

THE IMPACT OF STRATEGIC CLARITY IN STRATEGIC AGILITY: AN ANALYTICAL STUDY OF THE OPINIONS OF INVESTORS IN PRIVATE UNIVERSITIES AND COLLEGES IN CENTRAL AND SOUTHERN IRAQ

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Abstract

This study examined the relationship between strategic clarity, viewed as an independent variable with its dimensions (information-processing capacity, variety of perspectives, and ability to reach consensus), and its impact on strategic agility, the dependent variable composed of three dimensions (strategic sensitivity, strategic response, and strategic learning). The research aimed to evaluate the interaction between these two variables through an analytical assessment of opinions shared by shareholders and investors in private universities and colleges located in central and southern Iraq. A total sample size of 120 participants was included, with an objective to collect feedback from five respondents for each survey item. Employing a descriptive analytical approach, the study formulated correlation-based hypotheses and utilized the statistical software Smart PLS for data analysis. The findings confirmed acceptance of all the proposed hypotheses. Moreover, both theoretical and practical conclusions were drawn, highlighting the significant role strategic clarity plays in enhancing entrepreneurial strategic agility within the study's context. Specifically, dimensions such as information-processing capacity, variety of perspectives, and consensus-building were identified as key contributors to achieving competitive advantage in environments marked by rapid change and uncertainty.

Keywords: Strategic clarity, Strategic agility, Information-processing Capacity, Variety of Perspectives, Ability to Reach Consensus.

Introduction

Many organizations prioritize maintaining their market share and achieving a competitive edge in environments shaped by constant change, particularly the significant transformations seen in the past two decades. These shifts, marked by heightened competition across both industrial and service sectors, have often resulted in deterioration, considerable damage, and resource depletion. In response, organizations must embrace strategic agility to effectively navigate such challenges. However, this endeavor hinges on the presence of strategic clarity, which serves as the cornerstone for achieving success. The purpose of this study is therefore

to explore and enhance organizational strategies aimed at fostering both present and future success, especially in situations requiring adaptive decision-making.

To achieve this aim, the researcher organized the study into four main sections. The first section outlines the research methodology, including the study's problem, significance, and objectives. The second section delves into the theoretical framework, focusing on two key concepts: strategic clarity and strategic agility. The third section addresses the practical aspects of the study, while the fourth section concludes with findings and recommendations derived from the analysis.

1. Study methodology

1.1 The problem of the study

The current study necessitates both cognitive and practical analysis, grounded in a series of conceptual frameworks that define the study's variables, their interrelationships, and the intellectual discourse surrounding them. These frameworks also guide the consideration of the study's depth within the field and its practical representation within organizations belonging to the targeted community. The research focuses on two primary variables—strategic clarity and strategic agility—to identify and address the overarching research problem, particularly as it pertains to the Arab context in general and the Iraqi context in particular.

In light of the researchers' observations and findings, which are closely linked to the study's variables, the following research questions have been formulated:

1. What are the intellectual foundations of the core subjects of the study (strategic clarity and strategic agility)?
2. What is the nature of the relationship between the primary variables and their subsidiary components within the study?
3. To what extent does strategic clarity positively influence strategic agility?

1.2 The importance of the study

The significance of the current study is highlighted through the following key aspects:

1. Establishing the connection between strategic clarity and its role in fostering strategic agility within the surveyed organizations. This serves as a foundation for the steps, techniques, and practices they implement to better shape their future direction.
2. Identifying the strengths and weaknesses of strategic agility among organizational leaders to enable them to address competitive demands in a dynamic and ever-changing environment.
3. By leveraging anticipated results, the study aims to offer practical solutions that assist these organizations in forming a well-defined strategy, minimizing ambiguity, and enhancing their efficiency to better tackle challenges while strengthening their strategic agility.
4. Drawing attention of managers in local organizations to the critical importance of strategic clarity, underscoring the need to allocate adequate resources for studies and development initiatives, as these efforts significantly contribute to improving strategic agility.

1.3 The aim of the study

This goal is established by considering the uniformity of study variables and evaluating their influence on behavior more effectively through the following steps:

1. Assessing the level and nature of strategic clarity within the organizations under study.
2. Identifying and analyzing the degree and characteristics of strategic agility among the leadership of these organizations.
3. Examining the type, nature, and interplay between strategic clarity and strategic agility as demonstrated by the leaders in the studied organizations.

