workers' motives move towards achieving it. The researcher can summarize the specific cultural fabric dimensions of organizational culture in the light of the researchers' proposals, as follows:

**(First)** Analysis of the situation: The cultural fabric supports the process of (situation analysis) and provides the answer to (Where are we now) in relation to the cultural reality of the organization and clarifies many of the internal characteristics of the organization as presented by the results of the diagnosis of culture through the cultural fabric, and the impact of the reality of culture can support the analysis of the situation Through its strengths and weaknesses, does our current culture constitute a strength that enables us to seize opportunities? Or is it the lowest of our weaknesses that can threaten us? Accordingly, the fabric contributes here as a tool that directs the points of strength within their correct paths (Heracleous & Langham, 1996: 486).

**(Second)** Strategy-making: The cultural fabric tends to highlight beliefs, guiding assumptions, actions, symbols and rituals, and presents them to those responsible for strategy-making. For the purpose of determining the organization's strategic path, the cultural fabric supports the intuitive thinking of decision-makers, which is reflected in the operational areas.

**(Third)** Organizational contents: The cultural fabric contributes to clarifying the organizational contents represented by symbols (structures, systems, actions), which help clarify which beliefs, assumptions, and manifestations of culture should be interpreted according to the new strategic direction, and which should be preserved and strengthened.

**(Fourth)** Change management: the cultural fabric can also help in estimating potential resistance to change by assessing the nature and importance of current beliefs and assumptions, and the extent of communication and mutual representation between the elements of the organizational model and aspects of the prevailing culture.

**(Fifth)** Monitoring and evaluation: The periodic rebuilding of the cultural fabric of the organization by diagnosing and examining the required modifications in the strength of some of its elements can help the organization to make progress towards change internally in order to achieve its strategic goals (Heracleous & Langham, 1996: 487).

Strategies represent how management seeks to achieve goals, and how to pursue the targeted message for the organization's work and its strategic vision in relation to the strategy industry in the manner or quality required (Thompson and Strickland, 2006: 52), that the formulation of the strategy includes many administrative tests and represents the ways and means that the strategy includes From the organization's commitment to specific competitive entrances and directions, and specific methods and methods of work as well. In fact, the formulation of the strategy is the first step in the shift from the general framework of the strategic direction and environmental analysis of the business organization to meaningful evidence that decision makers can be guided by when making various decisions. The formulation means developing The master plan of the business organization and this requires analytical, intellectual and synthetic skills (Al-Ghalbi and Idris, 2007: 344), and since the strategy is a visualization center that expresses the purpose of the organization and the aspects it focuses on, and thus is linked to its core values that all employees share, whether through their intentions (their thinking). Or through their actions (behavior), (Rashid and Jalab, 2008: 23).

Returning to the beginning, the formulation of the strategy is the most important aspect of the intellectual model of the strategy management process (Jawad, 2010: 195), and its importance was manifested in the following matters (Al-Ghalabi and Idris, 2007: 344):

- The stage that links correctly, accurately, and appropriately between the general orientation affected by many theoretical aspects and the implementation processes affected by the details and extreme realism.
- Helping the business organization define the roles of the different levels and knowing the necessary and required contributions for each of these levels, as well as helping to provide the necessary links between the work of these levels.
- Contribute to diagnosing and mobilizing resources within the framework of a well-defined strategic plan.
- It represents the basic rule and the starting point for starting the processes of implementing the strategic option later. It is not possible to transfer the option to the ground without a specific and clear-cut formulation for it.

Accordingly, the strategy formulation process consists of a group of operations:

Developing a vision: The strategic manager's first step usually begins with formulating a comprehensive vision for the organization to be a picture of his future perspective for the management's work. The definitions that dealt with the concept of vision focus on being a mental image of the desired and preferred future for the organization, and (Pitts & Lei, 1996: 8) confirms that the vision is related to the organization's broad and desirable goals, as its aspirations agree with what it really wants to be, and expresses (Miller & Dess, 1996: 6), about the vision in strategic management as it refers to a set of purposes that are broad and comprehensive, and towards thinking to describe the discovery of the future with the specificity of the means that are used to achieve the desired goals, as described (Awad, 2000), as the aspirations of the organization and its future hopes that cannot be achieved In light of the organization's current resources (Rashid and Jallab, 2008: 167), and defined it (Al-Issawi et al., 2012: 225-231) as "an ideal and attractive future that has not yet been achieved, and describes it as the guiding star for every individual in the organization towards the one path." For the future", and the same researchers believe that the elements of the strategic vision are:

- Challenge the future situation that the organization wants to be.
- Determine the goals that this vision works to achieve.
- Organization culture.
- Choose the appropriate strategy.

- Determine the resources and resources necessary to implement the vision.
- Determine the areas of activities necessary to achieve the vision.

