The role of strategic alignment in enhancing strategic success through the mediating role of core capabilities
A survey study of a sample of opinions in the Iraqi Ministry of Interior / Directorate of Civil Status, Passports and General Residence

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Abstract. The aim of this study is to demonstrate the role of strategic alignment through its dimensions (communications, value, governance, partnership, infrastructure, skills) and the dependent variable of strategic success represented by its dimensions (survival, adaptation, growth)" "The current study was applied in the Iraqi Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs / Directorate of Civil Status, Passports and General Residence / Baghdad and through a sample of (250) respondents represented in five service departments (General Command / Directorate of National Card / Directorate of Passport Affairs / Directorate of Residence and Foreigners / Directorate of Central Information Affairs). The study information was collected using a questionnaire form," and the data and information obtained were subjected to a set of statistical methods with the help of statistical programs (SPSS.V25, Amos V23). The study reached a set of conclusions, the most prominent of which is that the Directorate of Civil Status, Passports and General Residence / Baghdad / has a strategic consensus that is positively reflected in achieving strategic success in the Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs / Directorate of Civil Status, Passports and General Residence / Baghdad in its combined dimensions.

Keywords: Strategic alignment , strategic success

Introduction:

"Today, the world is witnessing intense competition in light of environmental indicators (internal and external), and this requires many variables for companies, governments and consumers to achieve strategic success. Accordingly, strategic alignment is one of the most important basic paragraphs in profit-making organizations. This term serves a large number of different sectors, and this research focuses on the variable of strategic alignment as one of the most important strategies concerned with achieving sustainable success in various productive sectors. Strategic alignment aims at continuous and permanent change in mentality and thinking," as well as the success of any organization that draws a solid strategy that serves as a basis for its success through learning, growth, thinking and innovation in an organized and purposeful context at the same time. This is considered strategic alignment. Based on the above"the aim of the current study is to know the role of "strategic alignment through its dimensions ((communications, value, governance,

partnership, infrastructure, skills))" and the variable of strategic success represented by its dimensions (survival, adaptation, growth) from the point of view of the Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs / Directorate of Civil Status, Passports and General Residence. Through this relationship, we address the problem of the study in stating the extent of its impact on the directorate under study."

Section One (Methodology)

1.1 the research problem

"Modern contemporary organizations may face many situations, challenges and difficulties that affect their organizational life cycle, so it is necessary to have the ability to provide strategic alignment between all parts of the internal and external environment by senior management (executive director) in economic and service institutions...etc." Therefore, it is important for organizations to rely on the best actual work strategy as well as a functional strategy capable of achieving administrative creativity. Based on the above, the study problem was identified by asking the following main question:"

1. The extent of awareness of administrative leaders in the Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs / Directorate of Civil Status, Passports and General Residence / Baghdad of the horizon and level of testing the study variables..

2. What is the role and level of effectiveness of strategic alignment and its dimensions in achieving strategic success in the Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs / Directorate of Civil Status, Passports and General Residence / Baghdad.

3. "What is the extent of indirect strategic compatibility in achieving strategic success at the level of senior management (executive director) in the study sample?"

4. "Is it permissible for strategic alignment to support the relationship between strategic success at the level of the executive director in the Iraqi Ministry of Interior / Directorate of Civil Status, Passports and General Residence / Baghdad?"

1.2 The importance of the research:

The importance of this study is evident through the research of two basic variables that are considered theoretical and cognitive foundations and pillars in the field of strategic management, namely (strategic compatibility, which includes two basic areas in the field of business administration specializations, namely (human resource management and strategic management), represented by its various dimensions (communications - governance - participation - infrastructure - skills - efficiency) and strategic success (survival - growth - adaptation). Its importance is derived from the nature and importance of its variables for the research, which represent strategic alignment and strategic success and their role in the success of organizations. The importance of the study is summarized in:

1. Strategic alignment is considered one of the strategic priorities that senior management (CEO) sees and that heads of departments and administrations are aware of, as they represent the field leadership of the researched directorate.

2. The importance of this study stems from the strategic success behaviors that the researched directorate can achieve by relying on the components and standards of strategic alignment, which allows directing everything that would achieve a sustainable competitive advantage.

