



Strategic Alignment and its Impact on achieving Strategic Readiness: An Analytical Study of the Opinions of a Sample of Employees in the Najaf Al-Ashraf Garment Factory

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Abstract. Through this study, we want to find out what factors affect strategic alignment (which includes communication, partnership, governance, infrastructure, and skills) and how that affects strategic readiness (which includes readiness for change, readiness for management as well as leadership, and human capital readiness). The Najaf Al-Ashraf Garment Factory was picked as the place where this research could be used in real life. The main question that was asked to define the study problem was: How can strategic alignment affect the attainment of strategic readiness? To find the answer, the main research question had a list of sub-questions that helped reach the research goals. In order to reach these goals, the research attempts to define the facets of the research factors and come up with its hypotheses. When the researcher went out into the field, they used the descriptive-analytical method to talk about the research variables and the Statistical Package for the Social Sciences (SPSS) v.27 and the AMOS v.27 software to build the research model. The group was chosen by simple random sampling. The people who worked at the Najaf Garment Factory were the research group, totaling 708 employees. The sample consisted of employees from all departments, production lines and units in the factory. Two hundred and fifty-five questionnaires were sent out and 253 were returned. From these, 250 were valid for statistical analysis, representing the research sample, with a response rate of 98%. The research drew several conclusions but the most important one is that effective strategic alignment is helpful to create a shared organisational climate and corporate culture that reduces employee resistance to change. This climate helps the organisational plan to be ready to receive new production lines or to alter garment designs to suit local tastes and developing trends. Marketability.

Keywords: Strategic Readiness, Strategic Alignment, Employees of the Najaf Al-Ashraf Garment Factory.

1. Introduction

The modern business environment is dynamic and highly competitive, forcing industrial and production organisations to implement flexible management concepts with a focus of all energies and resources on a common goal. The concept of strategic alignment is an important tool for achieving this harmony. It indicates how far the organisational objectives, structures, culture and operational processes are aligned and integrated with the overall strategy of an organization. The lack of such alignment leads inevitably to fragmentation of efforts, waste of resources and failure of organisations to respond to changes in external environment. This makes vertical and horizontal alignment an urgent necessity to ensure that every employee and every department works in a unified strategic direction (Al-Ansar & Mitchell, 2022: 45).

The true benefit of achieving internal alignment within an organization lies in building its proactive capabilities and enhancing what is known as strategic readiness. This readiness is not limited to having alternative plans; This includes developing human capital, upgrading technological and information systems, and ensuring the flexibility of operational processes to adapt effectively to market shocks. The most aligned and coordinated organizations are best positioned to assess current performance gaps and mobilize their tangible and intangible assets to move from a defensive response to a competitive leadership position and constant readiness for change (Garrison & Henderson, 2024:112).

The study of local production organisations such as the Najaf Al-Ashraf Garment Factory in Iraq, however, reveals this organic relationship between alignment and readiness more clearly. This factory faces a double problem: the obsolescence of some technologies and the pressure of competing imported goods. This is a heavy responsibility for its management to assess how well the employees understand the overall strategy and how ready they are to help to achieve it. This research has practical importance as it analyses the opinions of a sample of factory employees to find out the influence of strategic alignment on driving the organisational and operational readiness that will ensure the factory's sustainability and competitiveness (O'Connor & Thompson, 2023, p. 89).

They split the study into four parts so that they can meet their goals and answer their questions. The research methodology is in the first section, the theoretical framework is in the second, the practical elements of the study are in the third, and the main findings and suggestions are in the fourth.

2. Research Methodology

2.1 The Research Problem

Contemporary organizations face rapidly evolving challenges that necessitate achieving harmony and integration between their strategic vision and the orientations of their executive staff. Management thought indicates that the absence of strategic alignment, both vertical (between management and personnel) and horizontal (between operational departments), leads to the fragmentation of organizational efforts and the waste of resources. Many institutions fail to translate promising plans into practical implementation because of weak internal communication channels and employees' lack of understanding of their strategic roles (Al-Ansar & Davidson, 2024:73).

A lack of internal alignment directly and negatively affects an organization's strategic readiness to confront fluctuations of the external environment and competitive pressures. Readiness, in its modern sense, is not limited to providing machinery and equipment, but also to the extent that human, technological and informational capital is aligned with the organization's objectives. Failure to integrate these essential systems leads to a failure of the organization to respond quickly, which leads to a continual state of operational chaos, which inhibits the organization's ability to capitalise on market opportunities and defend against market threats (Miller & Henderson, 2025:112).

The field problem addressed in this study is exemplified by the Najaf Al-Ashraf Garment Factory, which operates within a highly complex Iraqi industrial environment characterized by trade liberalization and strong competition from imported goods. The problem lies in indicators of weak strategic alignment between senior management policies and employee aspirations, coupled with poor horizontal coordination between production lines and marketing units. This raises a fundamental question about the impact of this alignment weakness on the factory's strategic readiness levels (human, operational, and technological) and its capacity to withstand and grow in the face of current challenges (O'Connor & Sterling, 2025:45). Consequently, the problem can be summarized in the following main question: ((How can strategic alignment affect the strategic readiness of employees at the Najaf Al-Ashraf Garment Factory?)) Based on the research problem presented, the researcher seeks to answer the following questions:

- To what extent are the dimensions of strategic alignment available at the Najaf Al-Ashraf Garment Factory, the subject of this research?
- What is the level of impact of strategic alignment on the strategic readiness of the factory's employees?
- How does strategic alignment at the Najaf Al-Ashraf Garment Factory contribute to supporting the established strategy for increasing resilience to environmental changes?

2.2 The Significance of the Study

The significance of this study is apparent in the subsequent aspects:

This study enhances Arabic and local libraries by providing a robust theoretical framework that integrates two contemporary concepts (alignment and strategic preparation).. Arab management thought suffers from a scarcity of studies linking these two variables and applying them to the industrial sector.

To deliver an exhaustive analytical framework through constructing a hypothetical model that clarifies the nature of the correlation and impact relationships between the dimensions of strategic alignment (horizontal and vertical) and the dimensions of strategic readiness, thus providing a foundation for other researchers to conduct similar future studies.

To highlight a vital sector—the ready-made garment manufacturing sector in Iraq—that faces severe

environmental and competitive challenges requiring the adoption of flexible strategic concepts.

To diagnose the current state of the field factory, providing a scientific and practical measurement tool for the management of the Najaf Al-Ashraf Garment Factory to determine the actual alignment level among its staff and their readiness to meet market demands. To offer concrete, practical solutions for decision-makers in the factory and the General Company for Textile Industries, contributing to enhancing their ability to respond to the pressure of imported goods by improving human, technological, and operational readiness.

To assist factory management in understanding how to align and direct its limited resources (human, financial, and technological) in a way that ensures minimizing organizational gaps, reducing waste, and achieving the highest levels of flexibility and productivity.

2.3 Research Objectives

This research is one of the few studies that has addressed problems related to the feasibility of applying strategic alignment to achieve strategic readiness in the factory:

To build a solid theoretical foundation for the two study variables (strategic alignment and strategic readiness) and their dimensions, based on modern strategic management literature and adapting it to suit the manufacturing sector.

