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Strategic awareness of kindergarten principals

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Abstract---The current research aims to identify the strategic awareness of kindergarten principals, and the basic research sample consisted of (384) principals and assistants, who were selected in a simple random way from the directorates of Baghdad Education (Rusafa first, Rusafa second, third Rusafa, first Karkh, second Karkh, Karkh Third) for the academic year (2021/2022). To achieve the objectives of the research, the researcher adopted the strategic awareness scale "Colly and her colleagues, 2021", then analyzed the paragraphs of the scale logically and statistically to calculate their discriminatory ability and their validity coefficients. By re-testing and Cronbach's alpha coefficient, and the reliability coefficient reached (0.93, 0.90) respectively, so that the scale is in its final form of (24) items, and in front of each paragraph there are five alternatives: (I always agree, I agree sometimes, I don't agree, I sometimes don't agree, I don't always agree). Based on the sample responses, the following conclusions were reached: - The kindergarten principals have a high strategic awareness, as the results came with an arithmetic mean higher than the hypothetical average of the scale.

Keywords---Strategic Awareness, Kindergarten Principals, hypothetical average.

Research problem

Our world today is witnessing successive developments and changes in all fields of life. Society is in dire need of conscious, creative and thinking minds to be able to find appropriate solutions to the nature of their work. Many new, rapid and complex challenges and developments, in light of globalization and the information and communication technology revolution that have an important role in society and its progress, adapting to changes (internal and external), and employing them to the highest level to create an environment that attracts

creativity and innovation to reach goals with high efficiency, it is necessary that the institution possesses a conscious leader who is able to take a set of decisions and procedures that design plans, implement and monitor their results, to achieve a future vision for the institution, its strategy and objectives within the administrative environment in which it operates (Prasertcharoensuk, & Tang, 2017), due to the progress made, modern concepts such as strategic leadership, change leadership, Strategic awareness and so on, which must have certain leadership traits characterized by ability and creativity and how Management is one of the branches of knowledge, always striving for survival, growth and permanence within the competition of other departments, which are able to build a special orientation in administrative work and find a kind of harmony and consistency between its conscious administrative leadership. Achievement of the manager and every failure is a failure of the manager as well. It is the manager's insight, integrity and sincerity that determines whether the management is successful or not (Habtoor, 2004:38). Therefore, the problem of the current research is manifested by answering the following question: What is the strategic awareness of kindergarten principals?

Research Importance

The concept of strategic awareness appeared at the beginning of the eighties of the last century and this concept was developed by the management of organizations, taking into account the importance of internal and external factors, and (Hambrick, 1978) believes that strategic awareness is considered a factor affecting the performance of the educational institution and its impact is positive or negative, and is the main key To issue mature decisions, (ALkhatib, 2018:19) And (Davis & [et.al](#): 2012) showed that strategic awareness represents the degree of managers' perception to the farthest temporal limits, which go beyond the limits of their organizations to include the external environment and control its movement through internal strategic awareness, (Davis & [et.al](#), 2012: 325). And (Trendak, 2016) believes that each person's interest in strategic awareness increases his ability to think and this leads him to develop skills more powerfully. The main idea is to help individuals develop independent learning, and individuals who have strategic knowledge are more efficient and flexible and acquire the idea of strategy training. (Trendak, 2016).

Research Aims

The current research aims to find out:
 • Strategic awareness of kindergarten principals.

Research Limits:

The current research is determined by the following: • Human limits: kindergarten principals.

- Time limits: the academic year 2021-2022
- Spatial boundaries: the General Directorate of Education in Baghdad, Karkh first, second and third, and Rusafa Education, first, second and third.
- Scientific Frontiers: The Strategic Awareness Scale.

Research Terms

Strategic Awareness : It was defined by:-
 1 - (Hambrick, 1981): It is the degree to which the senior management team

possesses, and they are the main individuals for awareness of strategic priorities. (Hambrick, 1981:85).

2- (Thompson, 1993): It is the way in which managers become strategically aware of the organization's position, opportunities for change, and their awareness of all internal and external environmental factors. (Turkey & etat 2012:918).

3- (Thompson & Martin, 2005): It is the extent to which managers understand the strategies followed by the organization and its competitors and how the effectiveness of these strategies can be improved while seizing opportunities and examining their suitability for change. (Thompson & Martin, 2005: 10).
 Theoretical Definition of Strategic Awareness: The two researchers adopted the definition of Colly (Colly, 2021) as a theoretical definition of the current research, as they adopted their theory in preparing the strategic awareness scale.
 Procedural Definition of Strategic Awareness: It is the total score obtained by the respondent through her answers to the items of the strategic awareness scale, which is prepared for research purposes.