1.3 Research objectives.

Based on the research problem and as a result of the important role played by strategic alignment in achieving organizational goals and its role in facing crises, studying and analyzing its components, determining its intellectual and theoretical content, its implications, and determining its impact are important matters in organizations. Therefore, this study seeks to achieve the following main objective: "The role of strategic alignment in enhancing strategic success in the Ministry of Interior / Directorate of Civil Status, Passports and General Residence / Baghdad." The study also aims to: -

1. Know the level of strategic alignment in the Ministry of Interior / Undersecretary of the Ministry for Administrative and Financial Affairs, Directorate of Civil Status, Passports and General Residence / Baghdad.

2. Work to encourage the behavior of strategic alignment work by establishing the necessary systems and directives, rewarding effort, developing creativity and excellence, and enhancing strategic success.

3. Test the correlation and impact relationship, if any, for the independent variable strategic alignment and the interactive variable strategic success and the possibility of determining the nature of the relationship whether it is a positive or negative relationship.

4. Come up with some conclusions and then recommendations and proposals that contribute to enhancing the ability of the Iraqi Ministry of Interior / Directorate of Civil Status, Passports and Residence / Baghdad to invest the study variables within its work.
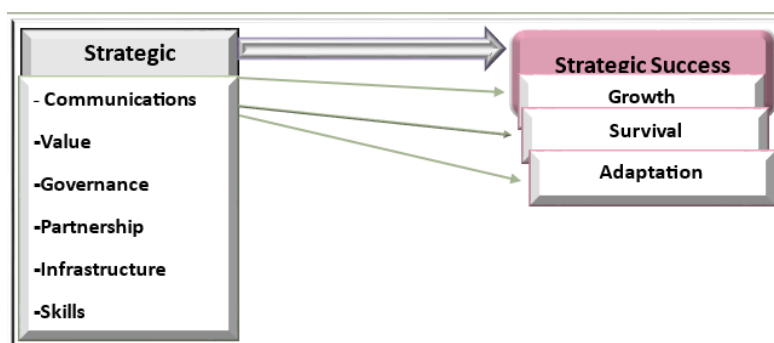
1.4 the hypothetical scheme of the research

Figure (1) Hypothetical scheme of the research.

1-5: Research hypotheses. The research deals with the following assumptions

The study hypotheses were formulated based on the positive directional approach, as follows:

"(There is a statistically significant correlation between strategic alignment in its dimensions and strategic success)" and the following sub-hypotheses branch out from it:

1- The first main hypothesis:

1-1: "There is a statistically significant correlation between the communication dimension and strategic success."

1-2: "There is a statistically significant correlation between the value dimension and strategic success"

1-3: "There is a statistically significant correlation between the governance dimension and strategic success"

1-4: "There is a statistically significant correlation between the participation dimension and strategic success"

1-5: "There is a statistically significant correlation between the infrastructure dimension and strategic success"

1-6: "There is a statistically significant correlation between the skills dimension and strategic success"

"There is a significant correlation between strategic alignment and its dimensions and strategic success) and the following sub-hypotheses branch out from it"

2- The second main hypothesis:

2-1: "There is a significant correlation between the communication dimension and strategic success"

2-2: "There is a significant correlation between the value dimension and strategic success"

2-3: "There is a significant correlation between the governance dimension and strategic success"

2-4: "There is a significant correlation between the participation dimension and strategic success"

2-5: "There is a significant correlation between the infrastructure dimension and strategic success"

2-6: "There is a significant correlation between the skills dimension and strategic success "

1-6: Study sample

The researcher relied on the archaeological hydraulic sample method in distributing the sample in determining the technical study. The total sample groups reached (250). A number of (235) valid ones were retrieved, representing 94% of the study's artifacts. The forms were distributed according to each of the directorates distributed according to the followingtable: TableNo.(1) Characteristics of the research sample

Table (1) Study sample

T	Directorate	Total number of study population	Number of sample selected from each directorate	Net actual sample after retrieval	Percentage %
1	Directorate of General Headquarters	91	50	47	42.77
2	Directorate of National Card Affairs	125	50	48	60
3	Directorate of Passport Affairs	93	50	48	41.85

T	Directorate	Total number of study population	Number of sample selected from each directorate	Net actual sample after retrieval	Percentage %
5	Directorate of Residence and Naturalization Affairs	85	50	47	39.95
7	Directorate of Central Information Affairs	105	50	48	50.4
The group		497	250	235	%94

Source: Prepared by the resear.