To diagnose the level of strategic alignment by examining the reality of its application in its various dimensions (horizontal and vertical) at the Najaf Al-Ashraf Garment Factory from the perspective of a sample of its employees.

To measure the level of strategic readiness by evaluating the extent of the preparedness and readiness of the factory under study in its various dimensions (human, operational, technological, and informational) to face environmental challenges and market competition.

Testing and determining the strength of the statistical effect between strategic alignment and strategic readiness in the study sample.

Measuring and analyzing the significance of the impact of strategic alignment and its dimensions on achieving and enhancing strategic readiness within the

study population, and identifying which dimensions have the greatest impact on achieving this readiness.

Formulating a set of practical proposals and recommendations for the management of the Najaf Al-Ashraf Garment Factory and the related public company, to contribute to addressing weaknesses and enhancing strengths, thus ensuring the alignment of their strategies and achieving a rapid response to market changes.

2.4 Research Hypotheses

In accordance with the forthcoming theoretical exposition, and to address the enquiries of the present study while fulfilling its aims, the primary research hypothesis together with its subordinate hypotheses have been articulated as follows:

I. Main Hypothesis: This states that There exists a notable and affirmative relationship. between organizational alignment and its dimensions (communication, partnership, governance, infrastructure, and skills) and strategic readiness. Strategic Readiness and its Dimensions (Readiness for Management and Leadership, Readiness for Change, Human Capital Readiness) at the Najaf Al-Ashraf Garment Factory

II. Sub-Hypotheses

A statistically noteworthy affirmative correlation exists between the communication dimension and strategic readiness and its dimensions (readiness for Management and Leadership, readiness for change, and human capital readiness) among employees of the Najaf Al-Ashraf Garment Factory.

A statistically noteworthy affirmative correlation exists between the governance dimension and strategic readiness and its dimensions (readiness for Management and Leadership, readiness for change, and human capital readiness) among employees of the Najaf Al-Ashraf Garment Factory.

A statistically noteworthy affirmative correlation exists between the partnership dimension and strategic readiness and its dimensions (readiness for Management and Leadership, readiness for change, and human capital readiness) among employees of the Najaf Al-Ashraf Garment Factory.

A statistically noteworthy affirmative correlation exists between the infrastructure dimension and the strategic readiness dimensions (readiness for Management and Leadership, readiness for change, and human capital readiness) among employees of the Najaf Al-Ashraf Garment Factory.

A statistically noteworthy affirmative correlation exists between the skills dimension and the strategic readiness dimensions (readiness for Management and Leadership, readiness for change, and human capital readiness) among employees of the Najaf Al-Ashraf Garment Factory.

3. The Theoretical Investigation Framework

“Drawing from various studies concerning the research variables (strategic alignment and strategic readiness), including Silvius et al. (2009) for the

independent variable and Dulaimi (2022) and Al-Janabi for the dependent component, the researcher formulated a theoretical framework depicting the relationship between these variables, as illustrated in Figure (1). This framework illustrates that the strategic alignment variable serves as the independent variable, assessed by five dimensions (communication, partnership, governance, infrastructure, and skills). The strategic readiness variable serves as dependent factor and will be assessed through three dimensions: management and leadership readiness, change readiness, and human capital readiness”.

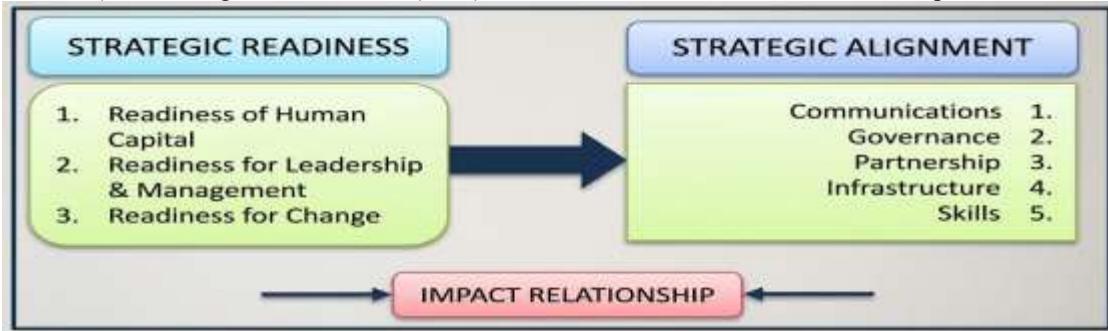


Figure: 2.5 The Theoretical Investigation Framework

Source: Own preparation of the researcher

Coding of research variables and dimensions

“The research survey was constructed with a five-point Likert scale including (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) to assess the replies of the study participants and the factors under investigation. The scales are shown in Table (1) as outlined below”:

Table (1): Coding of the Research Variables and Dimensions

The variable	variable symbol	Dimension	Dimension symbol	Paragraph code	Number of paragraphs
Strategic alignment	NK	Communications	CO	CO1-CO4	4
		Governance	GN	GN1-GN4	4
		Partnership	PR	PR1-PR4	4
		Infrastructure	TY	TY1-TY4	4
		Skills	SK	SK1-SK4	4
Strategic readiness	GF	Change Readiness	RC	RC1-RC4	4
		Leadership and Management Readiness	RL	RL1-RL4	4
		Human Capital Readiness	RH	RH1-RH4	4

Source: Researcher’s own compilation

Methodology of Research

The study employed a descriptive-analytical methodology by examining the feedback of a cohort of employees at the Najaf Al-Ashraf Garment Factory. To address the study enquiries and fulfill its aims, the investigator employed this methodology to ascertain the nature of the relationship between the existing research variables (organisational harmony and strategic readiness).

Research Population and Sample

The study sample comprised 708 employees from various departments, sections, and divisions of the Najaf Al-Ashraf Garment Factory. Krejcie & Morgan (1970) indicated that 248 replies were necessary to accurately reflect this group.

Consequently, the investigator randomly disseminated 255 questionnaires, of which 253 were retrieved. Two hundred fifty questionnaires were considered legitimate for statistical evaluation, constituting the research sample, whilst three questionnaires were classified as invalid. The rate of response was 98%.

The examination of the data in the initial section of the questionnaire, which relates to the general information of the study sample, led to the categorisation of the sample's characteristics as follows:

Table (2): Characteristics of the Research Sample

1. Sample by Gender	repetition	%
Male	195	78.0
Female	55	22.0
Total	250	100.0
2. Sample by Age Group		
Under 25 years	51	20.4
26-36 years	135	54.0
37-50 years	47	18.8
51 years and above	17	6.8
Total	250	100.0
3. Sample by Job Specialization		
Assistant Observer	4	1.6
Observer	44	17.6
Head Observer	19	7.6
Legal	11	4.4
Technical	14	5.6
Engineer	44	17.6
Assistant Manager	47	18.8
Manager	38	15.2
Other	29	11.6
Total	250	100.0
4. Sample by Educational Qualification		
Secondary	22	8.8
Diploma	47	18.8
Bachelor's	130	52.0
Master's	37	14.8
Doctorate	14	5.6
Total	250	100.0
5. Sample by Years of Service		
Under 5 years	66	26.4
6-10 years	112	44.8
11-20 years	56	22.4
21 years and above	16	6.4
Total	250	100.0

“Source: SPSS V.27 output”

The above table (2) presents the characteristics of the research sample as follows:

Description of the Sample by Social Diversity: The study sample is socially diverse and includes males (195 individuals) (78%) and females (55 individuals) (22%). This means a certain degree of social variety, sharing a common factor: performance, specialization, and excellence as a basic attribute of labor, as shown in Table (2) above.