Kindergarten Principals

First : The Principal :Defined by: Al-Otaibi (2007): He is that person who performs the functions of planning, organizing, directing and supervising others and controlling individuals and activities that he is responsible for managing by virtue of his position in order to achieve the expected results of the set goals (Al-Otaibi and others, 2007:34).

Second: Kindergarten :Defined by the Ministry of Education (1994): It is a pre-primary stage, during which a child who completes his fourth year or will complete it at the end of the Gregorian year, and does not exceed the sixth year of age, is accepted, and it is divided into two stages (kindergarten and pre-school), and it seeks to enable children to grow The sound development of their personalities in the physical and mental aspects, according to their needs and the characteristics of their society, in order to be a good basis for their sound upbringing, and their enrollment in the primary education stage (Ministry of Education).

Strategic Awareness Concept

(Hambrick, 1981) showed the concept of strategic awareness in the eighties of the last century and developed as a definition in management, to focus on all members of the organization, taking into account the importance of working with internal and external factors, and strategic awareness was defined based on the level of the individual and referred to as the degree of awareness possessed by the main individuals In the management team, the definition was upgraded for use on all members of the organization, and the effective strategy was implemented assuming members of the organization. (17:Hambrick,1981).
 The strategic awareness represents the degree of managers' perception to the farthest temporal limits that go beyond the limits of their institutions, to include the external environment and control its movement through internal strategic awareness (Davis,etal, 2012:325), which is the way in which managers strategically realize the position of their organization and the possible transformation and development opportunities. It also involves managers being aware of all internal and external environmental factors. (Turkey, etal,

Dimensions of Strategic Awareness

1- Inner awareness: It is the ability to know and fully understand the inner capabilities to know the strengths and weaknesses and how to deal with them.
 2- External awareness: It is the organization's ability to pay attention, notice and be fully aware of all the external environment factors that affect the organization's work in achieving its goals. (Colly&etal, 2021).

Research Methodology

The two researchers adopted the descriptive approach in their current study, because it is the most flexible and comprehensive in analyzing various scientific phenomena in order to describe and analyze the phenomenon studied. research community: The research community was represented by the directors of kindergartens in the governorate of Baghdad / for the academic year (2021-2022), who numbered (384) principals and assistants. Research sample: The two researchers relied on the selection of their research sample on the simple random method, as the sample size was (200) principals and assistants in kindergartens. The two research tools: To achieve the objectives of the research, the two researchers built a scale of strategic awareness

Steps to build a strategic awareness scale

After reviewing the two researchers on the basics and previous studies related to the concept of strategic awareness, the researcher found a measure of strategic awareness (Colly et al., 2021) for the opinions of the academic leaders of a number of Iraqi universities, and the scale was adopted for the following justifications:

- Adopting the Strategic Awareness Scale prepared by (Colly et al., 2021) due to the researcher's reliance on the same theory, which the researcher adopted in preparing the Strategic Awareness Scale.
- The scale (Colly et al., 2021) is recent, and it has not been over for a long time, in addition to the fact that the sample of the scale is the academic leaders in universities, and after deliberation with the experts, they agreed on its validity for use by kindergarten principals. Supplement (2). The scale contained (24) items distributed over two areas:

1- Internal strategic awareness: It is the ability to have full knowledge and knowledge about internal capabilities to know strengths and weaknesses and how to deal with them (12) paragraphs.
 2- External strategic awareness: It is the organization's ability to pay attention, notice and be fully aware of all the external environment factors that affect the organization's work in achieving its goals (12) paragraphs.

The reliability and validity of the items of the Strategic Awareness Scale (apparent honesty): Apparent honesty is one of the indicators of honesty, and it is clear from this type of honesty by the initial examination of the contents of the scale, and judging the validity of the paragraphs of the strategic awareness scale and the

accuracy of their representation of the strategic awareness of kindergarten principals by presenting them to a group of experts. The items that obtained an agreement percentage were accepted. 80% or more to be considered acceptable in the scale, and in light of the opinions of the arbitrators, all the items of the scale were kept, which are (24) out of (24) items.

Discriminative power of paragraphs

According to the strategic awareness scale consisting of (24) items, a sample consisting of (120) directors and assistants was selected. Thus, the ratio of the analysis sample to the number of items is (5:1). For the purpose of finding the discriminatory power of the items, the following was done:

- The scale was applied to a sample of (120) principals and assistants (the scale sample).
- The scores obtained by the sample were arranged in descending order from the highest score to the lowest score.
- The forms were analyzed using the T-test for two independent samples to test the significance of the differences between the upper and lower groups for each item. The results showed that all items are distinct because the calculated value is greater than the tabular value of (1.98) and with a degree of freedom (62).