Section Two (Theoretical Framework

2. Theoretical Framework for "Strategic Alignment and Strategic Success

"The theoretical framework of the current research consists of two main objectives: the first objective is to review the literature of researchers and thinkers on strategic alignment" and the second objective is to summarize strategic success. The components of the two requirements will be presented in sequence as follows:"

2.1. Strategic alignment:

2.1.1. The concept of strategic alignment:

Strategic alignment is one of the main topics that organizations are interested in, as this concept has taken different interpretations according to theoretical and practical studies. We also find that there are many inferences for the term strategic alignment. In a comprehensive study, Chan & Reich summarized approximately (150) different articles related to strategic alignment, which extend to four decades of research in this field. These articles used several terms for strategic alignment, represented by meanings such as consistency, link, integration, cohesion, harmony, merger / fusion, and matching. They are all used to indicate the content of alignment, although there are some minor differences in their use. Chung & Lewis, 2003: 1950) defined it. There is a debate in management thought about the concept of strategic alignment, and why is it needed? How can organizations undertake the task of alignment? How should studies be best conducted? Although there is little agreement on the conceptualization and research basis, strategy in its broadest sense is about the alignment of an organization's resources, technology, opportunities,

and environmental threats. Webster's Dictionary defines alignment as "arrangement in a straight line." Or "a state of agreement or cooperation between individuals or groups around a common cause or viewpoint." Or "the positioning or adjustment of parts relative to each other." In management, alignment is defined as the link between organizational goals and the goals of individuals. This requires a shared understanding of the organization's mission and objectives.

2-1-2 The importance of strategic alignment

"The importance of strategic alignment for organizations lies in the fact that it enables them to align their various components (their people, systems and structure), and enhances their ability to achieve their goals compared to unaligned organizations. Failure to align components may result in undesirable effects such as strategic goals that are not consistent between them, strategically different departments and measures that cannot be fully understood or implemented, or goals that can be compromised, or failure to achieve them and alignment facilitates the prioritization of major projects and investments or improve them or are adequately funded and the organization avoids incurring the costs of modification, in addition to the successful implementation of the relationships between resources, activities and desired results that require understanding the organization of strategies (Ayoup & Omar, 2016: 88). While (Luftman & Maclean, 2004: 3) emphasizes the importance of alignment between the organization's strategy and information technology, which has become, over the course of (20) years. and the importance of alignment appears in (Teo & Ang. 1999: 175) in that it helps to understand Both managers and planners share the goals of each other's plans. The importance of strategic alignment is highlighted not only when developing and formulating strategies, but also when implementing them. The implementation of strategies is enhanced by the alignment, compatibility and adaptation of the systems, processes and decisions on which the activity in the organization is based"

2.1.3. Characteristics of strategic alignment:

The characteristics of strategic alignment are:

1. "Defining the goal and roadmap and updating them periodically. That is, having a master plan for IT approved by the business unit and reviewed regularly or whenever there is a major change in the path or strategy".

2. "Ensuring strong partnership and integration between all departments of the organization"

3."Managing high-quality investments and assets, so that the technology provided is useful to the user, and not expensive, as it is necessary to determine the costs of the most appropriate and reliable technology to provide products and services. As for (Mockler,2001:90). He identified three characteristics of strategic alignment"

2-1-4 Dimensions of strategic alignment:

When searching for the dimensions of strategic compatibility, we can say that there is no agreement among researchers on defining its basic dimensions due to the different uses of strategic compatibility as an interactive variable that leads to increasing the connection between two things to achieve them, as strategic compatibility gives them greater power if they work without it. It was adopted by (Peck & Peck, 1972: 5) and it has two main dimensions (vertical and horizontal). The vertical dimension is related to the organization's strategy and transforming the strategy into purposeful work, while the horizontal dimension represents the business processes that create value for customers and competitive differentiation during selection (Avison & Wilson, 2004: 230). The following figure shows the most important dimensions on which the thesis will be based with regard to strategic alignment (1).