Age Group Sample: The 26-35 age group is the largest portion, constituting (54%) (135 persons). The second biggest age group is the under 25s (20.4%) (51 persons). This covers the majority of the workforce that falls into these two age groups and brings together experience and knowledge. The mental maturity of the workforce in the research sample was high. The other age groups ranged from 37 to 49 years, which was 18.8% (47 people). The smallest category was those aged 50 years and beyond, at 6.8% (17 persons), as seen in Table 2 above.

The sample of the study by job title: The largest category was “Assistant Manager” at 18.8% (47 persons), compared with other categories. The smallest category was “Assistant Observer” with 1.6% (4 persons). The results show some interesting things. These are the levels of professionalism and the types of jobs people do. More information is provided in Table 2 above.

Study Sample by Academic Qualification: The Bachelor's degree category occupied the top position (52% of the sample, 130 persons). Master's degree category constituted 14.8% (37 persons), and the PhD category constituted 5.6% (14 individuals). This means that the study sample is scientifically and intellectually diverse, bringing together academic knowledge with practical experience and skills learned from previous encounters, problem-solving, and analysis, as well as cognitive capacities in analysis and perception. It shows a comprehension of scientific study and an awareness of the problem surrounding the topic. The other categories (preparatory school and graduation) had different percentages as indicated in table 2 above.

Study Sample by Years of Experience: The category of (6-10) years and the category of (less than 5) years were at the top of the list with percentages of (44.8%) and (26.4%), respectively, which means (112) individuals and (66) individuals, respectively, compared to the other categories. The group of (10-20) years had a percentage of (22.4%) with a frequency of (56) persons, and the category of (21 years and above) had a percentage of (6.4%) with a frequency of (16) individuals. The results show that there are significant indicators embodied in the extent of experience and skill that employees have acquired in their job service and their learning of diverse experiences and knowledge from their previous experiences and their cognitive and analytical abilities, as shown in Table (2) above.

Theoretical Background of Research

The idea of strategic alignment

Strategic alignment is the deployment and assessment of a pre-planned strategy across the company. This means the culture, employees, structure, and governance of the business need to be aligned with the strategy. (Hough & Liebig, 2013: 591)

According to Ciborra (2023: 70), strategic alignment is a dynamic arrangement and organization of the external and internal areas such as strategy, product/market, administrative structures, business processes, and information technology. There has also been discussion of improving economic performance by getting the right match between the external circumstances and internal arrangements.

The general formula for strategic alignment, as outlined by Jorfi et al. (2011, 17), is a strategic method that helps the organization to formulate, integrate, and implement its decisions and design an organizational structure that supports information technology, achieves the organization's goals, enables its survival and aligns with its vision and overall strategy. Al-Ta'i (2020:100) defined strategic alignment from a kinetic perspective as a dynamic process that includes a set of significant strategies and approaches that assist organizations to develop a strategy system that can regulate operations and activities at different levels. This system also helps to avoid conflicts between the organization's goals and its strategic direction for IT investment initiatives.

Strategic alignment is the congruence between business and information technology (Luffman, 2014:3). This results in the right use of information technology at the right time and in the right way, according to the business strategy, objectives and needs. This depicts how information technology is introduced into a company and how strategic alignment fosters the link between information technology and other business activities by adjusting their plans in concert.

Below is Table (3) containing a set of definitions about strategic alignment according to different authors and researchers: Table 3.

Table (3): A set of definitions of the variable strategic alignment

	Source	Definitions
	Lear,2012,7	A means of measuring organizational effectiveness.
	Rashidirad et al ,2013:213	These are the most enduring and reliable rules for a company in developing any competitive strategy.
	Luftman,2014,5	Doing things efficiently and effectively, and achieving and maintaining this synergistic relationship, is not easy.

Source: Researcher's own compilation.

Dimensions of Strategic Alignment

According to Silviu et al. (2009), strategic alignment consists of the dimensions of communication, governance, partnership, infrastructure and skills. This section will describe the dimensions of strategic alignment:

Communications

Good communication is a large part of good alignment. An aligned organization is one in which employees have a shared vision, goals and an understanding of how their particular responsibilities may assist the broader plan. The exchange and unification of viewpoints between the company, IT, and employees can only be achieved through good communication to grasp the needs, vision, goals, and values of each party (Silviu et al., 2009:7).

As Tarland and Lilja (2016:13) stated, communication shows the value of exchanging ideas and how this can foster the development of a successful plan. Many firms have little or no awareness of IT in the workplace, and information exchange is key to success. This is an important consideration for many organizations.

Administration

Governance defines decision-making authority clearly so business and IT stakeholders can have a formal discussion, assess priorities, and allocate IT resources. In IT governance, businesses need to deal with challenges such as the clear definition of decision-making authority and the development of a complete strategic plan at the organizational level (Aldwon, 2014:165).

Governance determines the organisation's leaders, is an important component of strategic management, and is crucial for organizational performance (Hit et al. 2016:310).

Collaboration

Luftman (2014:18) argues that it is important to improve IT and business cooperation and give IT a role in developing business strategies. Successful alignment is built on an organization's appreciation of its partners' contributions, the trust that grows between them, having the necessary people and IT support to back the business, and the sharing of risks and benefits. This alliance must become a scenario where IT leads process and strategy adjustments. That means a well-designed working environment where the IT manager works with the CEO to create clear, detailed goals.

Infrastructure

This is about the management decisions and strategic choices that the organization makes in the allocation of its IT infrastructure resources. IT design, integration and standards should match the organization's objectives. The development of corporate strategy should consider the IT infrastructure early on. IT standards enhance communication and integration of technological components, simple access to information across business divisions and sharing of information with business partners (Sledgianowski et al., 2004:3719).

Skills

For Wirey (Bharadwaj et al., 2013:1405), managers need relevant abilities and expertise to be effective in achieving strategic alignment. No organization can fulfill its goals without highly skilled and talented employees.

This dimension is related to abilities in the organization, including the sort of employees the organization needs, motivation, training, education and culture (Tarland & Lilja 2016:13). The organization can then This dimension defines whether the organization is capable of transformation, whether employees can learn rapidly, whether they have a sense of individual responsibility for innovation, and whether the organization benefits from the entrepreneurial spirit of the employees.

The Idea of Strategic Readiness

The notion of strategic readiness was initially proposed by scholars Kaplan and Norton (2004) in their article “Measuring the Strategic Readiness of Intangible Assets” published in Harvard Business Review. The idea behind this concept is to measure the degree to which the intangible assets, that is, human, informational, and organizational resources, fit the strategy of the firm. In the past, firms judged preparedness exclusively of tangible resources (equipment, machinery, and corporate funds) (Liu et al., 2009:99).

Similarly, Kaewsaeng-on (2024:1) defines the concept of strategic readiness as a tool that prepares an organization to respond to technological, commercial and competitive developments by providing tangible and intangible resources to maintain its market position and enhance long-term success.