1.4 The hypothetical scheme of the study

The diagram presented in the study offers a simplified and concise visual representation of the phenomenon being analyzed. It illustrates potential relationships through hypothetical arrows that remain untested. This schematic captures a range of assumptions based on the feasibility of measuring each variable and considers the scope and practicality of the diagram as a whole.

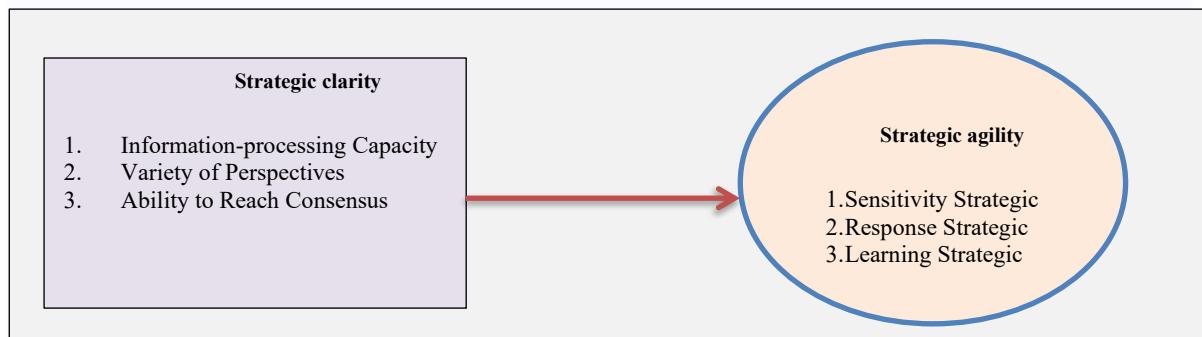


Figure (1) demonstrates the hypothetical framework developed for the study.

Source: Prepared by the researcher.

1.5 The hypotheses of the study

1.5 Hypotheses of influence

The primary hypothesis posits that strategic clarity has a significant impact on strategic agility. Building on this, the following sub-hypotheses are proposed:

1. Information-processing capacity has a significant influence on strategic agility.
2. Variety of perspectives plays a significant role in affecting strategic agility.
3. The ability to reach consensus significantly impacts strategic agility.

1.6 The sample of the study

The study sample consisted of 150 individuals from senior leadership positions at private universities in central and southern Iraq. The research utilized a descriptive and analytical approach, aiming to include five respondents for each questionnaire item. The study focused on testing impact hypotheses, with the statistical software Smart PLS employed for data analysis. Participants primarily included heads of scientific departments and teaching staff from private colleges and universities in Maysan Governorate, Iraq.

1.7 The tool of the study

The study utilized a questionnaire as the primary tool to gather data from participants. This questionnaire was divided into two sections: the first focused on demographic information about the respondents, while the second covered the study's variables. Strategic clarity was measured using nine items based on dimensions identified by Bantel (1993). Similarly, the strategic agility variable was assessed with nine items, referencing scales developed by Omar (2019) and Doz & Kosonen (2008). The reliability of the questionnaire was evaluated using Cronbach's alpha coefficient, a method widely accepted in research for values exceeding 0.70 (Chen & Huang, 2007). Upon conducting the test, the strategic clarity dimension showed a reliability coefficient of 0.945, while the combined dimensions yielded a coefficient of 0.946. These results affirm that all sections of the questionnaire provided reliable and consistent outputs.

2. Strategic Clarity

2.1 The concept of strategic clarity

Strategic clarity emerged as a relatively modern concept, gaining prominence among researchers in the late nineteenth century when organizations increasingly recognized the necessity of having a defined strategy. In the realm of strategic management, there has been an ongoing pursuit of perspectives that enhance performance and foster organizational excellence (Dhaher & Saeed, 2021: 1). The literature notes that the term "strategic clarity" was initially rooted in military strategic studies during the early 1990s and was subsequently adopted by several management scholars (Hassan & Al-Kubasy, 2020: 483).