Figure (2) Dimensions of strategic
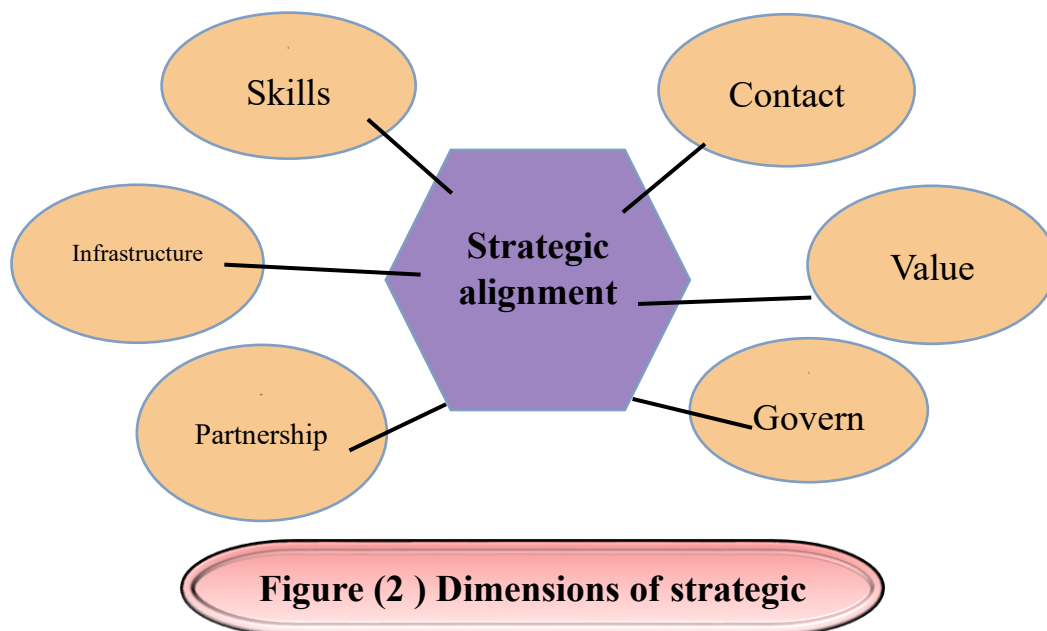
Source: Prepared by the researcher: Based on the opinions of previous researchers

2.2. Strategic Success:

2.2.1. "The Concept of Strategic Success:"

Linguistic concept: Success in the Arabic language, according to the dictionary of the Academy of Languages, expresses the achievement of the desired goal, while in the English language, according to the dictionary (Webster s, 1974: 1166), we find that the meaning tends towards reaching the end that is characterized by distinction or achieving what is better, in short, leading to excellence and distinction in various areas of life. (Modern Oxford, 2010: 1222) sees success as reaching what is targeted, success in the desired thing, which is setting realistic and true goals correctly. Based on the above, we can define strategic success procedurally as ((crystallizing the concept of strategic success to achieve long-term organizational goals through effective formulation, implementation and evaluation of strategies. It is not only about short-term goals or operational efficiency, but it is about positioning the organization to grow effectively in its competitive environment through supporting key elements with a clear vision and mission (its purpose and reason for existence) that guide all strategic decisions and ensure consistency across the organization. Formulating an effective strategy by identifying opportunities and threats in the external environment and aligning them with internal strengths and weaknesses.

2-2-2 "The importance of strategic success"

The importance of strategic success lies in its ability to secure sustainable growth, adaptability and competitive advantage for individuals or organizations. The reasons for achieving success can be summarized according to the following points.

1. Achieving long-term goals Strategic success helps in defining a clear vision and setting long-term goals, rather than short-term gains.
2. Adapting to change Through a well-defined strategy, organizations and individuals can anticipate and adapt to changes in their environment, whether economic, technological or social, and thus maintain their relevance and resilience.
3. Enhancing efficiency and effectiveness The strategic approach allocates resources - time, money and effort - towards the most influential activities, improving operational efficiency and effectiveness.

4. Building a competitive advantage Success at the strategic level enables companies to differentiate themselves and provide unique value propositions that distinguish them from competitors.

5. Securing sustainability Strategic success includes planning for the future, ensuring sustainable practices that support long-term growth and providing resources, whether they are - material - technological - human .... etc.