Meanwhile, Salih (2024:6) describes strategic readiness as a state of preparedness and the proactive organization of the organization's diverse human, informational, and organizational resources so it can effectively face problems.

Mazlum (2022:2) contends that the notion of strategic preparedness improves organizational resilience during times of uncertainty and fosters self-regulation rather than transitory crisis responses. It offers a preventive technique to lessen the detrimental consequences of environmental uncertainty by adjusting internal elements to external changes.

Below is a set of definitions of strategic readiness according to different authors and academics (Table 4):

Table (4): A Compilation of Definitions of Strategic Readiness

Source	Definitions
Holopainen et al., 2022:3-4	It is the continuous, comprehensive and systematic preparation for anticipated change at the organizational level.
Mazlum, 2022:2	A state of ongoing organizational readiness for large-scale systemic change.
Abdul Rahman&Coleley, 2023: 348	It is a state of early preparation, based on scientific principles, to seize opportunities and confront threats, risks, and crises arising in the external environment.

Source: Own compilation of the researcher. As cited in the literature included.

Extent of Strategic Preparedness

Of measure strategic readiness, the study of Dulaimi (2022) and Al-Janabi was applied. Strategic readiness is measured based on three dimensions: (readiness for change, human capital preparedness, and Management and Leadershipt readiness). Here is an explanation of these dimensions:

Willingness to Change

Readiness for change is a broad term in implementation. It serves as a bridge between intentions, performance, and the outcomes of new strategy implementation. It is described as the willingness and behavioral and psychological state of employees to implement change (Caci et al., 2025:2). Al-Dulaimi (2022:319) and Al-Janabi describe this as a distance between ideas and actions that contributes to the establishment of positive attitudes toward the change process and the shift to other techniques. This is more than just human resource preparation; it embraces the entire organization, with all its nuances and components, at both the individual and collective levels, while reinforcing procedures and policies in ways that benefit the business. In other words, it is the process of rearranging and adapting the organization to its surrounding environment. This is achieved through numerous elements, including: commitment to planning and programming, attention to vertical and lateral integration, and environmental evaluation.

Human Capital Readiness

Sari and Anggarani (2024:462) regard staff readiness and preparedness for the transition process as a positive factor that the organization must nurture and cultivate to implement its strategies. It is defined as a set of talents, abilities, and experiences capable of implementing the strategy to fulfill the organization's goals. The value of human capital is evident in its role in raising productivity, lowering expenses through effective resource use, and increasing sales, which eventually leads to improved overall performance and organizational profits.

C. Management and Leadership Readiness

The importance of this dimension increases with the organization's ability to react to environmental obstacles generated by health crises, economic, political, and military variations, as well as the complexity in decision-making. A true leader must connect with people, share their ideas, and build communication networks to increase the likelihood of sound judgments and goal attainment. Undoubtedly, the leader's fulfillment of these tasks makes leadership a vital aspect of efficient management functions, rather than traditional and authoritarian leadership approaches that encourage employees to resign (Buryk et al., 2025: 2).

4. The Practical and Applied Framework of the Research

This part will examine the reliability and validity of the study measures using a set of criteria to evaluate the measurement model. It will also present the descriptive statistics of the research. Then, the major and sub-hypotheses of the study will be tested using a structural model for the research variables (strategic alignment and strategic readiness) with SPSS v.27 and AMOS v.27 to reach the research outcomes.

4.1. Variables and Items of Coding Scale

The researchers employed Cronbach's alpha test to verify the reliability of the questionnaire. Table (4) shows the overall dependability of the strategic alignment variable (0.708), "The comprehensive dependability of the strategic planning variable stands at (0.926). The test outcomes indicate that the reliability ratio corresponds with the study aims and offers understanding of the connection between the research variables. The autonomous variable is strategic alignment. Strategic alignment encompasses five dimensions: communication, cooperation, governance, infrastructure, and skills. The Cronbach's alpha values for the dimensions of strategic alignment were (0.870, 0.850, 0.846, 0.862, and 0.838), respectively. The Cronbach's alpha for strategic readiness, which is the dependent variable, was 0.781. Strategic readiness encompasses three facets: preparedness for management and leadership, adaptability to change, and human capital preparedness. The reliability coefficients for these dimensions were (0.839 and 0.871). The correlation coefficient among the elements of each dimension or variable is 0.8500. This confirms the reliability of the study tool, suggesting that the participants' answers were not arbitrary. Consequently, the findings are reliable prior to performing inferential analyses. This is illustrated in Table (5):

Table (5): Reliability Coefficient of Cronbach's Alpha and Reliability Coefficient for Research Dimensions and Variables

Cronbach's alpha for variables	Cronbach's Alpha for Dimensions	Dimension	The variable
0.892	0.870	Communications	Strategic alignment
	0.850	Governance	
	0.846	Partnership	
	0.862	Infrastructure	
	0.838	Skills	
0.781	0.839	Change Readiness	Strategic readiness
	0.871	Leadership and Management Readiness	
	0.850	Human Capital Readiness	

Source: Researcher's own compilation.

CFA (Confirmatory Factor Assessment)

"To validate the authenticity of the confirmatory construct, the investigator executed a Confirmatory Factor Analysis. AMOS V.27 is a significant contemporary tool utilised for modelling structural equations through the least squares approach. The aim of this examination is to ascertain the characteristics of the theoretical model, which comprises

latent variables aligned with the proposed dimensions of the scale. These variables steer the course of the measured or dependent variables”.

Table (6) indicators of conformance quality.

Indicators	Conformity Quality Rule
Comparative Fit Rating (CFI)	Greater than or equal to 0.90
Normed Fit Rating (NFI)	Greater than or equal to 0.90
Goodness of Fit Rating (GFI)	Greater than or equal to 0.90
Root Mean Square Error of Approximation (RMSEA)	Less than or equal to 0.08

Hair, J., Hult, G. T., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Los Angeles: Sage

Confirmatory Factor Assessment of the Independent Variable: Strategic Alignment

Figure (2) & Table (7) presented below depict the outcomes related to the Confirmatory Factor Analysis of the strategic alignment component.

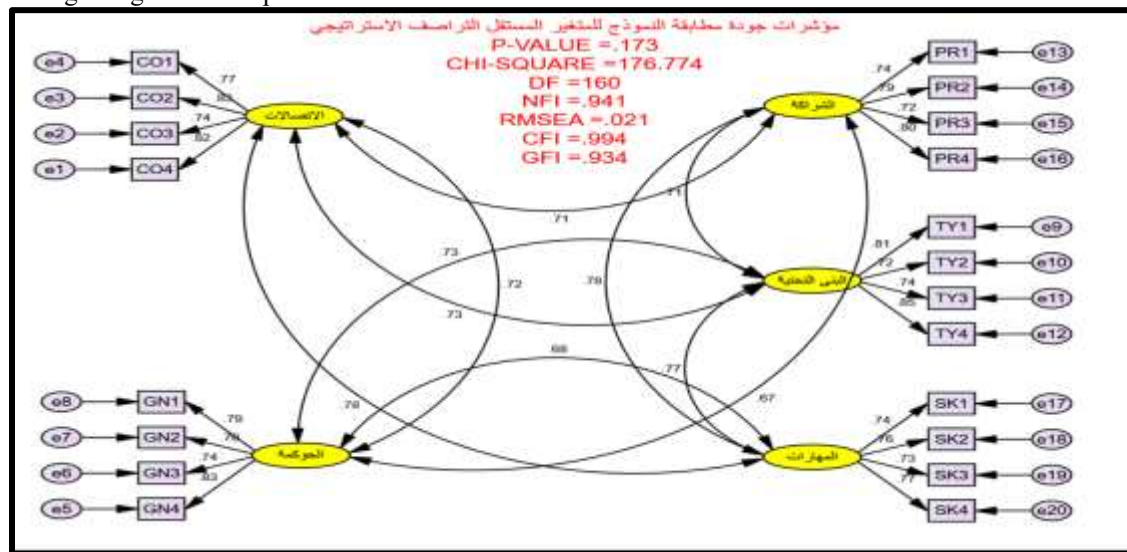


Figure (2) Confirmatory Factor Assessment of the strategic alignment variable
Researcher's collection. Utilizing AMOS V.27

