
The Philosophical Foundations of Strategic Balance Techniques and the Practical Reality of the Relationship to the Strategic Model for Providing Security for the Iraqi Ministry of Interior: An Empirical Study of the Opinions of a Sample of Senior Leaders in the Iraqi Ministry of Interior

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Abstract

The purpose of this research is to reveal the nature of the relationship between strategic balancing techniques and their sub-dimensions (strategy, operations, objectives, human resources, and flexibility) and the strategic model for providing security for the Iraqi Ministry of Interior, with its sub-dimensions (the current situation of the Ministry of Interior, the challenges and problems facing the Ministry, security requirements, and the security provision structure. The research adopted a descriptive exploratory approach, presenting the intellectual philosophy of the two variables and then selecting a purposive sample of (289) senior and middle-ranking leaders within the Ministry. These leaders are considered high-ranking, possess strategic vision, and have extensive experience in leadership positions within the Ministry and its formations. The research results are expected to be valuable to the Ministry in guiding it to identify the strengths and weaknesses of its proposed model and its ability to achieve strategic balancing that facilitates the model's implementation. The statistical software program was used. (SPSS) Through the use of factor analysis to measure the saturation rates of the adopted scale items and to measure the simple and multiple correlation relationship, the research came out with an overall result that there is an inverse correlation relationship

between strategic balance techniques and the security provision model of the Ministry of Interior, and that the Ministry's model failed in the two dimensions (the current situation of the Ministry of Interior, the security provision structure) and its other dimensions succeeded, and the indicators of strategic balance techniques advanced over the indicators of the strategic model for security provision of the Iraqi Ministry of Interior.

Keywords: Strategic Balance, Strategic Model, Security, Iraqi Ministry of Interior.

Introduction

First: The Theoretical Framework of the Philosophical Foundations of Strategic Balance

This section will present a theoretical and intellectual framework for the philosophy of strategic balance, its definition, importance, and techniques, as follows:

1. The Philosophy of Strategic Balance:

The term "strategic balance" is influential in the context of organizational differences. However, this term remains ambiguous, and there is no unified agreement on the concept of strategic balance, or even its definition. Some scholars (Owokade & Oyetola, 2020: 5; Wang et al., 2018: 5-10) have linked it to the scientific aspects of chemistry and physics, specifically atomic theory. Others have connected it to the universe (gravity) and its harmony and balance. To clarify the general concept of balance, the term was initially understood by researchers such as (Hambirck, 1983; Tulchin et al., 1998) stated that it indicates low levels of conflict at work. However, the word "balance" implies the goal of equal participation in activities through the diverse ways in which people manage to occupy multiple roles (Machuca et al., 2016: 594).

2. Definition of Strategic Balance:

(Hambirck, 1983: 24) indicated that strategic balance is the degree of attention that an organization should give to conflicting roles and activities in order to achieve

harmony between different demands. After that came the definition of (Tulchin et al., 1998: 120), who described it as the process of creating a state of harmony between performance elements to reach acceptable results without tensions. In the third millennium, the definitions included various trends, as (Jennings et al., 2006: 14) emphasized that strategic balance is creating a state of harmony in the internal and external work environment by preserving behaviors and values. The definition of (Ibrahim& Rahman, 2020: 1126) comes to confirm that strategic balance is the situation characterized by a balanced or near-balanced distribution of power and influence among the main forces in organizations, and the effect of this on building mutual relationships between them. This was also confirmed by (Alshawabkeh, 2021: 1643).

3. The Importance of Strategic Balance:

The importance of strategic balance, as agreed upon by (Mampaey& Seeber, 2015:9; Ahmed et al., 2018: 177-178; Ako, 2019: 1-3; Chaudhry, 2018; Malik et al., 2020: 3-5), stems from several aspects, including:

- A. It necessitates that organizations provide high-quality products and services that meet customer requirements and desires to the fullest extent possible.
- B. It enables organizations to focus on both their external and internal environments, ensuring they capitalize on opportunities and address challenges that affect their current and future activities and effectiveness.
- C. It contributes to understanding the organization's competitive position through environmental analysis, identifying changes in the external environment, and assessing the impact of these changes on internal environmental elements.
- D. It contributes to diagnosing the organization's ability to invest its internal resources, according to its situation and field of operation, which represent the elements of the organization's success.
- E. It enables the organization to maintain its sustainability through stability and wisdom in dealing with the dynamic external circumstances that affect it and overcoming their threats.

The importance of strategic balance for the organization also lies in its effect on creating a state of parity in capabilities at the level of the organization's internal and external environments. This is achieved by utilizing all internal environmental factors to reach a state of relative equilibrium with external environmental factors, according to its priorities and the interests of external powers, while taking into account its growing future interests in a way that enables it to perform its activities effectively (Shibani& Gherbal, 2018: 10-15).

4. Strategic Balance Techniques:

After researching and examining the works of researchers and authors regarding strategic balance techniques, we can arrive at the consensus among the majority of researchers, as shown in Table (1).

After researching and examining the output of researchers and writers regarding strategic balance techniques, we can narrow down the available options. The majority of opinions converged on the following: Strategy technique achieved the highest frequency (36%), followed by Environment technique (33%), Operations technique (25%), and Flexibility, Human Resources, and Goals techniques (20%). The techniques with the lowest frequency were: Legitimacy, Performance, Management, Organizational Structure, Competition, Financial Performance, Knowledge, Organizational Culture, Opportunities, Leadership, Marketing, and Technology. These techniques were chosen based on their alignment with the Ministry's needs and the existence of a receptive implementation environment. They will be presented sequentially as follows:

Table (1): Strategic Balance Techniques According to the Opinions of Several Researchers and Authors

seq	Researchers & year	Strategy	Human Resources	environment	Flexibility	Legal	Competition	Performance	Management	Knowledge monitoring and control	Organizational culture	Integration	purpose	Goals	Suppliers	Leadership	responsibility	Customer	Operations	Resources	People	Organizational values	marketing	Financial performance	adaptation	skills	Technological	Organizational structure	capabilities	
1	(Hambirck 1983)	*		*			*																							
2	(Bamberger 1989)	*		*										*						*										
3	(Haveman 1992)	*		*																										
4	(Haveman 1993)			*	*																				*					
5	(Ittner&Larcke 1997)	*																												
6	(Hsieh & Lin 1998)									*													*							
7	(Deephouse 1999)	*				*	*	*																						
8	(Phan & Poon 2000)	*																					*							
9	(Norreklit 2000)																	*	*				*							
10	(Grant 2002)									*		*															*			
11	(Lawler & Mohrman, 2003:11)	*	*																											
12	(Nadler D,2004:113-114)	*			*																									
13	(Brush & Manolova 2005)	*																	*	*	*									
14	(Garratt, B :2005:33)	*		*				*																						
15	(Thomas Davenport 2006)										*											*					*			
16	(Kaplan & Norton 2007)	*																				*				*		*		
17	(Dunne 2007)	*	*		*	*					*																			
18	(Boselie 2009)	*	*	*	*																									
19	(Ferkins et al.,2009:245)	*		*				*									*		*											
20	(Bordum 2010)	*		*								*	*	*														*		