6. Strengthening innovation as strategic success stimulates future-oriented thinking and creativity, which drives innovation to meet challenges and take advantage of opportunities.

7. Effective risk management by identifying potential threats and developing solutions, and helps reduce unexpected crises.

8. Strengthening the organization's reputation by raising the strength, trust and credibility among stakeholders, including investors, employees, etc.

9. Increasing positive energy to employees, which enhances morale, capabilities and potential, helping them progress and develop.

2.2.4. Dimensions of strategic success:

2-2-4-1Growth: Growth is viewed as a stage in the organizational life cycle through which the organization develops skills, capabilities, knowledge, and creates value, thus obtaining additional resources. Growth is an important natural phenomenon that creates opportunities to take advantage of opportunities, provides incentives, and creates motivation. And develops the ability to respond to the challenges surrounding the organization (Khadija & Hassan Ali, 2023: 6), and referring to that (2020: 11, Hussein Waleed) According to this dimension, the organization seeks to allocate the necessary resources to support its expansion and growth processes to ensure that it maintains its market share and does not decline compared to competing organizations. From reviewing the above, the researcher believes that growth refers to the expansion and continuous improvement of all aspects of the organization's work. This growth can take many forms and impact different areas within the organization, including financial growth, market share gains, geographic expansion, organizational development, and employee enhancement, regardless of whether the goal is long-term or short-term. There are strategies for promoting growth that include (developing a clear and flexible strategic plan, investing in research and development, strengthening internal and external cooperation, and digital migration to strengthen and improve internal efficiency).

2-2-4-2 Survival: Survival represents the organization's ability to establish its roots in the environment in which it operates by enhancing its reputation in the market and strengthening its relationship with parties related to its operations to ensure adequate support in times of crisis, and then overcome the difficulties it faces. Maintaining its operations and staying in business for as long as possible (Snider & Davies, 2018: 22), and both ((Salman Abdul & et al, 2021: 76) indicated that staying in the competitive field is a goal that all organizations seek, and may require them to pay attention to the interests of all parties related to the organization, including investors, suppliers, customers and employees. Achieving these approaches requires a comprehensive study of the organization's relationship with them).

2-2-4-3 Adaptation: In the field of management, researchers and specialists seek to formulate a set of concepts for organizational adaptation through their belief in the necessity of organizations of various types adapting to their environment and improving effectively. (MC.Gungle (-):3) believes that the secret of the strategic success of organizations for their work with environmental variables and maintaining their activities as the most successful organizations are those that adapt to the competitive environment continuously because the variables take place continuously and have a diverse nature. Therefore, it is necessary to manage change on the basis that it is an ongoing process by adopting the philosophy of organizational change to express the revolution of quality management.

Section Three (Practical Aspect

3-1: Confirmatory construct validity test.

Confirmatory factor analysis (CFA) is one of the structural equation modeling (SEM) techniques that represent one of the characteristics of the Amos program, as its use has increased by researchers in the social and behavioral sciences, and it enables the researcher to verify the validity of the internal factor structure of the approved scales in studies and research. In particular, confirmatory factor analysis can be used to provide evidence of the validity of the assertion of a hypothesis adopted by researchers regarding a specific scale. Confirmatory factor analysis also determines the measurement model for a specific variable, which can also be known as factor structures. The importance of using confirmatory factor analysis emerges because the variable scale may be used on a sample from cultures other than the one in which the scale was first used, as the language of the scale may change or its questions may be adapted. Confirmatory factor

analysis (Byrne, 2001: 56) is one of the strongest and most accurate ways to verify the validity of the scale. It is a description of how the elements are represented and related to a specific dimension, and confirmatory factor analysis is a tool that attempts to confirm reaching the best model for the data that combines the correlations between the sample responses.