Table (7) Factorial bifurcations of the strategic alignment variable

PATH			S.R. W	S.E.	C.R.	P
CO ₁	<---	Communications	0.774	0.072	13.464	***
CO ₂	<---		0.827	0.072	14.679	***
CO ₃	<---		0.739	0.072	12.668	***
CO ₄	<---		0.820	0.049	15.228	***
GN ₁	<---	Governance	0.793	0.070	13.742	***
GN ₂	<---		0.704	0.072	11.813	***
GN ₃	<---		0.740	0.072	12.583	***
GN ₄	<---		0.832	0.049	15.369	***
PR ₁	<---	Partnerships	0.745	0.054	13.094	***
PR ₂	<---		0.789	0.086	12.029	***
PR ₃	<---		0.720	0.083	10.951	***
PR ₄	<---		0.800	0.084	12.182	***
SK ₁	<---	Skills	0.744	0.051	13.105	***
SK ₂	<---		0.761	0.094	11.627	***
SK ₃	<---		0.728	0.090	11.106	***
SK ₄	<---		0.770	0.089	11.770	***
TY ₁	<---	Infrastructure	0.808	0.051	14.862	***
TY ₂	<---		0.718	0.069	12.010	***

PATH		S.R. W	S.E.	C.R.	P
TY ₃	<---	0.744	0.075	12.566	***
TY ₄	<---	0.850	0.071	14.822	***

Researcher's collection. Utilizing AMOS V.27

The aforementioned results indicate that all factorial interactions concerning the items on the independent variable scale of strategic alignment exceed the minimum acceptability thresholds. Moreover, the standardised S.R.W. assessments indicate that the information for this variable is sufficient for subsequent statistical evaluations. All factorial crossovers for the items were equal to or greater than 50.0; any items falling below this threshold were excluded from the analysis. All variables were noteworthy at the <0.001 threshold, and standard errors fell below permissible limits (Hair et al. 2017). The indices of fit of the model quality for the independent variable, proactive marketing, are presented in Figure (2) above. Ratios of all linked ratios are:

Comparative fitting index (CFI): Values around 1.0 suggest an ideal fit, while those beyond 0.90 show a satisfactory fit. Nonetheless, a score of 0.994 in this context signifies exceptional quality.

The Non-Normed fitting index (NFI) is equal to or greater than 0.90. The limited sample size could influence the results; still, a value of 0.941 indicates exceptional quality.

- The Goodness of Fit Rating (GFI) suggests that values ranging from 0.80 to 0.90 are deemed appropriate for large or intricate models, while the current value of 0.934 signifies an outstanding fit.

Root Mean Square Error of Approximation (RMSEA): A ratio of 0.08 is deemed acceptable; a current value of 0.021 signifies outstanding quality. (Hair et al., 2017).

4.2.2. Confirmatory Factor Assessment of Strategic Readiness: The DV

Figure (3) & Table (8) presented below illustrate the findings pertaining to the confirmation factor assessment of strategic readiness.

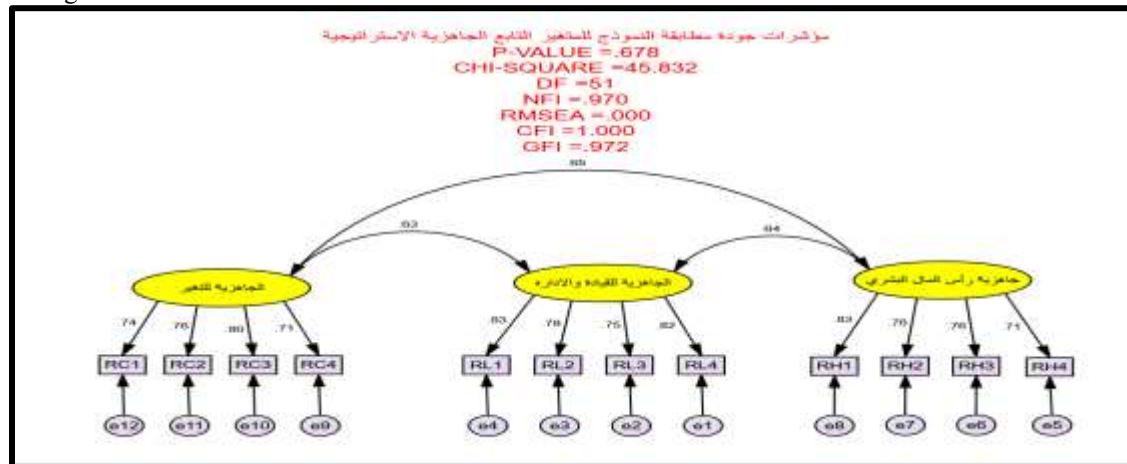


Figure (3) Confirmatory Factor Assessment of the strategic readiness variable
Researcher's collection. Utilizing AMOS V.27

Table (8) Factorial dichotomies of the dependent variable Strategic readiness

PATH		S.R. W	S.E.	C.R.	P
RC1	<---	0.741	0.051	12.824	***
RC2	<---	0.760	0.053	13.240	***
RC3	<---	0.800	0.052	14.173	***
RC4	<---	0.714	0.054	12.206	***
RH1	<---	0.830	0.052	15.166	***
RH2	<---	0.781	0.052	13.505	***
RH3	<---	0.758	0.053	13.343	***

PATH			S.R. W	S.E.	C.R.	P
RH4	<---		0.708	0.053	12.151	***
RL1	<---	Readiness for Management and Leadership	0.825	0.048	15.225	***
RL2	<---		0.776	0.050	13.918	***
RL3	<---		0.747	0.053	13.187	***
RL4	<---		0.823	0.050	15.172	***

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“The aforementioned results demonstrate that all factor loadings for the items of the Strategic Readiness scale, which is the dependent variable, exceed the minimum threshold of acceptance. The findings further indicate that the standardised scaling warp (SRW) estimations for this variable are appropriate for future statistical evaluations. All factor loadings for the items were equal to or exceeded 50.0; any items falling below this threshold were omitted from the analysis. The significance threshold was below 0.001 for every item, and the standard errors fell within permissible ranges (Hair et al. 2017). Figure (3) above depicts the quality indicators for model fit concerning the dependent variable, strategic readiness. The findings suggest that all pertinent ratios are:

Comparative fitting index (CFI): Values around 1.0 signify an ideal fit, while those beyond 0.95 denote an outstanding match, with a value of 1.00 representing a flawless fit.