Mission Statement: Organizations seek to translate their vision in the form of a document or statement that represents the organization's philosophy and directions in investing its material and human resources in a way that increases its value in the eyes of various stakeholders and distinguishes it from other business organizations. This document is called the Organizational Mission (2016). Caillier: 230), the message defines the purpose of the organization or the reason for its existence from the point of view of (Bosman), (Dorra and Jaradat, 2014: 103), which are the individual characteristics that distinguish the organization from other similar organizations, (Smith, 2016: 630, who defined it Also, being the essential characteristics that reflect the main orientations of the organization, and the reason for its existence), as for (Al-Sakarna, 2010: 176), he sees it as being "accurate and clearly summarized words and terms that develop incentives for workers to deal with the organization and is characterized by a general and distinctive character and a guiding philosophy." As for the researcher He sees in the message that it is "the distinctive framework of the organization that defines its field of activity, its goal, the fundamental reason for its existence, drawing its identity, and framing its operations." (Campbell & Yueng, 1991) identified four elements of the organization's message: (imposition, strategic E, values, standards of behavior (Rasheed and Gallab, 2008: 177).

Setting strategic goals: The goals are results that need to be reached, through the outputs provided by the organization (Barrick, 2015; 121), and therefore they refer to the final results of the activities (Dorra and Jaradat, 2014: 106), and they were defined by (Al-Ghalbi and Idris, 2007: 221-223), being derived goals at the general planning and operational level, and it is an intermediate state required to translate the message and vision into specific measurements in a logical sequence, and therefore it is from the point of view of (Al-Mursi et al., 2002: 122) the desired state or situation to be achieved, as It is a means of measuring progress towards a desired situation, or a result that can be achieved within an objective, measurable and verifiable framework within a time frame within which a desired result can be achieved.

As for (Dorra and Jaradat, 2014: 106), they proved that there are a set of conditions that must be met in the strategic objectives, which are referred to by the acronym (SMATR), and they include:

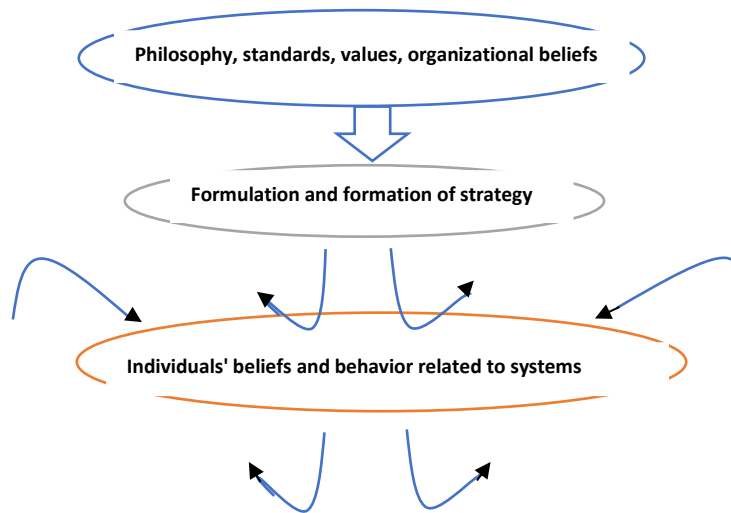
The goals should be clear and specific, and there should be a possibility to measure them

- There is an agreement among all members of the organization Agreed, that it be realistic, that is, it can be achieved Realistic, and finally that it is timed, that is, it has a time limit.
- Building the organizational model: In today's rapidly changing world, where many organizations are racing to reach distinction in their industry (their outputs), rigid organizational issues are very fragile, as they must be flat, fast-moving, responsive, and innovative (Thompson and Strickland, 2006: 400). The flexible organizational model is a basic force for the organization that enables it to respond to external influences, private and public, in drawing up its policy and engaging in development projects with high risk and great return, and this is what he called (Brown, 1973), permeability (Jawad, 2010: 165-168), on the other hand, changes that occur in the organizational model, can affect the extent to which the organization adopts strategic changes, and affects the strength of beliefs and culture (the extent of agreement among members), and its spread in the extent of the organization's ability and success in formulating its strategy (Hamdan and Idris, 2009: 302-306), because it is likely It is very important that the power of culture constitutes an obstacle that resists change, and therefore it is very important that organizations' departments take care to evaluate and review their strategy annually in partnership with their employees (Thompson and Strickland, 2006: 400).