Countries (2)

Indices and matching rule for structural modeling equation

T	Indicators	Conformity rate
1	The ratio of x2 values to degrees of freedom df	Less than5
2	" Comparative Fit Index (CFI "	Greater than 0.90
3	" Tucker Lewis Index (TLI"	Greater than 0.90
4	" Goodness of Fit Index (GFI "	Greater than 0.90
5	Root Mean Square Error of Approximation (RMSEA	Between 0.08-0.05

Source: (Chan et al.,2007; Singh, 2016:388)

3-2 Confirmatory factor analysis of the strategic alignment variable:

The strategic alignment variable will be tested through six basic dimensions, which are (communications (5) paragraph, value (5) paragraph, governance (5) paragraph, partnership (5), infrastructure (5), skills (5)), as it is clear from Figure ( ) that there are some standard estimates whose saturations are less than the specified standard (0.40), which are paragraphs (Inf4), as Figure ( ) shows.
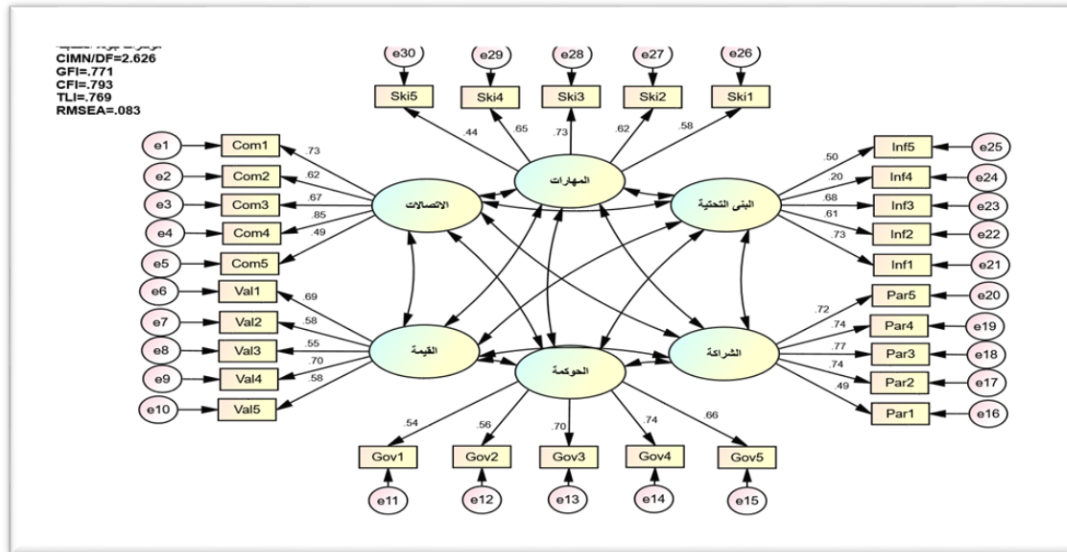
Figure (3)

Confirmatory construct validity of the strategic alignment scale

Table (2) shows a summary of the model estimates, which are significant at (P<.001) and the critical ratio is greater than (1.96), which meets the required condition.

Paragraphs	Path	Dimensions	S.R.W	Estimate	S.E.	C.R.	P
Com1	<---	Communications	.730	1.000			
Com2	<---	Communications	.621	.762	.085	8.951	***
Com3	<---	Communications	.666	.957	.100	9.613	***
Com4	<---	Communications	.849	1.253	.104	12.053	***
Com5	<---	Value	.495	.767	.108	7.122	***
Val1	<---	Value	.695	1.000			
Val2	<---	Value	.545	.677	.085	7.918	***
Val3	<---	Value	.509	.638	.086	7.413	***
Val4	<---	Value	.685	1.072	.109	9.874	***
Val5	<---	Governance	.590	.716	.084	8.552	***
Gov1	<---	Governance	.961	1.000			
Gov2	<---	Governance	.615	.616	.095	6.512	***
Gov3	<---	Governance	.740	.751	.104	7.192	***
Gov4	<---	Governance	.732	.660	.092	7.154	***

Gov5	<---	Partnership	.618	.504	.071	7.062	***
Par1	<---	Partnership	.469	1.000			
Par2	<---	Partnership	.736	1.414	.203	6.971	***
Par3	<---	Partnership	.770	1.547	.218	7.102	***
Par4	<---	Partnership	.739	1.583	.227	6.984	***
Par5	<---	Infrastructure	.718	1.494	.217	6.896	***
Inf1	<---	Infrastructure	.729	1.000			
Inf2	<---	Infrastructure	.607	.625	.071	8.761	***
Inf3	<---	Infrastructure	.679	.905	.092	9.820	***
Inf5	<---	Skill	.498	.641	.089	7.180	***
Ski1	<---	Skill	.575	1.000			
Ski2	<---	Skill	.607	1.102	.153	7.183	***
Ski3	<---	Skill	.734	1.222	.151	8.111	***
Ski4	<---	Skill	.656	1.113	.147	7.594	***
Ski5	<---	Skill	.445	.851	.154	5.538	***

Source: AMOS.V.23 outputs.