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21	(Dickeson 2010)				*	*	*	*	*						*			*			*				*						
22	(Shilbury & Ferkins, 2011:118)	*		*	*										*		*			*					*						
23	(Osma & Pope, 2011:15-17)	*		*	*															*											
24	(Mitlacher 2011)	*			*									*							*										
25	Al-Sayyah & Al-Halalmah (2013)	*																	*	*		*									
26	(R&D2013)														*																
27	(Frekins & Shillbury 2014)	*						*		*	*									*						*					
28	(Ferkins & hilbury,2015:3)	*		*													*														
29	(mpaey, Huisman & Seeber, 2015)	*		*	*	*																									
30	(Oliver,2015:332)																			*	*										
31	&Shahalebi 2015)(Fooladvand, Yarmohammedin																*	*	*	*	*			*							
33	(Fish & Wood 2016)															*	*	*													
35	(Coleman2017)														*					*	*										
36	(Wadstrom 2018)	*						*							*					*	*										
37	(Chaudhry, 2018:37)	*							*					*						*	*										
38	(Ferreira, Mueller, & Papa, 2018:4)					*								*	*					*	*										
39	(Al-Baghdadi & Zafer, 2019)			*										*	*					*	*										
40	(Abu Zaiter, 2019) & (Farah, 2020) & (Safa, 2020)		*				*							*	*				*	*								*	*		
	The Total	25	6	13	10	4	6	5	3	3	1	6	1	6	10	1	4	2	6	12	3	4	2	3	2	1	2	3	*	1	
	Ratio	%83	%13	%43	%33	%13	%13	%16	%10	%10	%3	%13	%3	%13	%33	%3	%13	%6	%13	%40	%10	%13	%6	%10	%6	%3	%6	%6	%10	%3	

A. Strategic Technology:

The concept of strategy is embodied as an action plan that includes a series of organized practices, work methods, procedures, and interconnected activities related to translating strategically chosen alternatives to achieve the organization's goals and objectives. This aims to achieve excellence and superiority in performance over competitors and to reach future aspirations (Pradhan, Jena & Kumari, 2016). The need to formulate a strategy arises from considering how work is done. An organization's strategy is formulated by establishing its mission and vision, defining its business values, analyzing its internal and external capabilities, identifying its main objective, and determining possible alternative strategic options to achieve those objectives. Strategic alternatives are then analyzed to select the appropriate alternative to achieve the organization's objective, for which the strategy was formulated (Spillane, 2019: 849).

B. Operations Technology:

The concept of operations is crystallized as the command center through which all activities are controlled via a large set of procedures. This involves employing diverse exploratory methods, development processes, evaluation, and operational processes to meet the overall needs of different organizations. (Ansoff et al., 2018: 208). The progress of administrative and organizational processes can easily adapt to the standards set when restructuring processes for the purpose of unifying units and working to integrate similar processes in order to save employees and reduce labor costs and be able to control a set of external forces and influences (Burton et al., 1998: 342).

C. Strategic Technology:

The concept of strategy is embodied as an action plan that includes a series of organized practices, work methods, procedures, and interconnected activities related to translating strategically chosen alternatives to achieve the organization's

goals and objectives. This aims to achieve excellence and superiority in performance over competitors and to reach future aspirations (Pradhan, Jena & Kumari, 2016). The need for a strategy also emerged.

D. Goal-Setting Technology:

Goal can be defined as a desired level of achievement. It is an effort towards future aspirations that seeks to be achieved through planned actions within a specific timeframe. The organization's environment contributes to determining achievable goals. Preparing a strategy requires going through several stages to achieve the organization's goals. These stages begin with formulating the organization's vision and mission, followed by an analysis of current conditions and the identification of goals that the organization will achieve in line with its planned objectives (Lasserre, 2017: 135). Goals are also the tangible results of short-term activities that address the organization's problems, such as investments in goods and services, etc. (Zhao et al., 2017: 109).

E. Human Resource Technology:

Human resources are the true capital of an organization. They are the primary determinant of achieving the organization's strategic goals and ensure that organizations maintain their positive image, preserve their balance and competitive position, and keep pace with new changes and developments. (Choo & Bontis 2002: 108) stated that if two organizations have equal material and human resources in terms of numbers and the same environmental conditions, but one surpasses the other, this superiority is attributed to the difference in skills, knowledge, and experience possessed by the human resources in that organization, which the other organization lacks. Furthermore, human resources are the primary source of organizational culture because they are the ones who run the organization, and they are the reason that gives an organization its unique identity and distinguishes it from others (Jones, 2013, 19).

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the ones who run the organization, and they are the reason that gives an organization its distinctive character and sets it apart from other organizations (Jones, 2013: 19). The language of strategy begins with considering how work is done. An organization's strategy is formulated by establishing its mission and vision, defining its business values, analyzing its internal and external capabilities, identifying its primary objective, and determining possible alternative strategic options to achieve those objectives. This involves analyzing strategic alternatives to select the most suitable option for achieving the organization's goal, for which the strategy was developed (Spillane, 2019: 849).

F. Process Technology:

The concept of processes is defined as the command center through which all activities are controlled via a wide range of procedures. This is achieved by employing diverse exploratory methods, development processes, evaluation, and operational processes to meet the overall needs of different organizations (Ansoff et al., 2018: 208). The progress of administrative and organizational processes can easily adapt to the standards set when restructuring processes for the purpose of unifying units and working to integrate similar processes in order to save employees and reduce labor costs and be able to control a range of external forces and influences (Burton et al., 1998: 342).

G. Resilience Technology:

Resilience is an organization's ability to respond to risks and threats and capitalize on available opportunities by making its work systematic and continuous. Strategic resilience can also generate innovation among employees by encouraging them to seek new methods and approaches to respond to environmental changes and achieve sustainability (Bratton & Gold, 2003: 142). While the concepts of strategic resilience may appear different depending on the time periods they have been passed over and the perspectives of researchers and thinkers, their essence remains the same. It is considered one of the important strategic tools that enables strategic

decision-makers to focus on proactive aspects in environments characterized by constant uncertainty and assess the organization's ability to cope with such change (Lazar, Osoian & Ratiu, 2010: 211).

Second: The Intellectual Framework of Security

1. The Philosophy of Definition and Concept:

The English dictionary defines security as "security" or "safety," contrasting it with "fear" (Al-Bayati, 2011, 24). Some sources, including Webster's Dictionary, indicate that security. It means getting rid of fear and anxiety and working to provide reassurance and peace (The Source of English language, Lexicon's Dictionary and New Webs term Publishing inc, p.903).

The concept of security is mentioned in numerous verses of the Quran, in various contexts, and is often linked to faith, tranquility, and the absence of fear. For example, in Surah Al-Baqarah (2:126), God says, "And [mention] when Abraham said, 'My Lord, make this a secure city and provide its people with fruits - whoever of them believes in Allah and the Last Day.'" Similarly, in Surah Al-An'am (6:82), God says, "Those who believe and do not mix their faith with injustice - those will have security, and they are [rightly] guided".

2. Types of Security:

The concept of security is relative, dynamic, and complex, with multiple dimensions and diverse levels. It faces various direct and indirect challenges and threats. These challenges vary in their intensity, nature, and scope, whether they pertain to the security of the individual, the state, the regional system, or the international community. Security is a central concept in the field of international relations. Furthermore, the concept of security has been characterized by considerable ambiguity since the emergence of international relations as an independent field of study following World War I (Al-Harbi, 2008: 9). The following sections will clarify the levels and three dimensions of security: local,

regional, and international.

A. Domestic Security:

The International Encyclopedia of the Social Sciences states that the nation-state, since its inception, has sought to maintain its security against external and internal threats and has strived to strengthen and consolidate its ability to survive.

(International Encyclopedias of the social Sciences William A. Daily Treditorimt chief, Mew york: Macmillan, reference, 2008, Vol.5, P: 411).

Some have emphasized the militaristic nature of states and made war and its consequences fundamental to the existence of the state. This is perhaps most evident in the work of the thinker Sun Tzu (a Chinese minister, military leader, and philosopher whose era is debated between the sixth and fourth centuries BC), who said that war is of paramount importance to the state, a matter of life or death, the path to survival or destruction, and should be studied carefully and thoroughly (Haddad, 1975, 57).