### **3.1 Relationship of culture to strategy and its formulation**

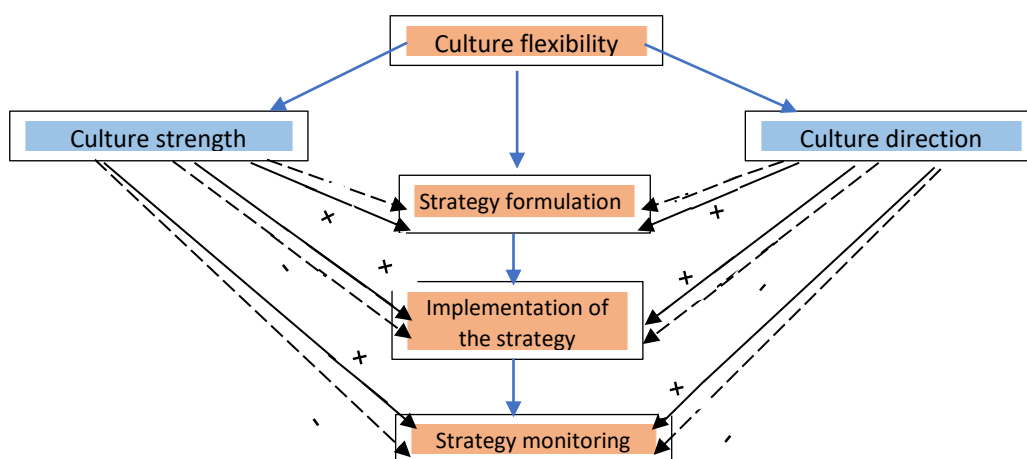
The goal supports the idea of culture with a specific name for the strategy and this was evident in the writings of (Lorsch, 1986: 81), and the vision is framed in the light of the beliefs and values of senior management, the vision of the strategic vision (Lorsch, 1986: 82), the vision of the strategic vision is the beliefs that in turn represent The heart of the culture and the strategic vision is shaped and shaped within a broad framework of values and beliefs of senior management and in many issues such as the organization's relationship with the environment, and the beliefs of senior management towards competitors.

The strategic formulation implicitly may be narrowed by the influences of management values, beliefs and perceptions that try to transfer rational strategic logic to cultural (subjective) logic according to the vision of senior management and the formulation of strategies, systems and means that have been formed that constitute the values, beliefs and philosophy of senior management and to form procedures and strategic implementation that will be covered by the learning stage And contemplated by the educational district of the cultural area and related to the cultural area. (Hodge, et. al., 2002: 207-287) In support of previous views, the organizational model is the essence of culture that frames the thinking process in the visual that guides, directs, and leads the strategic formulation.



**Figure 3.** The relationship between culture and strategy

Beliefs supported by assumptions may include the philosophy that the organization is a leader in the field of innovation, and in the light of this belief, strategy is formulated and implemented within a framework of rules, structures and systems, meaning that culture and strategy interact with other aspects of the organization to lead performance, and here culture is a determinant that leads the process of formulating Strategy, and indicates (Hodge, et. al., 2002: 279), that the direction of culture is an important and influential work in the formulation and implementation of the strategy, when the values and beliefs spread among the members are investigated in a direction opposite to the values and beliefs required by the strategy and its implementation that can contribute to the failure of the strategy Figure (4) provides an illustration of the possible influence relationships.



**Figure 4.** The influencing relationships between culture and strategy

(Kono, 1994: 35) tried to put forward the formula of harmony between strategy and culture in a reciprocal relationship, as he indicates that the vital cultural fabric can contribute to the formulation of a distinct diversification strategy, and that a successful and distinguished strategy can lead to the creation of a creative culture, which is reflected in The two cases have high financial performance, and the research did not provide automatic applied mechanisms for the mechanism of harmony and remained at the level of the width of the fabric as a control tool to track the variables required by the fabric while the organization tried to adopt radical or additional strategic changes to express the state of the fabric of the organization as writings (Bowman, 1990: 77), which tried to describe the relationship of harmony between culture and strategy by presenting the type of cultural characteristics that can be compatible with certain strategies. Divergent, and as a conclusion to the researchers' signals (Bowman & Asch, 1996: 283), it can be said that the cultural fabric of the expansion option is characterized by its dependence on the values of Supporting diversification and expansion, which is represented by an organizational model that promotes the values of distinction and creativity, risk and speed of seizing opportunities, and values that support flexibility in thinking and openness about the environment. Behaviorally expressing these values whenever he turns towards flexibility (Kono, 1994: 85), and leadership has taken a transformational pattern that translates its effects in creating intellectual stimulation for members through its important and interested characteristics in individuals towards enhancing work motivation above the required level (Bass, 1985: 41), and a conclusion For the foregoing, the relationship of organizational culture with the formulation of the strategy has taken the following main directions:

1. A sequential trend: a view of culture as a determinant or subordinate to the strategy, which was expressed by many points of view.
2. Impactful direction: describing the relationship of organizational culture to the formulation of strategy according to criteria for the influence of culture on strategy in terms of its flexibility, direction, and strength.
3. A harmonious approach: given the relationship of organizational culture to the formulation of the strategy (as a determinant and a follower at the same time) through the concept of cultural fabric for a group of cultural characteristics that are consistent with one strategy rather than another, and this agreement supports the study of organizational culture (then a tapestry of essential and symbolic dimensions) together The current research tried to study the nature of this relationship, and despite the importance of studying the relationship of the cultural and strategic phenomenon, it remained far from the path of experimental research, and the research relied on that on its exploratory attempts for research and studies that could cover those variables with their analyzes.