Non-Framed Fit Score (NFI): A satisfactory value is 0.90 or higher, albeit it can be influenced by a limited sample size. A rating of 0.970 indicates superior quality.

Quality of Fit Score (GFI): Scholars suggest that scores ranging from 0.80 to 0.89 might be deemed acceptable in extensive or intricate models, while a value of 0.972 signifies an outstanding fit.

- Root Mean Squared Error of Approximation (RMSEA): Signifies an adequate match. Excellent, with a score ranging from 0.05 to 0.08 deemed satisfactory. A current value of 0.00 signifies outstanding quality. (Hair et al., 2017)”

Descriptive Statistical Analysis

Descriptive analysis is a type of research analysis used to understand and describe various social phenomena. This is done by analyzing data collected through questionnaires or other tools. Descriptive analysis aims to understand phenomena in a detailed and comprehensive manner, analyze and interpret them logically and scientifically, and thus provide deeper meaning and understanding of the studied phenomena. This section reviews the results of the descriptive analysis of the opinions of (250) respondents regarding the level of availability of the research variables, namely (strategic alignment and strategic readiness), at the Najaf Al-Ashraf Garment Factory. This was achieved by using tests for the arithmetic mean, standard deviation, coefficient of variation, and relative importance. Since the instrument for measuring the variables in this research is designed according to a five-point Likert scale, this will enable the researcher to determine the level of availability of the variables based on the category to which the means of respondents' opinions on the items belong, as shown in Table (9).

Table (9) Categories and Degrees of Agreement According to the Weights of the Five-Point Likert Scale

Five-point Likert scale	Level of agreement	Arithmetic Mean		Availability level	
		Category	Mean	from	to
Strongly Agree	Very high	4.2	5	84%	100%
Agree	High	3.4	4.19	68%	83%
Neutral	Moderate	2.6	3.39	52%	67%
Disagree	Weak	1.8	2.59	36%	51%
Strongly Disagree	Very weak	1	1.79	20%	35%

*Sözen, E., & Güven, U. (2019). The Effect of Online Assessments on Students' Attitudes towards Undergraduate-Level Geography Courses. *International Education Studies*, 12(10), 1-8.P:4

4.3.1. Strategic Alignment (NK): Descriptive Analysis of Independent Variable

The statistical software SPSS was used to assess the arithmetic mean as an indicator of the central tendency of the data. Standard deviation and variance were also used to evaluate data dispersion. Moreover, the availability of the research dimensions and variables was studied. The results collected are presented in table (10) below.

Table (10) Descriptive Analysis Results of the Strategic Alignment (NK) Variable

Dimensions	arithmetic mean	standard deviation	Dispirit	relative importance
Communications	3.201	0.798	0.637	0.642
Governance	3.198	0.759	0.576	0.639
Partnership	3.206	0.768	0.589	0.641
Infrastructure	3.198	0.782	0.612	0.639
Skills	3.194	0.754	0.569	0.638
Strategic Alignment	3.199	0.645	0.416	0.639

Researcher's collection. Utilizing AMOS V.27

The descriptive analysis results for the strategic alignment (NK) variable in Table (10) show a balanced mean (3.199), the lowest standard deviation (0.645), and the lowest variance (0.416). This demonstrates the common vision and a high degree of agreement among the staff on the future aims of the factory. The intellectual and organisational harmony thus established constitutes a strong support for management, since all employees work is directed toward a common objective, making it possible to carry out development and expansion plans efficiently. The results for the dimensions of this variable are the followings:

Communication (CC)

This dimension has the highest relative importance (0.642) with appropriate mean (3.201). This means that the factory management is aware of the need for a flexible exchange of information between departments (design, production, marketing). However, the standard deviation (0.798) is relatively high, which indicates that employees disagree significantly on the efficiency of current communication methods. This requires management efforts to streamline official communication channels in an effort to bridge knowledge gaps and prevent operational mistakes on the production lines.

Governance (GN)

The governance dimension has a small reaction (3.198) and a consistent relative importance (0.639). In the setting of the Najaf Garment Factory this means that there are relatively well-defined organisational structures and procedures but they need to be more actively used for the purpose of monitoring and controlling production and financial processes. The variance is low (0.576) in comparison with communication showing acceptable agreement among staff on decision-making methods that supports management to continuously apply transparency and accountability demands.

Collaborate (PR)

The mean of this dimension is the highest in the table (3.206) and it has high relative relevance (0,641). This is a reflection of the plant's administrative success in establishing differentiated strategic and complementary partnerships, internally between departments and externally with fabric suppliers and distributors. Investment in this dimension gives the factory a flexible advantage over their competition to ensure safe supply chains and consistent raw material quality. There is, however, a small difference of opinion (standard deviation 0.768).

Infrastructure (T Y)

This dimension is scored in the middle (3.198) and the answers reveal an evident dispersion and diversity (standard deviation 0.782). This analysis suggests differences in the standard and availability of modern plant and equipment along the production lines within the firm from an administrative point of view. Therefore, the management should 245 minimize regular maintenance, upgrade the sewing and tailoring machines, and improve the physical work

environment to ensure the consistency of the quality of the products and 246 minimize the waste caused by the breakdowns.

Skills (Sk)

The talents dimension obtains the lowest mean score (3.194) and the lowest relative relevance score (0.638). The deficit is clearly an indication of the need for urgent action by factory management leadership and the need to increase the technical and design capabilities of the employees to match the modern-day models. The lower variance score (0.569) confirms the staff agreement on the existence of the skill gap. This has resulted in the creation of customised training programs aimed at enhancing operational efficiency and the quality of the final outputs.

4.3.2. Descriptive Analysis of the Dependent Variable: Strategic Readiness (GF)

Data central tendency was described using arithmetic mean and statistical software SPSS was used. The dispersion of data was evaluated also by the standard deviation and variance. Availability of research dimensions and variables was also analysed. The results are summarised in Table (11).

Table (11) Descriptive Analysis Results of Strategic Readiness (GF) Variable

Dimensions	arithmetic mean	standard deviation	Dispirit	relative importance
Readiness for Change	3.192	0.754	0.569	0.638
Readiness for Management and Leadership	3.200	0.775	0.601	0.640
Human Capital Readiness	3.189	0.770	0.593	0.637
Strategic Readiness	3.194	0.639	0.408	0.638

“Researcher’s collection. Utilizing AMOS V.27”

The findings of the descriptive analysis illustrated in Table (11) on the Strategic Readiness (GF) variable indicate that the most prevailing positive characteristics are the arithmetic mean of 3.194 and the relative importance of 0.638. The low standard deviation (0.639) and variance (0.408) showed a high degree of consensus among staff regarding the factory’s strategic direction. This synergy enables management to carry out plans for expansion and market penetration efficiently. It also indicates a convergence of opinions on the effectiveness of the response mechanisms used. It also decreases the dispersion of data around the mean calculated. The results for the dimensions of this variable are explained below:

Willingness to Change (WC)

This feature demonstrates the flexibility of the manufacturing personnel and their willingness to adapt to the present methods of production and designs. The arithmetic mean is 3.192 and the relative importance is 0.638, acceptable values that reflect the general will to evolve and follow trends. However, the standard deviation (0.754) indicates problems and different levels of acceptance of change among employees, and management needs to establish orientation programs to reduce resistance to operational improvement.