(Sadiq al-Aswad) citing (al-Ajami, 2011, 17) asserts that contemporary developments no longer link the concept of national security to the phenomenon of the state, contrary to the traditional view of political jurisprudence, which maintained that national security applied only to political entities that could be described as states. He argues that contemporary traditions have begun to view this restriction with some flexibility, applying it to any political grouping possessing international legal personality, even if it is not a state in the traditional sense. He cites the European Union as a comparative example, noting that the EU is ultimately composed of states in the traditional sense whose interests converged, leading to their union. However, this does not deviate from the connection between security and the state or a group of states, thus forming what is termed collective security.

B. Regional Security:

The term "region" describes a group of neighboring states. It emerged relatively recently, between the First and Second World Wars, to describe the policy of this group, which seeks, through cooperation within formal or informal arrangements and based on a minimum set of shared interests, to prevent any external power from interfering in the region. This policy is based on a geopolitical dimension and does not require national unity among the states within the region (Al-Marhoun, 1997, 105).

C. Regional Security:

The concept of regional security expanded to the point of entering the halls of the United Nations and subsequently occupying an entire chapter of its Charter. The United States capitalized on this trend during the Cold War through the policies of former US Secretary of State John Foster Dulles (1952-1959), who added the concept of collective security, giving it an international dimension. This allowed for the containment of the former Soviet Union through a series of regional alliances, making each member state of a region obligated to other states belonging to different alliances or regions. This created a network of solidarity aimed at preventing war and establishing peace, such as NATO, the Intergovernmental Authority on Development (INTEROS) in Southeast Asia, and others.

D. International Security:

International security is defined as the measures taken to prevent a change in the international reality or the occurrence of imbalances that are in the interest of one state at the expense of another state, through taking collective international measures to try to bring about change. It does not eliminate differences and contradictions as much as it tries to stop armed violence as a method of resolving them (Al-Aqabi: 2000, 173). This is the role assigned to the United Nations in its primary mission of maintaining international peace and security. Some describe it, based on Karl Donisch, quoting Dhafer Muhammad Al-Ajmi, as a collective

system among certain states that resists the aggression of one state against one of the states affiliated with this system (Al-Ajmi: 2011, 173).

3. National Security:

National security refers to the measures taken by the relevant state agencies to maintain the security and safety of the country by providing reassurance and tranquility to the society, strengthening the cohesion of the internal front by doing everything possible to solidify the relationship between society and the state, protecting against any attempts to disrupt the functioning of internal state institutions, and monitoring the state's relations with foreign countries in its international and bilateral ties in order to preempt any external influences that could harm the country at the regional and global levels. It also involves working to create opportunities at the domestic, regional, and global levels that can achieve the state's goals on a global basis and supporting opportunities for joint cooperation with other countries to achieve stability in the state's relations with its regional and global environment (Assem: 2011, A simfathi@inbox.com).

Many researchers have adopted McNamara's view, although they do not necessarily limit security entirely to development, but rather emphasize its connection to it (Al-Ramdani: 1997, 168). Some consider development one of the three pillars upon which national security rests, alongside armed forces and human rights and freedoms, emphasizing an inseparable and organic link between security and development, as development provides the necessary conditions for security and the means to achieve it (Al-Kilani, 1996: 70). This is what (Amartya, 2004: 73) refers to when she states that "development equals freedom," a concept that does not contradict Robert McNamara's view, as she also identifies development as the second pillar of the triangle upon which national security is based.

It is generally accepted that law cannot be enforced unless the political authority in the state possesses a deterrent force. This is the essence of the concept of law, as it is through this deterrent force that the state acquires the means of legitimate

coercion (Al- Hindawi, 2009: 11). Without this force, the state and the civilization within it cannot be protected. Thus, McNamara did not give paramount importance to the military aspect, but rather emphasized the importance of the state and its institutions in a way that did not conflict with the concept of development. He also directed his vision entirely to internal factors and their impact on national security, without giving importance to the external dimension of national security (Al-Ma'am, 1987, 169).

In contrast to McNamara, others prioritize foreign policy above all other factors, seeing it as playing the most significant role in preserving and influencing national security (Al-Ma'am, 1987: 170). This perspective cannot be entirely realistic or consistent with its singular view—as McNamara emphasized one aspect to the exclusion of others, asserting that one aspect plays the most significant role in national security. There are differing perspectives on defining national security. One definition is based on the concept of values, describing a state as secure as long as it does not reach the point where it would sacrifice its values to avoid war (Lidman, 1889– 1974).

Security is not built solely on a negative content and the absence of threats. Rather, it involves arranging the conditions that secure the future. This means that a society's security is not based solely on the absence of potential attacks or threats, but also on its wealth, reasons for popular satisfaction, balanced international relations, and advanced infrastructure, which contribute to its stability and tranquility (Al- Ramadhani, 1997: 150). In conclusion, the objectives of security, in this view, are linked to the fundamental functions that states strive to achieve, and these are distributed across four branches of security in its comprehensive sense:

- A. Protecting the physical entity of the state or nation (military security).
- B. Protecting economic resources and economic development.
- C. Protecting the civilizational and ideological pillars (ideological security).

D. Protecting the political system (political security).

4. Dimensions of the Security Provision Model:

Four dimensions can be identified for the security provision model of the Iraqi Ministry of Interior:

A. The Current Status of the Ministry of Interior (the Source of Security Authority and the Objectives of the Iraqi Ministry of Interior):

The source of security authority is primarily derived from the Iraqi Constitution, as mentioned above. Therefore, the National Security Council, composed of the Prime Minister as chairman and the Ministers of Defense, Interior, and Finance, and the National Security Advisor as members, is considered the supreme security authority in Iraq. It bears the responsibility for the strategic management of national security. As indicated in the following articles of the Ministry of Interior Law No. (20) of 2016, Article (2) states that the Ministry aims to:

- First: Implement the state's national security policy in maintaining internal security and contribute to the development and formulation of that policy.
- Second: Consolidate public order in the Republic of Iraq and protect the lives, freedoms, and public and private property from any threat.
- Third: Preventing the commission of crimes and combating terrorism in all its forms, and taking legal action against those accused of committing them.
- Fourth: Performing and developing relevant federal and local functions in coordination with other ministries and relevant departments in the region and governorates not organized into a region, in joint tasks.
- Fifth: Adhering to Article (9) of the Iraqi Constitution by including all Iraqi components in ministerial positions.

Given these security tasks and objectives that the Ministry of Interior must strive to accomplish, it needs an initial strategic model that ensures efficient and effective performance and rapid response in law enforcement, especially within

the working environment of Iraqi society, which is characterized by numerous challenges, various threats, and diverse risks.

B. Challenges and Problems Facing the Ministry:

The Ministry of Interior today faces a number of challenges arising from economic and political conditions that have impacted its performance efficiency and effectiveness, and consequently its relationship with citizens. Therefore, it must strive to overcome all obstacles that hinder its progress in various fields and disciplines by aligning itself with its environment. Among the most prominent challenges facing the Ministry are the following:

- **First: Challenges from a Criminal Perspective:**

These are a group of organized crimes, which are structured hierarchically by professional criminals who operate according to specific rules. They plan to commit illegal acts, then use threats, violence, force, and deliberate corruption to obtain material gains and maintain power (Ezz El-Din, Ahmed Jalal, 1994). These crimes include (drug trafficking, uncontrolled weapons, and tribal conflicts).