Hamel and Prahalad (1983: 346) emphasized that strategic clarity plays a pivotal role in facilitating organizational alignment, ensuring all functions within the organization operate cohesively under shared objectives. Bantel (1993) contributed significantly to the foundational understanding of strategic clarity, drawing upon Andrews' early framework (1971), Porter's competitive strategies—namely cost leadership, differentiation, and focus—and Miles & Snow's typology of organizational strategies such as prospector, defender, analyzer, and reactor. Bantel argued that organizations without well-defined strategic plans are likely to encounter constraining environments, hindered by their lack of strategic direction.

Strategic clarity acts as the counterpart to strategic ambiguity. Strategic ambiguity arises in situations where managers and employees face conflicting and multifaceted demands simultaneously, imposed by both internal and external stakeholders (Guthey & Morsing, 2014: 560). According to Bantel (1993: 1188), strategic clarity involves the intentional pursuit of a cohesive set of competitive tactics. Dunham and Robbins (2001: 1) regarded strategic clarity as the fundamental essence of leadership. Similarly, Leitch and Davenport (2002: 129-130) highlighted strategic clarity as a cornerstone of effective organizational communication. This clarity can be achieved either through the process model, which prioritizes precise message delivery, or through the transactional model, which focuses on fostering shared understanding and meaning across organizational levels.

2.2 Dimensions of strategic clarity

1- Information-processing Capacity

Strategic decision-making involves navigating significant complexity and uncertainty, necessitating an advanced capacity for processing large volumes of information (Kellermanns et al., 2011: 127). It is important to acknowledge individual differences in how people absorb, retain, and integrate information (Henry, 1980: 42). Limitations in information processing capabilities can hinder the congruence between individual competence and effective strategy implementation (Smith et al., 2007: 959). Consequently, one of the key challenges for managers is achieving alignment between organizational capabilities and the information-processing demands required to meet the organization's objectives (Gomez et al., 2016: 810).

Muhammad and Taib (2010: 9) emphasized that a higher capacity to process environmental information leads to improved decision quality. Studies further suggest that information-processing ability serves as a critical indicator for monitoring comprehensive environmental factors (Kiewra & Benton, 1988: 41). Bantel (1993: 1190) viewed this capacity as the act of selecting, interpreting, and evaluating information from diverse stimuli. Others propose that it pertains either to the physiological functioning of the central nervous system or an individual's cognitive approach (Hsia, 1971: 53). Hilbert et al. (2010: 158) offer a broader definition, describing it as the ability to store, communicate, and compute information using various tools.

By synthesizing these perspectives on Information-Processing Capacity, it becomes evident that increasing environmental complexity—both in general and within specific industries—requires strategic clarity among top-level managers. This clarity is closely tied to their high-level ability to interpret and evaluate information effectively.

2- Variety of Perspectives

Diversity in individuals' perspectives and the generation of ideas plays a vital role in many professional areas, serving as a key element in fostering creativity. According to Wang et al. (2011: 1), this diversity often drives innovative thinking. Some experts argue that differences in perspectives stem from individual distinctions beyond cultural variance, encompassing abilities, experiences, and other unique factors (Suryani et al., 2020: 1). However, identifying these differences can be challenging and typically requires extensive methodologies such as interviews or multi-stage questionnaires, which demand significant time and financial investment (Penner et al., 2019: 106).

Nguyen et al. (2022: 4) highlight that individuals with varied perspectives are continually adapting to dynamic environments, and their diversity, when well-managed, contributes positively to creativity. Numerous studies, including Krithi and Pai's research (2021: 162), emphasize that organizational diversity originates from distinct attitudes, values, and beliefs within teams. Bantel (1993: 1190) further noted that diverse viewpoints profoundly influence the quality of information gathered and the interpretations derived from it.

In summary, the concept of "Variety of Perspectives" refers to the differences in how individuals perceive and respond to situations. These variations arise from distinct attitudes,

values, experiences, and personal attributes, showcasing diversity as a cornerstone of creative processes across domains.

3- Ability to Reach Consensus

The Merriam-Webster dictionary describes "agreement" as a "general meeting" or a consensus reached among the majority of participants. Achieving agreement among managers often leads to carefully considered decisions, incorporating diverse viewpoints and experiences. This process ensures that the resulting decision is optimal for reaching organizational goals. Managers within an organization, however, typically hold differing perspectives regarding the strategic direction they support. These differences arise from varying assessments influenced by imbalances in available information. If a decision is made without addressing these conflicting opinions, it may lead to a perception that certain viewpoints were ignored, generating resistance toward the organization's decision. Consequently, there is a critical need for a consensus-building process.