Readiness for Management and Leadership (RL)

Employees believe the current leadership is capable of leading the factory to success, and this dimension had the highest mean (3.200) and relative importance (0.640). However, this dimension had the highest variance (0.601) and standard deviation (0.775) which signifies that there is a significant difference in the leadership styles across the different departments in the factory (e.g. production, inspection and marketing) and the management structure and leadership style need to be standardised.

Human Capital Readiness (RH)

In the table, this dimension has the minimum mean (3.189) and the minimum relative relevance (0.637). This finding is a major area of concern as the garment industry depends on trained and accurate labour. The high standard deviation (0.770) indicates that there is a sizeable skill gap between tailors and technicians and management needs to address this by offering specialised training courses that will improve operational efficiency, reduce fabric waste and improve quality of the final stitching.

4.4. Testing Research Hypotheses

4.4.1. Testing the Central Research Hypothesis

This hypothesis assumes that There exists a notable and affirmative relationship. between organisational harmony (communication, governance, partnership, infrastructure and skills) and strategic readiness (readiness for change, readiness for Management and Leadership and human capital readiness) in Najaf Al-Ashraf Garment Factory. The structural model was developed as shown inFigure (4) to test this idea.

Table (12) Results of the evaluation of the model for this hypothesis.

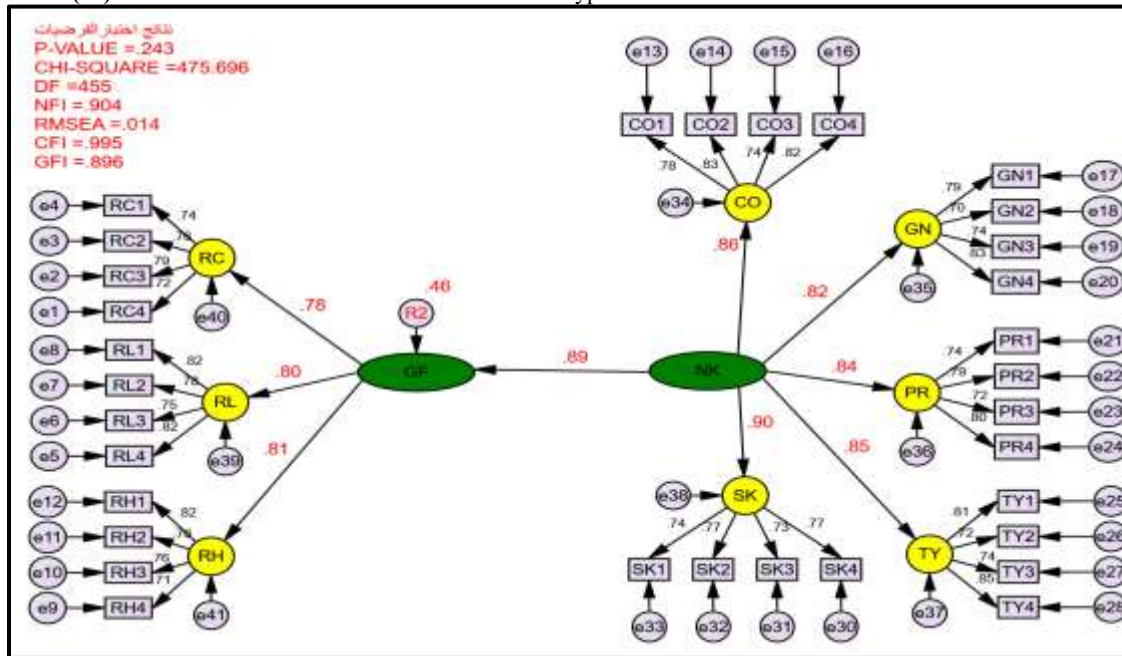


Figure (4) The structural model for testing the main research hypothesis
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Table (12) Results of the evaluation of the main hypothesis model

PATH	S.R. W	S.E.	T- value	P -value	R ²	decision
NK→ GF	0.895	0.051	9.217	***	0.46	Accept

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Table (12) displayed the outcomes of evaluating the primary hypothesis, revealing that the impact coefficient was (0.895). This indicates that the independent variable, strategic alignment, exerted a substantial influence on strategic readiness at a significance threshold below 0.05, accounting for 46% of the dependent variable. The result corroborates the primary hypothesis of the study.

4.4.2. Testing the Sub-Hypothesis of Research

After carrying out the test of the primary hypothesis concerning the relationship between the independent and dependent variables, we will now turn to the test of the sub-hypotheses resulting from it, as illustrated in Figure (5) and Table (13) below:

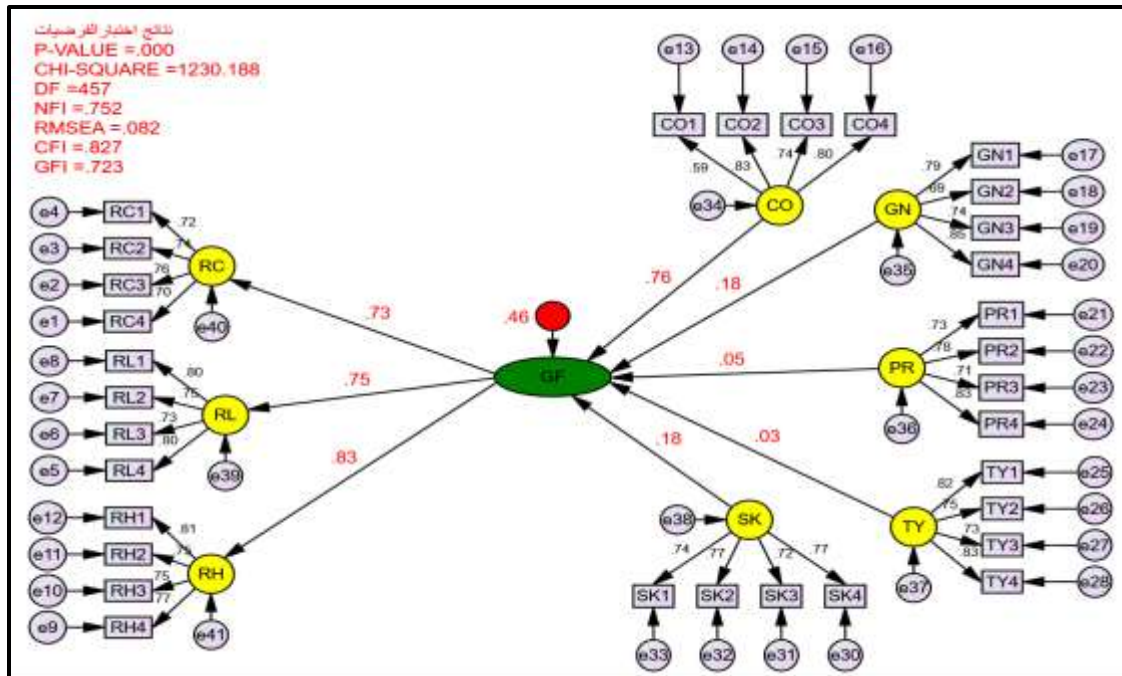


Figure (5) The structural model for testing sub-hypotheses

Table (13) Results of the evaluation of the sub-hypotheses model for the hypothesis