- **Second: Infrastructure Challenges:**

Facing the Ministry's Formations Infrastructure is an indispensable necessity. Due to the wars against al-Qaeda and ISIS, and the ongoing threats that have surrounded Iraq since 2003, all resources have been directed towards these objectives, leading to the neglect and deterioration of infrastructure (Ministry of Interior -Strategic Plan for the years 2024-2026). The administrative challenges are significant, as the inadequacy of police capabilities in the face of the growing scale of threats and expanding responsibilities has resulted in weaknesses and deficiencies in organization and force distribution that are not commensurate with current developments. This is manifested in the creation of formations that are unable to perform their duties with the required

efficiency. Furthermore, the distribution of police stations in cities has been haphazard, failing to meet actual needs, straining limited resources, and not achieving the necessary strategic deployment (Ministry of Interior Strategic Plan for the years 2024-2026).

- **Third: Challenges of Weak Strategic Planning:**

Planning is one of the main tasks of strategic leadership and an important element for the stability of security. The ministry suffered from a weakness in the strategic planning system for many years after 2003, which was reflected negatively on the work of its affiliates and their output, which now suffer from a weakness in strategic planning, which represents one of the main features of the modern era due to the lack of future vision and weak administrative leadership.

- **Fourth: Corruption:**

Corruption can encompass a number of activities, including bribery and embezzlement, and in many countries, it also includes illegal practices such as administrative corruption and others (<https://www.imf.org/an/Topics/govarnonc.e/and/anti/corruption>).

Corruption and crime are endemic phenomena that occur regularly in almost all countries on a high scale and to varying degrees. Each country allocates local resources to control corruption under the umbrella of the term "anti-corruption".

C. Security Requirements of the Ministry of Interior:

The necessary requirements that enable the Iraqi Ministry of Interior to perform its duties efficiently and shoulder the burdens of the security situation, especially after assuming responsibility for managing the security file in all Iraqi governorates except the Kurdistan Region, can be summarized as follows:

1. Adequate Budgets: A budget is defined as an estimated financial plan that

specifies the resources needed to implement the ministry's activities, thus addressing the expected results for a future period. The importance of budgets lies in their role as a tool for adopting strategic planning.

2. Adopting competence and integrity in appointing leaders and commanders and eliminating administrative and financial corruption.
3. Infrastructure development and the adoption of modern technologies and methods.
4. Cooperation in exchanging expertise with the Ministries of Interior in friendly countries in various fields.
5. Granting members of the Ministry of Interior responsible for law enforcement immunity and legal protection, and improving the living conditions (quality of work life) of Ministry of Interior personnel.

D. The Structure of Security Provision in the Iraqi Ministry of Interior:

Auxiliary and Supporting Agencies: The following are the security and military agencies under the Joint Operations Command that are considered auxiliary and supporting agencies for the Ministry of Interior:

- **First: The Iraqi National Security Service:**

It was initially established as the Ministry of State for National Security Affairs in 2005, the first ministry formed after the occupation of Iraq in 2003. Its staff expanded due to security necessities, so that after 2012 its current name became the National Security Service. It is one of the Iraqi security agencies and one of the basic pillars of the security system in the country. It is linked to the Commander-in-Chief of the Armed Forces according to Article one of its law. It undertakes the use of intelligence and security means in clear scientific, technical and methodological ways to protect the state from threats that aim to undermine its entity, the security and stability of society and the development of its other basic interests, in cooperation with other relevant state agencies.

- **Second: The Popular Mobilization Forces (PMF):**

The PMF is an Iraqi regular force, part of the Iraqi Armed Forces, and operates under the command of the Commander-in-Chief of the Iraqi Armed Forces. It comprises the PMF Chairman, the Chief of Staff, the Directorates of various branches, and a number of brigades. It was formed on June 13, 2014, following the fatwa of defensive jihad issued by the religious authority in Najaf, after the terrorist organization known as the Islamic State (ISIS) seized control of large areas in several provinces north of Baghdad. The PMF Law was passed by the Iraqi Council of Representatives on October 26, 2016, with a majority vote (40).

- **Third: The Iraqi National Intelligence Service:**

Established in 2004 by Coalition Provisional Authority Order No. 69, dated April 1, 2004, as the Iraqi National Intelligence Service, it replaced the former General Intelligence Directorate. Its responsibilities include gathering intelligence, assessing threats to national security, and advising the Iraqi government. It operates under civilian control, is subject to legislative oversight, and functions in accordance with the law and recognized human rights principles.

- **Fourth: The Iraqi Ministry of Defense:**

This is the national Iraqi institution responsible for defending the country's borders and protecting the people and their interests from external and internal threats, in solidarity and cooperation with other government institutions. The Ministry of Defense was established on June 22, 1921. During the reign of King Faisal I, the nucleus of the Iraqi Army was formed on January 6, 1921, from ten Iraqi officers who had fought against the Ottoman Empire after the declaration of the Arab Revolt in 1916. On May 23, 2003, the Coalition Provisional Authority (CPA) administrator, Paul Bremer, announced the dissolution of the security services and popular organizations, the disbanding

of the entire Iraqi Army and Republican Guard, and the abolition of all military ranks of the previous regime, in accordance with CPA Order No. 2 of May 23, 2003. On August 8, 2003, the CPA administrator issued Order No. 22 establishing a new Iraqi Army, or a new Iraqi National Defense Force. This new army would consist of ground, naval, and air forces, in addition to a general administration in which women would comprise 50% of the personnel, as well as a general staff to oversee these forces.

Third: Research Methodology

The research methodology includes a presentation of the research problem, its objectives, importance and methodology, as well as the society and sample of research, data and information collection tools, statistical analysis and processing tools, as follows:

1. Research Problem

The research problem is embodied in two points, which we summarize as follows:

1. The Iraqi Ministry of Interior lacks a strategic model to guide it in carrying out its duties, achieving its goals, and fulfilling its responsibilities.
2. The ministry lacks numerical indicators inspired by reality regarding its strategic balance with its environment, whether internal or external, and what the weaknesses and strengths of this balance are.

2. Research Objectives

The research aims to reveal the dimensions of the strategic model for providing security that is to be adopted in the ministry, as well as revealing the indicators of the ministry's strategic balance with its environment and identifying the strengths and weaknesses of this balance.

3. The Significance

The research is expected to produce a strategic model based on practical dimensions

that will serve as a roadmap for the ministry's work to provide security, as well as guiding the ministry to its weaknesses and strengths in its strategic balance with its internal and external environment.

4. Research Methodology

The research adopted a relatively recent methodological technique that emerged in 2003 called Based Research & Meta-Analysis Curriculum, which is one of the pioneers of this approach. It is a design that contributes to the formulation of plans to gather information that will clarify the objectives of the research in a coherent and systematic manner. (Hoobler & Johnson, 2004: 665-76) indicated that the study is a comprehensive approach because it is based at the same time on other approaches to reach at its goals. It is a reconnaissance approach that achieves data and information from people's opinions and orientations, whether it uses a written or oral survey, However, the experimental approach, as it is based on a coverage of the phenomena and variables, studied on the descriptive approach (Al-Saidi, 2006: 35).