#### **4. THE RESULT**

**First:** the characteristics of the research sample, Table (2) shows the characteristics of the demographic characteristics of the research sample, we summarize the most important indicators as follows:

1. Gender: There is a weakness in the trend towards adopting the female component in appointments within private universities and colleges, the subject of the research.
2. Age: The average age indicates the high experience of the researched sample.
3. The level of educational attainment: the figures indicate that the surveyed organizations tended weakly to appoint holders of postgraduate degrees from those holding a master's degree and focus on appointing holders of postgraduate degrees (PhDs) from retirees from public universities.
4. Duration of work in the current university/college: It appears that there is a novelty in the appointment of the vast majority of the teaching staff, which is a natural result of the recent era of most of the universities and colleges under study and their establishment in Iraq after 2003, mostly.
5. The number of universities/colleges in which the teacher previously worked: Diversity in experience is a clear feature of the study sample, in addition to its tendency to job stability.
6. Duration of experience in the universities/colleges in which the teacher worked: It is an indication of the growing role and accumulation of experiences of retirees from Iraqi public universities in the universities and colleges under study, and that they form the backbone in the structures of those private universities and colleges, which gives them an important role in promoting the implementation of the strategy of the Ministry of Higher Education and educational scientific research in Iraq.

**Table 2:** Characteristics of the research sample

<b>variable</b>	<b>Categories and titles</b>	<b>number</b>	<b>Percentage</b>
1.sex	Male	76	%76
	female	24	%24
	total	100	%100
2.age	29 years and less	-	-
	39-30	10	%10
	49-40	12	%12
	59-50	26	%26
	60 years and more	52	%52
	total	100	%100
3 .Education	Doctorate	52	%52
	Master's	45	%45
	Higher diploma	3	%3
	total	100	%100
4. Duration of work at the current university/college	5 years and less	12	%12
	6-10 years	67	%67
	15-11years	18	%18
	20-16years	3	%3
	21years and more	-	-
	total	100	%100
5. The number of universities/colleges where the lecturer previously worked	One	13	%13
	Two	56	%56
	Three	31	%31
	Four and more	-	-
	total	100	%100
6 .Duration of experience in the universities/colleges in which the lecturer worked	5years and less	18	%18
	10-6years	14	%14
	15-11years	4	%10
	20-16 years	6	%50
	21years and more	58	%75
	total	100	%100

**Table 3.** The arithmetic means and standard deviations of organizational culture dimensions

No.	Phrases	Arithmetic mean	standard deviation
1	First: the core culture The college leadership constantly evaluates its existing organizational culture and seeks to make it results-oriented by formulating its strategy	3,850	1,103
2	The college leadership plans to let the college's human resources know what they want from their presence in the educational community and why they serve it	4,212	0,950
3	The prevailing organizational culture in the organization is not a golden factor for the talents and skills that the college needs to achieve its mission and goals	3,925	0,990
4	The prevailing organizational climate in the college contributes to the appropriate delegation of powers to all heads of departments to make decisions	3,525	1,221
5	The college leaders are chosen from the heads of departments and heads of scientific committees according to a correct scientific vision	2,862	0,880
6	The prevailing organizational culture in the college helps to empower its employees and include them in service work for its benefit towards achieving its mission and educational and societal goals.	4,412	0,669
7	Second: apparent culture The college encourages creativity and creative workers who excel in solving difficult problems	4,275	0,841
8	All the staff of this college bear the common responsibility to defend its culture and reject the foreign things that are intrusive	4,162	0,976
9	The common beliefs among the members of the College Board of Directors and related to the College's relationship with its environment and employees determine the way of action and behavior.	3,875	0,771

10	The deanship does not deal with the abilities and capabilities of the employees in a fair manner	3,475	1,136
11	Third: the cultural fabric The college administration adopts special systems to motivate employees that contribute to strengthening the cultural fabric within the college	3,862	0,910
12	The cultural fabric (control systems, communication, flexibility of organizational structures) supports the process of (situation analysis) and provides an answer to (where are we now from the rest of the colleges) in relation to the cultural and scientific reality of the college	3,675	1,003
13	I believe that the college deals with the situation of personal and group conflicts and disputes efficiently	3,625	1,184
14	Employ the expertise in the field of preserving the culture of the college	3,959	0,764
	aggregate index	3,835	0,953