Relationship of the paragraph's score to the total score of the scale

To calculate the correlation of the paragraph's degree with the total score of the scale, the researchers used the Pearson correlation coefficient.

Correlation of the paragraph's score with the total score of the field to which it belongs: To calculate the correlation of the paragraph's degree with the total score of the domain to which it belongs, the two researchers used the Pearson correlation coefficient, where the results were as shown in Table (1)

No.	Domains	Correlation Coefficient
1	Internal strategic awareness	0.92
2	External strategic awareness	0.89

Indicators of validity and reliability of the strategic awareness scale:

First: honesty:

Honesty defines the scale's ability to measure what it was prepared to measure. In the Strategic Awareness Scale, types of honesty are verified:

- Virtual validity:

The two researchers found this kind of honesty by presenting the scale to a group of experts and specialists in educational measurement and management, and they took their opinions and suggestions about the validity of the items in the strategic awareness scale.

- The validity of the construction: This type was achieved by finding:
 - 1 Discriminatory power by the method of the two extreme groups.
 - 2- Finding the relationship between the paragraph score and the total score of the scale.

- 3- Finding the relationship between the degree of the paragraph and the total degree of the field.

Second: Indicators of stability: Stability refers to the accuracy and consistency in the performance of the individual and also means stability in the results over time. The stability of the strategic awareness scale was extracted in two ways, namely:

Retest method: The Strategic Awareness Scale was applied to a sample of (40) kindergarten principals in the Directorate of Education Rusafa First, Rusafa Second, Rusafa Third, Karkh First, Second Karkh and Third Karkh, with an interval of (15) days for the first application and under conditions similar to the conditions of the first application. The researcher repeated the application, and the Pearson correlation coefficient was calculated between the degrees of the first and second applications, as the reliability coefficient reached (0.90) degrees.

- Facronbach's internal consistency coefficient: This method depends on the consistency of the individual's performance from one paragraph to another, and for the purpose of knowing the extent of consistency between the paragraphs of the scale, the researcher used the Facronbach equation on the above-mentioned stability sample, where the value of Cronbach's alpha stability coefficient was (0.93).

Describe the final version of the Strategic Awareness Scale

The strategic awareness scale consists of (24) items divided into two domains (internal strategic awareness, external strategic awareness), with (12) items for each domain, and in front of each item (5) alternatives (always agree, sometimes agree, disagree, sometimes disagree), I do not always agree), and for each alternative, five scores were described (1,2,3,4,5) and that the highest possible score is (120) and the lowest possible score is (24), and the hypothetical average is (72).

Presentation, discussion and interpretation of the results

This chapter includes the presentation and discussion of the results that have been reached based on the data and according to the sequence of objectives, and then recommendations and suggestions.

The first objective: to identify the strategic awareness of kindergarten principals The results of the current research showed that the research sample had a strategic awareness because the arithmetic mean of the sample is higher than the hypothetical mean of the sample during the comparison between the arithmetic means and the hypothetical average, and Table (2) shows this: Table (2)

Arithmetic mean, standard deviation, and T-value of the research sample on the strategic awareness scale

Indication Level	T Value		Hypothetical Mean	Freedom Scale	Standard Deviation	Arithmetic Mean	The Sample
	Tabular	Calculated					
0.05	1.960	19.666	72	199	12.43	89.29	200

It shows that the average rating of radio awareness in the current manicure of the kindergarten in the current research sample is higher than the middle companion. This means that it has a strategic awareness of the son and its terminology and the provisions of the same and the most likely to have the ability to separate bad ideas from the good, so that it does not waste much time, the cultural and educational and social contexts in which they have contributed to the formation of strategic awareness of the study and the consequence of the study (the Naimi and Ibrahim, 2021) Study (Colley, 2021) The results of the academic leadership in universities in a conscious strategic echo. Recommendations: 4. At the interest of the participation of Riyadh, which is highly efficient in the planning and design of training programs for the procedures on the strategic awareness standards. 2. The establishment of scientific seminars that focus on the need to develop strategic awareness of the managers to address the internal and external environmental changes of the educational institution. Proposals: 1. A similar study on other samples such as man-made managers in the provinces. 2. Study strategic awareness and its relationship with professional efficiency of the managers of Riyadh children.

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