5. Society and Sample

A purposive sample of senior leaders working in the Ministry of Interior and its formations was selected from senior and middle leadership with experience and knowledge of the reality of the Ministry and from those with high ranks, as leaders, amounting to (289) people, whose opinions were surveyed through a questionnaire prepared for this purpose after it was subjected to scientific standards building procedures, as well as being judged by a sample of experts and specialists in the field of business administration, strategic management and public administration. Glenn's (2009) formula was applied to determine sample adequacy, as follows:

$$N = n / (1 + Ne^2)$$

N = Community Size n = Required sample size e = resolution level (allowed error)

6. Statistical Analysis and Processing Tools

The following tools were adopted for the purposes of statistical analysis and processing:

1. Median: It is one of the measures of centrality that is used in the conduct of studies, and comes through the ascendant or descendent order of values; the values are divided into two equal sections in the number, where the broker occupies the middle position technically so that the number of answers is similar to above and below the medium answer; however, the average answer is within a large group and therefore the number of smaller values is equal to the number of the values larger than that.
2. Range is the difference between the largest value and the smallest value in the group (Shaqir& Halabi, 2000: 102).
3. Factor Analysis is a statistical method aiming at rotating the axes on which the data lies in order to obtain significant factors that do not change from one analysis to another. In the process of analysis, each method of analysis takes into consideration the development of the reference axes of a different doctrine; these must be rotated. The way to put them in specific places is easy to interpret and compare (Imad al-Din, 967: 140).
4. Kendal Correlation Coefficient: Kendall's law relies on signals if the grades compared with the rank in question are greater; they take a positive signal because with the order of natural numbers, even if they are smaller they take a negative signal. The grade correlation coefficient is equal to the ratio of the algebraic sum of signals by their real position to the sum of signals when the ranks of the values ranked as endingly or discerningly (Mashhadani, 1976: 66).

7. Research Limitations

The limits of the search were as follows:

1. Time limits: The field work took place between December 2024 and March 2025.
2. Spatial boundaries: The research was conducted in Baghdad, the capital of Iraq, where the ministry and some of its departments are headquartered.
3. Scientific limits: The research was scientifically defined by its objectives.

Fourth: Testing the Research Hypotheses

1. Testing the Research Instrument and Describing its Items through Factor Analysis:

Exploration Factor Analysis (EFA) tests were conducted for the measurement instrument. This validity relies on the Exploratory Factor Analysis (EFA) method, which aims to reduce the number of variables to the minimum possible number. These variables are called "factors," and each factor may be associated with some or all of these variables. Exploratory Factor Analysis allows items the freedom to associate with the factor that best suits them, without relying on the hypothetical structure of previous studies regarding the scale's design.

The conditions for exploratory factor analysis of the research variables will be verified as follows:

A. Testing the Dimensions of the Strategic Model for Providing Security to the Iraqi Ministry of Interior:

The results of the Kaiser- Meyer- Olkin (KMO) and Bartlett analyses showed the indicators presented in Table (2) below:

Table (2): Kaiser- Meyer- Olkin (KMO) and Bartlett Tests for the Components of the Strategic Model for Providing Security to the Iraqi Ministry of Interior

Tests	Transactions
Kaiser – Meyer – Olkin Measure Sampling Adequate	0.947
Bartlett's Test of Sphericity Approx. Chi – Square	23464.101
Df	3828
Sig.	0.000

Table (2) shows that the KMO coefficient is greater than (50%) and the Bartlett correlation coefficient was at a significance level of (0.000). These indicators reflect the adequacy of the research sample to test its hypotheses at the level of the strategic model variable for providing security to the Ministry of Interior.

B. Testing the Dimensions of the Mediating Variable, Strategic Balance:

The results of the Kaiser-Meyer-Olkin and Bartlett tests showed the following indicators, as presented in Table (3):

Table (3): Kaiser-Meyer-Olkin, KMO, and Bartlett tests for the strategic balance variable

Tests	Transactions
Kaiser – Meyer – Olkin Measure Sampling Adequate	0.964
Bartlett's Test of Sphericity Approx. Chi – Square	4429.187
Df	105
Sig.	0.000

Table (3) shows that the KMO coefficient is greater than (50%) and the Bartlett correlation coefficient was at a significance level of (0.000). These indicators reflect the adequacy of the research sample to test its hypotheses at the level of the mediating research variable, Strategic balance.

2. Factor Analysis of Questionnaire Items:

Factor analysis is an important part of the tests upon which the research was based. It provides benefits that reassure the researcher of the integrity of their data by revealing:

Given that the component matrix showed higher saturation rates than the rotation matrix, the optimal solution emerged from it, rendering the rotation matrix unnecessary. Furthermore, it did not appear among the computer outputs of the factor analysis, as shown in Table (4).

A. Analysis of the Research Sample's Perception of the Strategic Model for Providing Security to the Iraqi Ministry of Interior through Saturation Rates:

The sample achieved the saturation rates shown for each item of the Strategic Model for Providing Security to the Iraqi Ministry of Interior variable. This reflects the respondents' level of awareness of their opinions regarding each item of the scale, as follows:

• **First: The Current Situation of the Iraqi Ministry of Interior:**

The items in this dimension achieved saturation rates exceeding the necessary threshold (40%) to be statistically significant, thus reflecting the degree of agreement among the sample members with the content of the items.

Table (4): Level of the research sample's perception of the variable "the current situation of the Iraqi Ministry of Interior"

Main variable	Paragraph sequence	Paragraph	saturation ratios	Level of distinction
Current status of the Iraqi Ministry of Interior	1	The Iraqi Ministry of Interior enforces security across the entire geographical area of Iraq.	0.584	Distinctive
	2	The Ministry of Interior faces obstacles in how to deliver security services to those who benefit from them.	0.469	Distinctive
	3	The current situation in providing security services to citizens is appropriate in light of the circumstances surrounding the country.	0.560	Distinctive
	4	Iraqi citizens often complain about the decline in security services in Iraq.	0.489	Distinctive
	5	The current situation in providing security services is unique compared to neighboring countries.	0.445	Distinctive
	6	The current security situation provides a comfortable environment for citizens to conduct their business in all sectors.	0.547	Distinctive
	7	The Ministry of Interior enjoys high acceptance among the highest authorities in the country.	0.620	Distinctive
	8	The Iraqi Ministry of Interior enforces security across the entire geographical area of Iraq.	0.499	Distinctive
	9	Security indicators in Iraq quickly collapse in the face of any emergency circumstances or challenges.	0.520	Distinctive
	10	The security service in Iraq has a clear vision of the environmental and regional challenges.	0.525	Distinctive
	11	The Ministry of Interior needs other supporting bodies to enforce security.	0.502	Distinctive
	12	There is a quick and effective response to the citizen's request when he feels the need for security services.	0.544	Distinctive
	13	The Ministry of Interior seeks to automate its services provided to citizens in order to overcome bureaucratic red tape and the exploitation of citizens.	0.520	Distinctive
	14	The Ministry of Interior provides hotlines for effective communication with citizens.	0.646	Distinctive
	15	There is a high level of coordination between the Ministry of Interior and its counterparts in the ministries of the countries of the region.	0.644	Distinctive
	16	The Ministry of Interior renews its plans and strategies in accordance with the latest security developments in the country and the threats surrounding it.	0.726	Distinctive
	17	Other entities also work with the Ministry of Interior to enforce security in Iraq.	0.478	Distinctive
	18	The Ministry of Interior has databases that meet its needs for essential information.	0.598	Distinctive