It is noted from Table 3, which shows the arithmetic means and standard deviations of the dimensions of organizational culture, and it is noted that Paragraph (6) related to the role of (the prevailing organizational culture in the college helps to empower its employees and contain them in acts of service in its interest towards achieving its mission and educational and societal goals), It obtained a high arithmetic mean (4,412) according to the five-point Likert scale, and less dispersion (0.669), which indicates the harmony of the teacher with the culture of his organization and its reflection on his interaction with the rest of his co-workers to promote research and development in correct ways to formulate an entrepreneurial strategy in his organization. Paragraph (5) regarding the statement (choosing the college leaders from the heads of departments and heads of scientific committees), it got a low response rate (2,862) and a dispersion above the average by (0,880), which reflects that the organizations in question despite it has an appropriate organizational culture, but it is not employed for the purposes of selecting the college leaders from the heads of departments and heads of scientific committees according to a correct scientific vision.

**Table 4.**The arithmetic means and standard deviations of the strategy formulation dimensions

No.	Phrases	Arithmeti c mean	standard deviatio n
1	First: the vision The college has systems to manage it according to a correct vision that it works on	3,952	0,953
2	Everyone in this college, especially those responsible for it, has an idea of its shared values, beliefs, and	3,963	1,042

	assumptions about its mission and goals.		
3	The deanship, department administrations, and teaching staff work in a team spirit when formulating the strategy	4,250	0,864
4	Second: the message The College Deanship prefers to adopt research and development methods in formulating the strategy	4,462	0,988
5	There is a perception by the college deanship administration about the possibility of formulating a strategy in light of the available material, financial and human resources that the college possesses and expects to achieve in the future.	4,387	0,819
6	The Deanship of the College seeks to develop and generate strategic alternatives that are commensurate with the competitive decision in defining strategic directions, such as the decision orientation towards expansion and growth or focus in specific areas to achieve its goals.	4,675	0,632
7	The deanship of the college has the ability to know the future strategies and policies of competitors	4,536	0,788
8	Third: the goals There is an understanding and realization of the strategic goals by the individuals responsible for implementing them. The goal that is understood and compatible with the organizational culture and enhances the organization's strategic position is acceptable.	4,312	0,835
9	The success of formulating a strategy for the college is reflected in its ability to create a kind of competitive advantage, as this criterion	3,912	0,859

	is derived from the size of the competitive differences between the college and its competitors.		
10	The Deanship of the College sets the strategic goals and seeks to set a timetable for achieving them. The process of evaluating the results is based on a set of criteria	4,287	0,798
11	Fourth: the organizational model The Deanship of the College avoids engaging in development and expansion projects that have high risks and high returns	4,425	0,896
12	Environmental information plays an important role in formulating the college's strategy	3,800	1,028
13	The college responds to external influences, both public and private, in drawing up its strategy	255,4	0,989
14	The College Deanship is interested in evaluating and reviewing its strategy annually in partnership with the College faculty	3,187	0,856
	aggregate index	4,172	0,855

It is noted from Table 4, which shows the arithmetic means and standard deviations of the dimensions of the strategy formulation, and publicly we find that Paragraph (6) which is that (the Deanship of the College seeks to develop and generate strategic alternatives that are commensurate with the competitive decision in determining strategic directions, such as the decision orientation towards expansion and growth Or focus in specific areas to achieve its goals), it got a high response rate (4,675) and little dispersion (0,632), which indicates that the departments of universities and colleges are working according to the vision

Correct when formulating its strategies, as for paragraph (14) related to showing (the extent of the college dean's interest in evaluating and reviewing its strategy annually in partnership with the faculty's teachers), it obtained a low response rate (3,187) and a dispersion above the average by (0.856), which indicates the distancing of the administrations of those universities and colleges On attracting the opinions of the teaching staff and the individualization of its boards of directors or its founding bodies in formulating the strategy of their universities and colleges.

**Second:** Determine the level of relative importance of organizational culture and strategy formulation the results of the research sample response on the dimensions of organizational culture and the dimensions of strategy formulation shown in Table (5) regarding the values of the arithmetic mean and standard deviations resulted in the following:

**Table 5.** Arithmetic mean and standard deviation of organizational culture and strategy formulation

variables	Organizational culture				Strategy formulation				
	Core	apparent	cultural fabric	aggregate index	Vision	message	goals	organizational model	aggregate index
Arithmetic mean	3,798	3,947	4,780	3,835	4,055	4,515	4,170	3,917	4,172
standard deviation	0,921	0,867	0,811	0,953	0,780	0,855	0,918	0,991	0,855

From the aforementioned table, the researcher summarizes the following results:

1. The arithmetic mean and standard deviations of the dimensions of the explanatory variable (organizational culture) were as shown in Table (5), where the arithmetic mean of the core culture dimension was (3,798) with a dispersion of (0.921), which shows the level of the culture index moderately among the sample members, While we notice the apparent culture variable obtained an arithmetic mean of (3,947) and a standard deviation of (0,867), which is a level above the average, which indicates that the sample individuals deal with an appropriate degree of objectivity with the dimensions of organizational culture, while the arithmetic mean of the cultural fabric dimension has reached (4,780). And a standard deviation of (0.811), which is a moderate level of dispersion as well, and thus the general mean of the organizational culture variable among the sample individuals is at an average level of (3.835) and a dispersion of (0.953). Formulating its strategies, and neglecting the essential role of culture in the formulation process.
2. As for the arithmetic means and standard deviations of the dimensions of the response variable (strategy formulation), as we note from Table (5) also, that the vision dimension obtained an arithmetic mean of (4,055), which is slightly higher than the hypothetical mean, which indicates a weak tendency to build a mature vision for Most of the universities and colleges surveyed, with a dispersion of (0,780), while the arithmetic mean of the dissertation dimension was (4,515), and a dispersion of (0,855), which is a good level, which confirms the presence of a perception among the management of the surveyed organizations about the possibility of formulating their strategies in the light of material resources. The available financial and human resources that it possesses and / or expects to achieve in the future, and this is what the researcher touched  
Through field visits to the universities and colleges surveyed, or through personal interviews with some of the teaching staff.

**Third:** Determine the nature of the relationship between organizational culture and strategy formulation. For the purpose of testing the research hypotheses and verifying the nature of the relationship between its variables, the rank correlation coefficient of (Spearman) was used as a non-parametric measure and under two significant levels (0.05) and (0.01), and the levels of analysis were taken as the sub- and total levels for significant knowledge Correlation of each sub-variable And as shown in Table 6.

1. Analysis of the correlation between the core culture and the formulation of the strategy and its dimensions: Table (6) shows the values of the correlation coefficients between the dimension of the core culture and the dimensions of the formulation of the strategy. The value of (0.268, 0.599 \*, 0.613\*\*, 0.221), respectively, which is a significant relationship at the level (0.01) and (0.05), and the relationship between the core culture and the organizational model was the weakest of the relationships, and it indicates that the administrations of the colleges under study It does not focus on attracting the core culture for the purposes of evaluating and reviewing its organizational strategy annually in partnership with the college teachers, while the strongest relationship was between the core culture and the dimension of the strategic objectives, as the correlation value reached (0.613\*\*). Drawing its strategic objectives, which is a good indicator. The value of the correlation between the core culture dimension and the total strategy formulation variable was (0.377\*). It is also a positive relationship with significant significance at the level of (0.05), and these results indicated that the core culture dimension helps the colleges in question to enhance the processes of formulating the strategy in them through the employment of creative human

resources who have the ability to understand, analyze, interpret and choose the goals, technology, structure and organizational structural relationships that contribute to the leadership of the university or college, and thus these The results provide sufficient support to prove the invalidity of the first sub-hypothesis to some extent.

**2.** Analysis of the correlation between apparent culture and strategy formulation and its dimensions: Table (6) shows the values of the correlation coefficients between the apparent culture dimension and strategy formulation dimensions. Its value is (0.422\*, 0.676\*\*, 0.712\*\*, 0.688\*\*), respectively, which is a significant relationship at the level (0.01) and (0.05). The relationship between apparent culture and vision was the weakest relationship, and it indicates that The administrations of the colleges under study focus less on employing the apparent culture for the purposes of building the college's vision and formulating its future scientific perceptions as a result of the lack of some of them systems and work rules for the administration of the college, while the strongest relationship was between the apparent culture and after the strategic goals, as the value of the correlation reached (0.712\*\*) and this is the result It reflects the attraction of college administrations for teachers with high apparent cultural capabilities for the purposes of drawing up their strategic goals, which is an indication of the desire of those colleges to excel in drawing future strategic goals and striving to achieve them. The dimension of apparent culture and the total variable of strategy formulation is (0.628\*\*), which is also a positive relationship with significant significance at the level of (0.01). To develop and generate strategic alternatives that are commensurate with the competitive decision in determining strategic directions by employing its apparent culture, such as the decision's orientation towards expansion and growth or focus in specific areas to achieve its objectives, and this matter provides sufficient support for the invalidity of the second hypothesis.