PATH	S.R. W	S.E.	T- value	P -value	R ²	decision
CO → GF	0.76	0.034	3.756	***	0.46	Accept
GN → GF	0.18	0.054	2.956	***		Accept
PR → GF	0.05	0.055	0.869	0.385		Reject
TY → GF	0.03	0.049	0.484	0.628		Reject
SK → GF	0.18	0.056	2.837	***		Accept

Researcher's collection. Utilizing AMOS V.27

First Sub-Hypothesis: There is a statistically significant and positive relationship between the communication dimension and strategic readiness (readiness for Management and Leadership, readiness for change, and human capital readiness) among the employees of Najaf Al-Ashraf Garment Factory. After review, Figure (5) & Table (13) show a favorable effect of (0.76). The obtained t-value is (3.756), which is greater than (± 1.96) at the significance level of (0.00) and less than (0.05), so the hypothesis is accepted at the research level. Organizational readiness depends largely on employees' abilities.

The second sub-hypothesis indicates a positive and statistically significant relationship between the dimension of governance and the strategic readiness (readiness for Management and Leadership, readiness for change, and human capital readiness) of the employees of Najaf Al-Ashraf Garment Factory. The results in Figure (5) and Table (13) show a positive effect of (0.18). The hypothesis is accepted at the research level because the t-value obtained (2.956) is greater than (± 1.96) at the significance level (0.00) and

less than (0.05). This requires the senior management of the factory to adopt this strategy as the foundation of the company, which contributes to improving human capital capabilities and empowering people to handle problems. With the acceptance of this concept, a pragmatic step is taken to support making strategic choices and to lead the company toward organisational flexibility and high readiness to lead change.

The third sub-hypothesis States That There is a statistically significant and positive relationship between the partnership dimension and the strategic readiness of the employees of the Najaf Al-Ashraf Garment Factory with its dimensions, namely, readiness for Management and Leadership, readiness for change, and human capital readiness. But (0.05) is positive in effect of Figure (5) and Table (13). The value of t obtained is (0.869) which is less than (± 1.96) and the level of significance is (0.385) which is larger than (0.05) which leads to the rejection of this hypothesis at research level. This suggests a weakness of the current factory alliances in that they are not directly focused on human capital development and

leadership training programs. Thus, executive management must review existing alliance and cooperation strategies and reformulate them in an integrated framework that promotes flexibility and the ability to respond to change.

4th Sub-Hypothesis: There is a statistically significant positive relationship between the infrastructure dimension and the strategic readiness of the employees at Najaf Al-Ashraf Garment Factory (change readiness, Management and Leadership readiness, and human capital readiness).. However, Figure 5 and Table 11 show a positive effect of 0.03. The t-value is 0.484, which is less than ± 1.96 , and the significance level is 0.628, which is greater than 0.05. So the hypothesis is rejected at the level of study. This means that infrastructure is a day-to-day operational tool and is not smartly incorporated into change initiatives or leadership development programs. Management therefore needs to review its current strategy and not focus only on physical assets as a way of improve readiness. Instead, the emphasis must be on bridging the gap between current technologies and management techniques so that physical infrastructure is a lever to empower human capital. Infrastructure is often seen as a basic, routine operational tool and is not effectively embedded in change initiatives or leadership development programs.

Fifth Sub-Hypothesis: It shows that there is a statistically significant and positive relationship between the skills dimension and strategic readiness (readiness for change, readiness for Management and Leadership and readiness of human capital) among the employees of the Najaf Al-Ashraf Garment Factory. A favorable effect of (0.18) is found. Figure (5) and table (13) are reviewed. The t-value obtained is 2.837, which is greater than ± 1.96 at the 0.00 significance level and less than 0.05; therefore, the hypothesis is supported at the research level. This requires the plant management to establish sustainable training methods that focus on staff skills development as a vital pillar to support the desired institutional transformation. Thus, the acceptance of this hypothesis provides decision makers with a strong scientific basis for investing in the development of human resources for the maintenance of the strategic advantage of the factory.

Table 13 shows an R^2 value of 0.46, indicating that the dimensions of the independent variable, strategic alignment, explained 46% of the dependent variable, strategic readiness, in the Najaf Al-Ashraf Garment Factory.

5. Conclusions and Recommendations

This segment will examine the results and suggestions of the current study:

5.1. Conclusions

Strategic alignment and the parameters of strategic preparation were positively related, and the link was statistically significant. The main support for increasing the readiness of the Najaf Garment Factory to confront environmental and operational issues is the convergence of views and objectives between senior management and executive personnel.

The research showed that vertical alignment (the alignment of individual employee goals with the factory's strategic goals) directly contributes to improving the readiness of human resources. This alignment helps factory workers understand their jobs better, which in turn boosts their drive to develop their technical skills in garment manufacturing in line with the factory's latest trends of the factory.

It was observed that collaboration and intellectual harmony among the sample members helped to enhance the level of physical and mental energy spent at work, which means that harmony is the basis of creating job commitment.

This research shows that strategic alignment is not only about organisational structures, but also about the alignment of IT infrastructure to the business needs. This alignment improves quality control, inventory management and ability to respond faster to market needs, thereby raising the plant's IT readiness.

According to research, a high degree of strategic alignment fosters a common organisational environment and corporate culture that reduces employee resistance to change. This environment allows the organization to better prepare for the addition of new production lines or to adapt apparel designs to local preferences and market trends.

Strategic alignment method provides the factory with a proactive (not only defensive) readiness that enables it to withstand and position itself effectively in the Iraqi clothing market and face stiff competition from imported goods through fast decision-making and alignment of available resources with available opportunities.

5.2. Suggestions

The study recommends setting up regular and transparent communication channels (e.g. half-yearly meetings and regular newsletters) to communicate the strategic vision of senior management to executive personnel on the production lines. This ensures that the employees know how their day-to-day work is connected to the overall goals of the factory, hence improving human resource readiness.

To upgrade the technical and technological skills of the employees in the ready-made garment industry, there is a need for continuous training programs which should be in conformity with the modern strategic directions of the business. This will help fill skills gaps and make sure there are enough competent people to operate sophisticated machinery and technology."

Setting up joint coordination committees to improve horizontal alignment and to avoid silos is recommended. The members of these committees should be from design, procurement, production, marketing and quality. Such cooperation speeds up the production cycle, speeds up the solution of operational problems, and improves operational readiness.

Factory management to improve the use of integrated resource management software systems (e.g. ERP systems) for production planning, inventory control and process automation. This digital transformation provides decision makers with real time data on efficiency performance and also helps in increasing information preparedness.

It is proposed to set up a suggestion and award system to give incentive to the employees for making creative suggestions on design development or waste minimisation of raw materials. If management adopts the views of its employees, it creates a culture of organisational loyalty and a flexible, self-reliant environment that is conducive to change and continual development (cultural readiness).

Establish a unit or assign a team to monitor and evaluate changes in the external environment (e.g. customer tastes, international costs of raw materials and competition from imported clothing). This proactive move enables the plant to quickly reconfigure itself internally and build flexible strategic readiness to seize opportunities and manage risks.

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