This perspective aligns with Bantel's assertion on the capacity of managers to achieve consensus on strategic directions by reconciling and integrating similar yet divergent viewpoints. According to Herrera et al., agreement in opinions can be facilitated by gathering data from diverse sources to create a comprehensive pool of information—a strategy particularly effective for mitigating uncertainty or ambiguity. Furthermore, consensus is understood as a collaborative effort involving members of the organization, where participants are encouraged to work collectively to foster a high level of agreement, as emphasized by Cabrerizo and colleagues.

3. Strategic Agility

3.1 The concept of strategic agility

Understanding agility within its broader context and recognizing its strategic importance is essential for organizations aiming to excel in today's rapidly evolving environment. The Oxford Dictionary defines agility as the ability to move quickly and easily, emphasizing two critical attributes: swift responsiveness and seamless adaptability. These concepts have been translated into the business realm, where agility reflects the capacity to react promptly to early signs of change while maintaining operational efficiency. The notion of agility was initially introduced in 1991 by researchers from the Iacocca Institute at Lehigh University. They advocated for agile manufacturing strategies as a means to bolster the competitiveness of American companies amidst the burgeoning digital and global economy. Since then, the term has gained substantial traction across organizational literature, particularly in strategic management, becoming a prominent framework for addressing sustainable growth in highly competitive and fast-changing markets (Audran, 2011:21). Pal and Pantaleo (2005:16) describe agility in terms of movement—whether forward, backward, or sideways—with dexterity. In business contexts, this can imply evading imminent threats or seizing unforeseen opportunities. Agility broadly denotes an organization's capacity to adapt dynamically to uncertain conditions where competitive edges are fleeting, necessitating frequent strategic adjustments. In intensely competitive environments, agility is viewed through the lens of dynamic capabilities, serving as a foundational skill for organizations navigating such

complexities (Junni et al., 2015:5). Brueller et al. (2014:41-42) elaborate further, defining agility as the ability to identify opportunities and execute rapid, precise actions with extraordinary acceleration. This reinforces the concept as central to an organization's survival and growth amid unpredictability. Across varying interpretations, agility consistently underscores an organization's propensity for continuous adaptation in unstable scenarios, requiring ongoing recalibration of strategies to maintain relevance. Strategic agility, as highlighted by Omar (2019) and Doz and Kosonen (2008), encompasses five key behavioral categories, offering a structured approach to leveraging agility in dynamic environments.

1 - Strategic sensitivity

Strategic sensitivity refers to the sharpness of perception and the intensity of awareness and attention, which can be developed through a strategic process that combines a robust external focus with deep internal engagement. This involves high levels of tension and concentration, alongside a dynamic and open internal dialogue within the organization. Such sensitivity enables an organization to detect changes in its business environment while effectively monitoring threats and opportunities (Wirahadi & Pasaribu, 2022:285). It encompasses the ability to actively seek relevant information, assimilate, comprehend, and adapt it to the organizational setting, and to interpret and analyze the data in a way that addresses critical challenges. In essence, enhancing knowledge empowers organizations to adopt diverse methods and approaches to tackle work-related issues (Mavengere, 2013:16). Furthermore, strategic sensitivity positions organizations to identify opportunities for developing new business models as well as recognize when it is imperative to renew or transform existing ones (Doz & Kosonen, 2010:371).

2- Strategic response

Strategic response plays a crucial role in ensuring the success and continuity of business organizations, particularly in highly volatile environments. Overby et al. (2006:3) described it as an organization's capacity to promptly and accurately confront both threats and opportunities by redistributing resources and activities to address external challenges effectively. Meanwhile, Helfat and Peteraf (2003:998) emphasized that strategic response can be achieved through dynamic capabilities, which rely on essential elements like development processes, team building, functional relationships, and intensive communication. Wang and Ahmed (2007:37) further identified three distinct dimensions of dynamic capabilities: adaptability, which focuses on the organization's ability to flexibly adjust to environmental changes; absorptive capability, which highlights the ability to integrate external information into the internal context; and creative capability, reflecting the organization's capacity to align opportunity-seeking activities with internal innovation to preserve competitive advantages. Responsiveness, as another critical aspect of strategic behavior, is the outcome of structuring organizations and their relationships to be attuned to and appropriately act on the legitimate expectations of societies. Popescu (2014:146) described it as a specific type of organizational behavior. Kumar and Motwani (1995:36) characterized responsiveness as the ability to expedite actions along a critical path, starting