19	The Ministry of Interior continuously updates its databases and uses modern technologies.	0.635	Distinctive
20	A decline in organized crime indicators is observed in Iraq.	0.567	Distinctive
21	The Ministry of Interior is making outstanding efforts in combating drug trafficking and human trafficking.	0.723	Distinctive
22	The Ministry of Interior in Iraq has reliable and trustworthy sources to provide it with important information on a regular basis.	0.695	Distinctive
23	The Ministry of Interior attracts highly qualified and prepared human resources.	0.744	Distinctive
24	The Ministry of Interior is monitoring technological developments in the field of armament, equipment, information systems and modern software.	0.725	Distinctive
25	The Ministry of Interior has alternative scenarios in case the approved plans fail in its operations.	0.684	Distinctive
26	The Ministry of Interior is working on training and development programs that are commensurate with the scale of the challenges it faces.	0.730	Distinctive
27	There is coordination in the field of training and development with countries in the region and developed countries.	0.641	Distinctive
28	The Ministry of Interior secures sufficient funding sources to help it accomplish its tasks.	0.678	Distinctive
29	The Ministry of Interior equips its personnel with advanced equipment comparable to that of developed countries.	0.582	Distinctive
30	The Ministry of Interior has a good and suitable infrastructure to achieve its goals and carry out its operations.	0.632	Distinctive
31	Civil defense services are characterized by accuracy and speed in providing emergency response.	0.587	Distinctive
32	Traffic flow is generally smooth in all Iraqi cities.	0.564	Distinctive
33	Traffic departments complete citizens' transactions accurately and in records time.	0.433	Distinctive
34	The departments of the Iraqi Ministry of Interior contribute to providing citizens with identification documents in record time and with high quality.	0.472	Distinctive

The data in Table (4) above shows that all questionnaire items achieved the standard saturation rate agreed upon in research and studies, which is (40%). It should be noted that there was a variation in this percentage between items, ranging from a minimum of (40%) to a maximum of (70%).

- **Secondly: Requirements of the Iraqi Ministry of Interior in Providing Security:**

The items in this dimension achieved saturation rates exceeding the necessary limits, thus reflecting the degree of agreement among the sample members with the content of the items.

Table (5): Level of the research sample's understanding of the variable: Requirements of the Iraqi Ministry of Interior in providing security

Main variable	Paragraph sequence	Paragraph	saturation ratios	Level of distinction
Requirements of the Iraqi Ministry of Interior in providing security	35	The Iraqi Ministry of Interior needs to attract highly qualified personnel.	0.493	Distinctive
	36	The Iraqi Ministry of Interior needs advanced training and preparation programs.	0.524	Distinctive
	37	The ministry invests its human resources in regional and international training and qualification programs.	0.510	Distinctive
	38	Strategies for training, development, and capacity building must be developed.	0.471	Distinctive
	39	The ministry needs to develop a special incentive strategy to stimulate employee motivation.	0.419	Distinctive
	40	The ministry seeks to secure the requirements of an attractive work environment that takes into account the needs of its employees.	0.559	Distinctive
	41	The ministry is showing interest in human resources problems and studying ways to overcome them.	0.704	Distinctive
	42	The relevant departments in the ministry keep pace with global and technological developments in the field of armament and equipment.	0.692	Distinctive
	43	The ministry is working to develop the available weapons and equipment and enhance its capabilities.	0.667	Distinctive
	44	The ministry contracts with international production entities specializing in armament and equipment.	0.669	Distinctive
	45	The nature of the duties, specializations, and climatic and weather conditions are taken into account when determining the type of armament and equipment.	0.696	Distinctive
	46	The relevant authorities provide sufficient estimates (budget) to supply the ministry with government funds.	0.487	Distinctive
	47	Funding sources are determined according to the ministry's activities.	0.617	Distinctive

The data in Table (5) above shows that all questionnaire items achieved the standard saturation rate agreed upon in research and studies, which is (40%). It should be noted that there was a variation in this percentage between items, ranging from a minimum of (40%) to a maximum of (70%).

• **Third: the Actual Problems and Challenges Facing the Iraqi Ministry of Interior:**

The items in this dimension achieved saturation rates exceeding the necessary limits, thus reflecting the degree of agreement among the sample members with the content of the items.

Table (6): Level of awareness of the research sample regarding the variable of actual problems and challenges facing the Iraqi Ministry of Interior

Main variable	Paragraph sequence	Paragraph	saturation ratios	Level of distinction
The real dilemmas and challenges facing the Iraqi Ministry of Interior	48	The challenge of terrorism still stands before the Ministry of Interior.	0.487	Distinctive
	49	The lack of armament and equipment is a major obstacle to enforcing security.	0.610	Distinctive
	50	The staff of the Ministry of Interior suffer from a lack of experience and expertise that would enable them to carry out their tasks successfully.	0.618	Distinctive
	51	The organizational structure often stands as an obstacle to the implementation of the ministry's strategies.	0.667	Distinctive
	52	Loyalty to the ministry and its goals is a weakness among its members.	0.616	Distinctive
	53	Unqualified human resources constitute a significant proportion of its total human resources.	0.654	Distinctive
	54	The Ministry of Interior lacks advanced development programs and numbers.	0.770	Distinctive
	55	The ministry is facing a shortage of funding for its programs.	0.406	Distinctive
	56	The ministry needs advanced programs to prepare and develop its leaders.	0.755	Distinctive
	57	The ministry has few academic and training institutions compared to the size of the challenges it faces.	0.695	Distinctive
	58	The ministry still relies on traditional methods in dealing with citizens' needs.	0.647	Distinctive
	59	The Ministry of Interior is facing a lack of cooperation from regional authorities in integrating with it in the field of security, intelligence and combating crime.	0.691	Distinctive

60	The leadership of the Ministry of Interior faces weaknesses in its strategic structure and preparation.	0.441	Distinctive
61	The challenge posed by outlaw forces and gangs remains a major obstacle to the successful implementation of the ministry's plans.	0.742	Distinctive
62	International and regional interventions undermine the ministry's confidence in the success of its plans and programs.	0.739	Distinctive
63	The ministry is finding it difficult to gain the public's trust in its performance.	0.636	Distinctive
64	The ministry needs to pass some laws that will facilitate its work in enforcing the law and maintaining security.	0.645	Distinctive
65	The challenge of terrorism still stands before the Ministry of Interior.	0.584	Distinctive
66	The lack of armament and equipment is a major obstacle to enforcing security.	0.676	Distinctive
67	The staff of the Ministry of Interior suffer from a lack of experience and expertise that would enable them to carry out their tasks successfully.	0.637	Distinctive
68	The organizational structure often hinders the implementation of the ministry's strategies.	0.681	Distinctive
69	Loyalty to the ministry and its goals is a weakness among its members.	0.586	Distinctive

The data in Table (6) above shows that all questionnaire items achieved the standard saturation rate agreed upon in research and studies, which is (40%). It should be noted that there was a variation in this percentage between items, ranging from a minimum of (40%) to a maximum of (70%).

- **Fourth: The Ministry of Interior's Structure in Providing Security:**

The items in this dimension achieved saturation rates exceeding the necessary limits, thus reflecting the degree of agreement among the sample members with the content of the items.