**3.** Analysis of the correlation between the cultural fabric and the formulation of the strategy and its dimensions: Table (6) shows the values of the correlation coefficients between the dimension of the cultural fabric and the dimensions of the formulation of the strategy. It turns out that this variable is related to Significant with each of (vision, mission, goals, organizational model) and a correlation coefficient of (0.301\*, 0.689\*\*, 0.707\*\*, 0.571\*\*), respectively, which is a significant relationship at the level (0.01) and (0.05). ), and the relationship between the cultural fabric and the vision was the weakest relationship to some extent despite its significance (0.301\*), and it indicates that the administrations of the colleges under study focus less on employing their cultural fabric

For the purposes of building the vision of the college and formulating its future scientific perceptions as a result of the lack of some of them to strengthen the supervisory role of the fabric in its tracking of the path of (academic practices), with the aim of strengthening the formulation of the strategy and supporting it by matching the organizational model and (strategic vision), as for the organizations that the researcher found that they concentrated their values and its beliefs about discrimination and renewal after the expansionist strategy must provide implementation mechanisms to enhance that with a flexible structure and cultural fabric that enhance its competitive advantage, meaning that the rational-environmental strategic logic has mitigated its impact to the organizational cultural-strategic logic to ensure positive action towards the formulation of the entrepreneurial strategy, while The strongest relationship was between the dimension of the cultural fabric and the dimension of the strategic objectives, as the value of the correlation reached (0.707\*\*), and this result reflects that a large number of the surveyed organizations determine the type of cultural fabric that can be strengthened in their pursuit through the processes of evaluating strategic alternatives as criteria for comparison between them. As a criterion of internal compatibility as one of the criteria that focus on the extent of harmony between the organizational culture and the strategic alternative for the purposes of choosing the optimal strategic alternative, the value of the correlation between the dimension of the cultural fabric and the total variable of strategy formulation was (0.539\*\*), which is also a positive and significant relationship at the level of (0,01), and these results indicated that the dimension of the cultural fabric helps the faculties studied to enhance the processes of formulating the strategy in them through For the universities and colleges surveyed that adopt the strategy of expansion and diversification seek to adopt a cultural fabric different from an organization that adopts a strategy of stability, meaning that different cultures help organizations to follow different strategies, in other words it can be said that the organizations surveyed that have adopted a cultural fabric for the option of expanding in adding new departments is characterized by By relying on values that support diversification and expansion, which are represented by an organizational model that promotes the values of excellence, risk and speed of seizing opportunities, and values that support flexibility of thinking and openness about the environment and the formulation of flexible strategies. The organizational behavioral symbol expresses these values whenever it tends towards flexibility, and this matter provides sufficient support to accept the invalidity of the third hypothesis.

**Table 6:** The relationship of organizational culture and strategy formulation

Strategy formulation / Organizational culture	vision	message	goals	Organizational model	Strategy formulation index
Core Culture	0,268	*0,599	0,613**	0,221	*0,377
Apparent Culture	0,422*	**0,676	0,712**	**0,688	0,628**
Culture fabric	*0,301	**0,689	**0,707	**0,571	**0,539
Organizational culture aggregate index	*0,417	**0,639	**0,701	**0,611	**0,726

We note from the aforementioned table that the relationship between the total organizational culture and the total formulation of the strategy is significant at the level of (0.01) with (0.726\*\*). Different because of its sequential effect as a determinant once or a follower again, which was expressed by many points of view, or an influential direction by describing the relationship of organizational culture to the formulation of the strategy according to the criteria for the influence of culture in the strategy in terms of its flexibility, direction, and strength, and last but not least a harmonious direction, and thus the main hypothesis is rejected, because the fact indicates that there is a significant relationship between organizational culture and strategy formulation.

## 5. CONCLUSIONS

The researcher reached the following most important conclusions:

1. Private universities and colleges, the subject of the study, possess a good level of intrinsic culture and apparent culture, and most of them have their own cultural fabric, but it was found that interest in the dimension of intrinsic culture was less than the dimension of apparent culture, and this is an indication that the universities and colleges under study benefited from apparent culture. The teachers have to provide guarantees for the formulation of their strategies and not give them the issue of attracting the core culture inherent in their teaching elites for the purposes of raising the scientific status of these organizations and giving them the importance, they deserve.
2. It is indicated that the dimensions of the formulation of the strategy (vision, mission, goals, organizational model) of the researched organizations in general are also of a good level, especially in the dimension of formulating the strategic objectives, as it is clear that the research sample organizations have benefited from the cultural, academic, scientific and administrative innovations, including those of the teaching staff. It seeks to develop and generate strategic alternatives that are commensurate with the competitive decision in defining strategic directions, such as the direction of the decision towards expansion and growth or focus in specific areas to achieve its objectives.
3. Through the analysis, it was found that there are significant relationships between each of the core culture and the formulation of the strategy and its dimensions, and this means that the researched organizations have benefited from the new ideas of the teachers (to some extent) when formulating their strategies.
4. As for the relationship between the apparent culture and the formulation of the strategy, it was also at a good moral level, and this dimension has helped the colleges surveyed to enhance the processes of formulating the strategy in them through the endeavor of the universities and colleges researched to develop and generate strategic alternatives that are commensurate with the competitive decision in defining strategic directions by employing this kind of culture.
5. The surveyed organizations have benefited from the form of their cultural fabric in developing the formulation of competitive strategies for them in their work environment, which indicated the existence of a significant relationship between the nature of the adopted cultural fabric and the formulation of the strategy.
6. It indicates that the availability of organizational culture with its dimensions (essential, phenomenon, and the form of the cultural fabric) and its homogeneity among the researched organizations, all of which contribute to providing the conditions conducive to formulating the organization's strategy and thus enhancing its leadership.