from identifying market demands to delivering customized solutions. This concept embodies a comprehensive approach to addressing business challenges, leveraging dynamic global markets. Furthermore, Vokurka and Fliedner (1998:165) defined responsiveness in its operational form as the capability to produce and market a diverse array of cost-effective, high-quality products with short lead times in various quantities, thereby enhancing customer value. Such responsiveness drives strategic initiatives in areas like cost leadership, price competitiveness, and heightened sensitivity in delivering products and services. Bernardes and Hanna (2009:38) argued that this approach serves as the underlying force behind an organization's ability to maintain a competitive edge.

3- Strategic learning

Both Farmer and Kohtamäki (2017:18) as well as Bose and Gupta (2019:10) conceptualize strategic learning as a dynamic capability inherent to organizations. This capability encompasses a series of processes for creating, disseminating, interpreting, and implementing strategic knowledge within the organization. Their perspectives converge on the idea that strategic learning involves organizational processes aimed at effectively managing strategic knowledge. Omar (2019:6) further identifies four key processes underpinning strategic learning: acquiring, interpreting, transforming, and embedding information into organizational memory. Furthermore, strategic learning is recognized as a distinct capability that enables top management teams to continuously incorporate organizational knowledge and experiences into strategies. This ongoing integration equips organizations to adapt to and manage escalating strategic disruptions and interruptions (Sirén, 2012:497).

4. The practical side of the study

4.1 Descriptive analysis of sample responses

First: describing and diagnosing the dimensions of strategic clarity

Based on the data presented in Table (1), it is evident that the strategic clarity variable achieved a general agreement level of 75.55%, reflecting a high percentage. This is supported by an arithmetic mean of 3.777 and a standard deviation of 0.686, highlighting the consistency in respondents' answers. Regarding the dimensions, the findings were as follows:

1) Describe Information-processing Capacity

The analysis of the table results reveals that the weighted arithmetic mean stands at 3.759, reflecting a high relative importance of 75.18%. The data also shows consistency across the paragraphs, with a standard deviation of 0.775. Notably, paragraph 2 garnered the highest level of interest and agreement, highlighting the college administration's ability to align institutional capabilities with the information processing requirements, achieving an agreement level of 76.91%. In contrast, paragraph 3 registered the least agreement, emphasizing the administration's capability to select, interpret, and evaluate information effectively based on needs, with a relative importance of 74.09%.

2) Describe the Variety of Perspectives

The descriptive analysis results presented in the table show that the weighted arithmetic mean was 3.693, reflecting a high relative importance at 73.86%. The data exhibited consistency, with a standard deviation of 0.757. Among the evaluated items, paragraph 6 stood out as the most significant and widely agreed upon, highlighting that the college administration possesses the capability to offer multiple solutions simultaneously, whether addressing challenges or capitalizing on specific opportunities. This paragraph achieved an agreement level of 76.15%. On the other hand, paragraph 5 received the least agreement, which pertained to the college administration's ability to harmonize differing viewpoints effectively to achieve a shared goal, registering a relative importance of 69.27%.

3) Describe the Ability to Reach Consensus

Based on the data presented in the table, the weighted arithmetic mean was calculated to be 3.881, reflecting a high relative significance of 77.62%. The data further shows consistency among the paragraphs, as indicated by a standard deviation of 0.765. Among the responses, paragraph 9 garnered the highest interest and agreement, emphasizing that "Our college administration always encourages all staff members to actively engage in discussions to arrive at the best decisions," with a notable agreement level of 80.87%. On the other hand, paragraph 7 displayed the lowest agreement, stating that "The college administration has the ability to make the best decisions as deemed appropriate for achieving the desired goals," with a relative importance of 73.60%.