Table (7): Level of awareness of the research sample regarding the variable of the Ministry of Interior's structure in providing security

Main variable	Paragraph sequence	Paragraph	saturation ratios	Level of distinction
The Ministry of Interior's structure in providing security	70	The Ministry of Interior provides civil status services to all citizens (Unified Card – Passport – Nationality Certificate – Weapons Carrying and Possession Identity Cards – Residency).	0.637	Distinctive
	71	The ministry seeks to develop strategies to combat organized crime.	0.742	Distinctive
	72	The ministry is interested in combating terrorism wherever it may be.	0.752	Distinctive
	73	The specialized force within the ministry is engaged in combating human trafficking.	0.759	Distinctive
	74	The Ministry of Interior is concerned with combating drugs and drug trafficking.	0.729	Distinctive
	75	The ministry is developing its capabilities in the field of cybercrime.	0.739	Distinctive
	76	The ministry undertakes to implement and enforce laws, regulations and instructions.	0.355	Un distinctive
	77	The relevant departments in the ministry are responsible for preparing security plans and supervising their implementation.	0.818	Distinctive
	78	The ministry is monitoring the performance of police directorates in the governorates.	0.762	Distinctive
	79	The ministry provides community services for families and children through rescue and family protection.	0.722	Distinctive
	80	The ministry's forces carry out combat duties and protect the borders.	0.729	Distinctive
	81	The ministry allocates a special force to protect diplomatic figures and bodies.	0.713	Distinctive
	82	The ministry provides forensic evidence and criminal statistics services.	0.676	Distinctive
	83	The security and guarding responsibilities for facilities, seaports, airports, and border crossings are among the ministry's tasks.	0.627	Distinctive
	84	The ministry trains highly sensitive intelligence personnel in coordination with local and foreign intelligence agencies.	0.512	Distinctive
	85	The ministry adopts information technology appropriate to its operations.	0.571	Distinctive
	86	The ministry is interested in building databases that ensure broad connectivity with Iraqi cities and all its ministries.	0.596	Distinctive
	87	There is coordination with neighboring countries, the region and the world regarding providing the ministry with information on international and regional crimes related to the security of Iraq.	0.594	Distinctive
88	The ministry is concerned with issuing the Intelligence Authorization Act and the Sources Act.	0.643	Distinctive	

The data in Table (7) above shows that all questionnaire items achieved the standard saturation rate agreed upon in research and studies, which is (40%). It should be noted that there was a variation in this percentage between items, ranging from a minimum of (40%) to a maximum of (80%).

It is clear from the saturation rates shown in the tables above that they exceeded

the standard saturation rate of (40%) for each item, with the exception of item (76), which had a saturation rate of (0.355). This indicates a decline in the Ministry's commitment to implementing and enforcing laws, regulations, and instructions.

B. Analysis of the Research Sample's Perception of the Strategic Balance Variable Through Saturation Rates:

The sample achieved the saturation rates shown for each item of the strategic balance variable. This reflects the respondents' level of understanding of their opinions regarding each item of the scale, as follows:

Table (8): Research Sample's Perception of the Strategic Balance Variable

Main variable	Paragraph sequence	Paragraph	saturation ratios	Level of distinction
Requirements of the Iraqi Ministry of Interior in providing security	104	The ministry has a clear business strategy within a specific timeframe.	0.715	Distinctive
	105	The ministry's management operates with a flexible strategy that adapts to local and global environmental changes.	0.790	Distinctive
	106	The ministry develops its strategy and options after analyzing the internal and external environmental factors affecting it.	0.798	Distinctive
	107	The ministry's strategy focuses on the skills of its employees and its organizational capabilities required to achieve its goals.	0.737	Distinctive
	108	The strategic option that achieves the objectives with the least effort, lowest cost and highest productivity is selected.	0.772	Distinctive
	109	The ministry takes all environmental variables into account when choosing a business strategy to achieve the desired goals.	0.792	Distinctive
	110	The ministry's administration withstands external threats thanks to the internal strengths it possesses.	0.740	Distinctive
	111	The ministry's management seizes opportunities available in the current and potential business sector.	0.775	Distinctive
	112	The ministry administration gathers information about the surrounding environment before making a decision in the event of modifying the strategy followed.	0.822	Distinctive
	113	The ministry's management is working to enhance its strengths and address its weaknesses in a very distinctive way.	0.802	Distinctive
	114	Processes and activities are being actively reviewed to minimize waste of time, resources and effort.	0.783	Distinctive
	115	Senior management compares what is planned with what is actually achieved in terms of the desired goals through a sound feedback system necessary to correct deviations in its production processes.	0.813	Distinctive
	116	The ministry's administration possesses the administrative, leadership, and organizational capabilities to address the problems it faces in its operations, as well as to identify their causes.	0.767	Distinctive
117	Senior management has the necessary capabilities to motivate employees towards achieving strategic goals through a policy of direct and indirect compensation in the payment of salaries, wages and bonuses.	0.771	Distinctive	

118	The ministry administration sets clear and specific goals for performing the tasks assigned to it.	0.796	Distinctive
119	The administration works to ensure that its strategic objectives are understood, clear, and known to all employees in the ministry.	0.829	Distinctive
120	The current goals represent the true desire of the Ministry's management to achieve what it aspires to in the future.	0.742	Distinctive
121	The ministry's management sets annual goals for all its operations and activities in a manner consistent with its defined strategic vision.	0.809	Distinctive
122	The ministry focuses on the set goals and how to provide the necessary means to achieve them.	0.789	Distinctive
123	Through its human resources, the ministry is able to accomplish a wide range of tasks in record time.	0.738	Distinctive
124	The ministry's senior management allows employees to use their personal freedom of action and choice to deal with situations effectively.	0.735	Distinctive
125	The changes being made to human resources practices are aimed at maintaining the ministry's competitive position.	0.762	Distinctive
126	The ministry operates in accordance with local government announcements and legislation and uses specific work systems to ensure operational efficiency and continuity.	0.790	Distinctive
127	The behavioral pattern of employees in the ministry is geared towards qualification and development of their work capabilities.	0.807	Distinctive
128	Managers focus on distinctive methods for accomplishing tasks in the ministry.	0.835	Distinctive
129	The ministry's employees are characterized by their accuracy in completing tasks.	0.750	Distinctive
130	The ministry administration emphasizes preserving resources through the use of modern technologies in a way that ensures conservation.	0.765	Distinctive

The data in Table (8) above shows that all questionnaire items for the variables of Ministry Effectiveness and Strategic Balance achieved the standard saturation rate agreed upon in research and studies, which is (40%). It should be noted that there was a variation in this percentage between items, ranging from (40% - 80%) as the minimum and maximum percentage achieved by the items. No item achieved a saturation rate lower than the standard percentage.

3. Testing the Correlation Hypotheses between the Research Variables:

This section focuses on testing the correlation hypotheses between the main and sub-variables of the research. It is based on two main hypotheses, some of which branch out into a number of sub-hypotheses that will be tested using Kendall's

correlation matrix (τ_b)¹, as shown in Figure (1) Kendall's correlation matrix for the relationship between the two research variables:

A. There is A Statistically Significant Correlation between the Strategic Model for Providing Security to the Iraqi Ministry of Interior at the General Level (X) and its Sub-Dimensions (X₁, X₂, X₃, X₄). The Following Sub-Hypotheses Stem from This Main Hypothesis:

- First: There is a statistically significant correlation between the strategic model for providing security to the Iraqi Ministry of Interior at the general level (X) and the current situation of the Iraqi Ministry of Interior (X₁).
- Second: There is a statistically significant correlation between the strategic model for providing security to the Iraqi Ministry of Interior at the general level (X) and the Iraqi Ministry of Interior's security requirements (X₂).
- Third: There is a statistically significant correlation between the strategic model for providing security to the Iraqi Ministry of Interior at the general level (X) and the actual dilemmas and challenges facing the Iraqi Ministry of Interior (X₃).
- Fourth: There is a statistically significant correlation between the strategic model for providing security to the Iraqi Ministry of Interior at the general level (X) and the Ministry of Interior's security structure (X₄).
- **Second: There is a Statistically Significant Correlation between the Strategic model for Providing Security to the Iraqi Ministry of Interior (X) and Strategic Balance (Y):**

¹ Kendall's correlation coefficient is one of the most accurate nonparametric coefficients for detecting the strength of the relationship between two nonparametric variables. The researcher avoided using Spearman's correlation coefficient, although it is a nonparametric coefficient, because the results achieved by this coefficient require correcting the distortions in the data through the (Spearman-Brown) equation. Therefore, using Kendall's correlation coefficient automatically corrects the distortions without the need to use correction equations (AL-saidi, 2016).