3-3-Confirmatory factor analysis of the strategic success variable

The strategic success variable was measured through three basic dimensions (survival (3) items, adaptation (3) items, growth (3) items,) as it is clear from Figure ( ) that all standard estimates have saturations higher than the specified standard (0.40) and after performing the modification indicators suggested by the program, i.e. adding new paths linking the standard errors of the unmeasured variables or between the latent variables and the standard errors of the unmeasured variables, these paths are in fact the covariance relationships between the measurement errors with the aim of improving the conformity indicators by adopting the modification indicators, as Figure ( ) shows that the (9) items measure the structure of strategic success (a multidimensional variable). The results indicate that the tested data are consistent with the measurement model represented here by the strategic success scale.
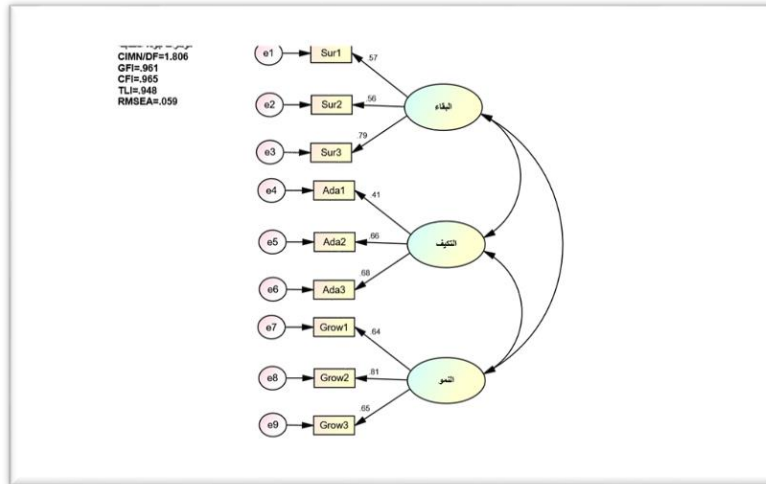
Figure (4)

Confirmatory construct validity of the Strategic Success Scale

Table (3) shows a summary of the model estimates, which are significant at (P<.001) and the critical value was greater than (1.96), which meets the required condition.

Paragraphs	Path	Dimensions	S.R.W	Estimate	S.E.	C.R.	P
Sur1	<---	Survival	.572	1.000			
Sur2	<---	Survival	.559	1.035	.161	6.412	***
Sur3	<---	Survival	.790	1.414	.186	7.614	***
Ada1	<---	Adaptation	.408	1.000			
Ada2	<---	Adaptation	.662	1.222	.234	5.233	***
Ada3	<---	Adaptation	.679	1.262	.239	5.270	***
Grow1	<---	Growth	.637	1.000			
Grow2	<---	Growth	.810	1.233	.142	8.658	***
Grow3	<---	Growth	.645	.973	.125	7.765	***

Source: AMOS.V.23 output

Section Four: Conclusions and Recommendations

4-1: Conclusions:-

1. The topic of strategic alignment in practical reality is considered one of the important and new topics for the Ministry of Interior / Directorate of Civil Status, Passports and Residence / Baghdad as it is one of the service institutions.

2. The belief of the officials of the researched directorate in benefiting from communication channels for the purpose of exchanging information.

3. The officials of the researched directorate are very enthusiastic about achieving strategic success, which motivates them to complete the work quickly and according to the best approved standards.

4. The existence of strategic alignment in the researched directorate is reflected in achieving a high level of strategic success in it.

4-2: Recommendations

1. The existence of strategic alignment leads to a reflection in achieving a high level of strategic success in the Iraqi Ministry of Interior / Directorate of Civil Status, Passports and General Residence / Baghdad.

2. The Iraqi Ministry of Interior / Directorate of Civil Status, Passports and General Residence / Baghdad can enhance the performance of its staff by granting them some simple powers and then expanding the experience and even the future.

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