7. The research sample indicated that the culture of the organization is one of the most important factors that directly affect their levels of performance, organizational loyalty, and commitment to its philosophy, systems, rules, and procedures.
8. Finally, modern administrative thought tends to pay attention to maximizing the role of organizational culture in formulating organizational strategies, but the researcher generally found that the departments of the surveyed organizations do not seek to develop their organizational culture and employ it effectively in formulating the strategy to achieve a competitive advantage.

## **6. THE RECOMMENDATIONS**

On the other hand, the researcher recommended adopting the following recommendations:

1. It is imperative that private universities and colleges respond to the requirements of rapid strategic action by providing an organizational culture that supports their efforts to respond and adapt to the accelerating environmental changes that necessitate that these universities and colleges have a competitive advantage that guarantees their survival and development.
2. Private universities and colleges should change their organizational culture (as it may require a unified and coordinated administrative procedure over a certain period to change the unhealthy culture with a sound one) whenever they see that their prevailing culture impedes the formulation and implementation of the strategy.
3. The need to invest the essential culture of the teachers in transforming it into an apparent culture by attracting their energies and motivating them to show their scientific capabilities (mental and intellectual) and their experiences through direct dialogue and transforming it into a documented culture that expresses a distinct vision for these universities and colleges to keep pace with scientific developments and raise the level of private university education.
4. Considering the dissipation of the state of fear among teachers for their future as a result of the issuance of governing laws and instructions to ensure their future, especially after the issuance of the Private University Education Law No. 25 of 2017, so the researcher recommends the importance of raising morale among the teachers of private universities and colleges by activating their contribution and taking their opinions regarding It is related to the future strategies and policies of their universities and colleges and some of the decisions that concern the workers in those colleges, in order to increase their loyalty, especially the issue of the financial regulations governing them to motivate them to give and excel.
5. Private universities and colleges should enhance their culture by taking a set of symbolic measures, such as offering annual rewards to distinguished professors as a symbol of their commitment and appreciation for the exceptional skills they have shown in the classroom.
6. Optimal investment of the scientific capabilities possessed by the teaching staff and the formulation of these capabilities in the form of new methods and ideas that contribute to the development of private universities and colleges and thus the development of private university education in a way that helps these organizations to continue in the external environment and maintain their competitive advantage.
7. Emphasizing the need to activate the role of organizational culture in building organizational models for universities and private colleges and trying to make them flexible and to spread the culture of participation and redefining goals and the need to reconsider the system of incentives and rewards for teaching staff by trying to focus on scientific stimulation and increase motivation and linking that to results instead of focusing on Material returns and personal benefits for the boards of directors of private universities and colleges or their founding bodies.
8. The researched organizations should allocate some of their resources to send a message to their human resources (scientific and administrative) about the most important competitive advantages that they are trying to achieve and to show the impact of cultural enrichment on the university and college and their employees and on society alike.
9. The need to reconsider the methods of evaluating the performance of teachers and all ruling systems to measure the dimensions of organizational culture in those organizations and try to strip it of the personal dimension, and frame it with objectivity in line with global academic developments that focus on intangible intellectual assets (mental and mental abilities) more than material assets and capabilities physical.
10. Work to establish contacts with international academic institutions, Arab or foreign, to find out what is new in the field of developing the formulation of competitive strategies.

11. Finally, the researcher believes that it is very important for the Department of Private University Education in the Ministry of Higher Education and Scientific Research to emphasize that private universities and colleges need to change the form of their prevailing cultures. And heads of departments who follow an old traditional culture, which has been fixed for a long time, which causes dysfunction or impedes new initiatives, in addition to the necessity for these organizations to take measures that achieve compatibility between the structure of the organization and the desired strategy and reallocate basic resources in it, and on the contrary, the Ministry of Education Higher education and scientific research resort to grafting these private universities and colleges with scientific human cadres from government universities and colleges to be the best tributary and developer of private universities and colleges, in which the culture of organization and organization culture is enhanced.

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