	X1	X2	X3	X4	Y1	Y2	Y3	Y4	Y5	X	Y
X1	1	.536**	-.053	.569**	-.110**	-.092*	-.110**	-.080*	-.076	.537**	-.099*
X2		1	.005	.555**	-.008	-.020	-.015	.022	.003	.611**	-.009
X3			1	-.155**	-.136**	-.171**	-.151**	-.183**	-.195**	.325**	-.174**
X4				1	-.065	-.051	-.058	-.030	-.032	.461**	-.052
Y1					1	.726**	.654**	.677**	.668**	-.124*	.791**
Y2						1	.761**	.738**	.704**	-.132**	.883**
Y3							1	.689**	.683**	-.127**	.807**
Y4								1	.716**	-.122**	.795**
Y5									1	-.125**	.778**
X										1	-.136**
Y											1

Figure (1) Kendall's Correlation Matrix for the Relationship between the Two Research Variables

• **First: Testing the First Main Hypothesis:**

Based on the data obtained from the Kendall correlation matrix above, the first research hypothesis, which stated that there is a statistically significant correlation between the strategic model for providing security for the Iraqi Ministry of Interior at the general level and its sub -dimensions, can be analyzed. The results showed the following correlations:

1. The first dimension of the strategic model (the current situation of the Iraqi Ministry of Interior in providing security) (X_1) showed a correlation coefficient of (0.537**), indicating a good and statistically significant correlation.
2. The second dimension of the strategic model (the requirements of the Iraqi Ministry of Interior in providing security) (X_2) showed a correlation coefficient of (0.611**), indicating a good and statistically significant correlation.
3. The third dimension of the strategic model (the actual dilemmas and challenges facing the Iraqi Ministry of Interior) (X_3) showed a correlation coefficient of (0.325**), indicating a relatively weak statistically significant correlation.
4. The fourth dimension of the strategic model (the Ministry of Interior's

structure in providing security) (X_4) showed a correlation coefficient of 0.461**, indicating a moderately significant correlation.

The above results suggest the following ranking of the dimensions according to the strength of their relationship with the Iraqi Ministry of Interior's strategic model for providing security:

- A. The Iraqi Ministry of Interior's requirements (X_2) for providing security are prioritized across all dimensions of the Iraqi Ministry of Interior's strategic model for providing security (X).
- B. The weakest relationship was found between the Iraqi Ministry of Interior's strategic model for providing security (X) and the actual dilemmas and challenges facing the Iraqi Ministry of Interior (X_3).
- C. The current situation of the Iraqi Ministry of Interior (X_1) ranked second in terms of the strength of its relationship with the Ministry of Interior's strategic model for providing security (X).
- D. The Ministry of Interior's structure in providing security (X_4) ranked third in terms of the strength of its relationship with the Ministry of Interior's strategic model for providing security (X).

Based on the above indicators, this hypothesis is accepted.

• **Second: Testing the Second Main Correlation Hypothesis:**

This hypothesis stated that there is a statistically significant correlation between the Ministry of Interior's strategic model for providing security (X) and Strategic balance (Y). After linking the data related to the two variables, the following results were obtained:

The relationship between the Iraqi Ministry of Interior's strategic model for providing security (X) and Strategic balance (Y) showed a correlation coefficient of (-0.136**), which is a negative inverse relationship between the two variables. This necessitates reformulating this hypothesis to read: There is no statistically significant negative inverse relationship between the Iraqi Ministry of Interior's

strategic model for providing security (X) and Strategic balance.

Fifth: Conclusions & Recommendations

This chapter includes the study's conclusions and recommendations, which are based on the results of the statistical analyses. These are presented in two sections, as follows:

1. Conclusions

- A. The accuracy of the study sample's responses to the questionnaire items was confirmed, as all items achieved the standard saturation rate. This indicates a high level of understanding among the sample members regarding the content of the items and their comprehension of the research variables' underlying philosophy.
- B. The strategic balance variable outperformed the strategic model for providing security to the Ministry of Interior in terms of saturation rates.
- C. An absolute majority of the sample members had prior experience with strategic thinking, both in theory and practice, within the Ministry, particularly with regard to strategic balance.
- D. The relationship between the sub-dimensions of the strategic model and the overall strategic model was genuine and realistic, reflecting the validity of the relationship and its non-random nature.
- E. The relationship between strategic balance and the security model intended for implementation in the Iraqi Ministry of Interior showed a genuine inverse relationship, indicating that strategic balance moves in the opposite direction to the implementation of the strategic security model within the Ministry.
- F. The Ministry's vision for security in building its strategic model has adopted internal orientations primarily concerning the Ministry's internal environment, neglecting its external environment, which reflects the nature of its strategic balance.
- G. The decline in the Ministry of Interior's strategic security model can be attributed to several factors that exhibit an inverse relationship with strategic balance. These factors can be summarized as follows:
 - First: The current state of security service provision is not exceptional compared to neighboring countries.

- Second: The Ministry's diminished ability to enforce security across the entire geographical area of Iraq.
 - Third: Weak cooperation from other entities with the Ministry of Interior in enforcing security in Iraq.
 - Fourth: The Iraqi Ministry of Interior's lack of interest in attracting highly qualified personnel.
 - Fifth: The Ministry's failure to develop training, development, and capacity-building strategies.
 - Sixth: The Ministry needs to develop a specific incentive strategy to motivate its employees.
- H. The current state of the Iraqi Ministry of Interior is failing to establish any connection between its strategic security model and strategic balance. 8. The Iraqi Ministry of Interior's security requirements have a significant impact, which is a distinctive dimension in building the strategic model for providing security for the Iraqi Ministry of Interior.
- I. The actual dilemmas and challenges facing the Iraqi Ministry of Interior have a counterproductive effect, as the Ministry does not analyze these dilemmas and challenges strategically.
- J. The structure of the Iraqi Ministry of Interior's security provision hinders its ability to achieve strategic balance between the Ministry and its external environment.

2. Recommendations

Based on the conclusions of the study, the following recommendations can be made:

- A. In order for the Ministry of Interior to develop its strategic model for providing security, it must address the reality of its current declining status, which necessitates the following:
- B. Sending its personnel, especially young staff, abroad for training in strategic sciences and modern methods of managing state security institutions.
- C. Not focusing solely on obtaining local certifications in preparation and training.
- D. The Ministry should prioritize strategic planning and not overemphasize management methods, as strategic planning is the foundation of all success.

- E. The Ministry should focus its attention on restructuring its organizational framework to align with its strategies and aspirations for building a strategic model for providing security in Iraq.
- F. The Ministry of Interior must study citizens' concerns and accurately determine the type of security they seek, as citizens are the beneficiaries and must contribute to shaping the security model they desire.
- G. Develop a strategy for attracting and retaining human resources based on the accumulation of experience and knowledge, ensuring highly qualified university graduates are capable of undertaking tasks that facilitate the implementation of the strategic model for providing security.
- H. Given that training tasks are no longer limited to a narrow local scope, the Ministry of Interior must adopt training, qualification, and development strategies for its personnel that meet international standards and are commensurate with the scale of the challenges it faces.
- I. Utilize the strategic balance skills possessed by its employees to enhance the Ministry's strategic model for providing security.
- J. The Ministry is obligated to re-evaluate the dilemmas and challenges it faces from a strategic perspective that aligns with its future vision and takes into account regional and international influences in a way that contributes to a positive impact.
- K. Restructure the Ministry of Interior's security apparatus to create a flexible structure that is compatible with the implementation of the strategic model for providing security. Furthermore, the structures must follow the strategy, not the other way around.
- L. It is essential to review the experiences of regional and developed countries in the field of security services and to establish a distinctive position compared to neighboring countries.

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