Table (1) Results of the descriptive analysis of strategic clarity data

Paragraph	Weighted mean	standard deviation	Relative importance
The college administration demonstrates exceptional capacity in absorbing, retaining, and effectively integrating information on a broad scale.	3.726	.940	74.53%
College administration can effectively align the institution's capabilities with the information required for efficient processing.	3.846	.956	76.91%
It possesses strong skills in selecting, interpreting, and evaluating relevant information tailored to specific needs.	3.705	1.028	74.09%
1- Information-processing Capacity	3.759	.775	75.18%
Members of our college community hold diverse perspectives on adapting to the shifting demands of the environment.	3.808	.963	76.05%
The administration effectively balances these differing viewpoints to accomplish shared objectives.	3.463	.912	69.27%
It also demonstrates a capacity to offer multiple solutions simultaneously, whether tackling challenges or capitalizing on opportunities.	3.808	.871	76.15%
2- The Variety of Perspectives	3.693	.757	73.86%
The college administration possesses the expertise to make well-informed decisions that align with achieving its objectives.	3.680	.891	73.60%
Efforts are focused on integrating data collected from various sources to gain more comprehensive insights.	3.919	.963	78.37%
A strong emphasis is placed on fostering collaboration, urging all team members to actively engage in discussions to arrive at the most effective conclusions.	4.043	.902	80.87%
3- The Ability to Reach Consensus	3.881	.765	77.62%
Strategic clarity	3.777	.686	75.55%

Second: Describing and diagnosing the dimensions of strategic agility

Based on the analysis of Table (2), it is evident that the overall agreement level for the strategic agility variable stands at 69.73%, reflecting a high percentage. This is supported by an arithmetic mean of 3.487 and a standard deviation of 0.805, indicating the responses were relatively consistent. Regarding the dimensions within this variable, the findings were as follows:

1) Description of sensitivity strategic

Based on the results presented in the table, the findings reveal distinct insights regarding weighted arithmetic means, relative importance percentages, and consistency metrics. The first analysis highlights a weighted arithmetic mean of 3.245, accompanied by a high relative importance of 64.90%, with paragraphs showing consistency, evidenced by a standard deviation of 1.016. Paragraph 2 emerged as the most significant, referencing the college administration's efforts to explore other technologies or ideas for delivering new services. This paragraph achieved an agreement level of 70.30%. Conversely, Paragraph 3, which discusses the college administration's role in promoting and defending the ideas of others, had the lowest agreement level, with a relative importance of 54.15%.

2) Description of response strategic

In the second analysis, the weighted arithmetic mean increased to 3.509, reflecting a higher relative importance of 70.19%, and paragraph consistency was supported by a standard deviation of 0.826. Paragraph 5 garnered the highest agreement, emphasizing the college's reputation for navigating success during new situations or challenges, achieving an agreement level of 74.58%. On the other hand, Paragraph 6 highlighted the administration's efforts to secure new job opportunities but had the lowest agreement level among responses, marked by a relative importance of 61.68%.

3) Description of Learning Strategic

The final set of results indicate further improvement in values, with the weighted arithmetic mean reaching 3.706 and a relative importance of 74.11%, while maintaining consistency with a standard deviation of 0.842. Paragraph 8 stood out the most, showcasing the college administration's commitment to achieving critical benefits, even under challenging circumstances, with an agreement level of 74.58%. Meanwhile, Paragraph 9, describing the college dean's proactive actions in sensitive situations without prior approval from higher authorities, recorded slightly lower agreement, with a relative importance of 73.66%.

Table (2) Results of descriptive analysis of strategic agility data

Paragraph	Weighted mean	standard deviation	Relative importance
The college administration has the potential to introduce fresh ideas.	3.512	1.175	70.24%
The college administration is exploring alternative technologies and innovative ideas to introduce new services.	3.515	1.096	70.30%
The college administration supports and advocates for the perspectives of others.	2.707	1.271	54.15%
1- Sensitivity Strategic	3.245	1.016	64.90%
The college administration is capable of identifying both the long-term opportunities and challenges it encounters.	3.715	.957	74.31%
Known for its strong track record, the college consistently demonstrates adaptability and success when navigating new circumstances and challenges.	3.729	.898	74.58%
Furthermore, the administration actively strives to secure fresh employment prospects.	3.084	1.173	61.68%
2- response strategic	3.509	.826	70.19%
The college administration acknowledges the risks involved in its efforts.	3.705	.998	74.09%
When substantial benefits are on the line and action is essential, the administration strives to achieve its goals, even if challenges or setbacks arise.	3.729	.962	74.58%
The college dean often acts proactively before obtaining approval from higher authorities, fully aware that such decisions might lead to concerns or discomfort.	3.683	1.268	73.66%
3- learning strategic	3.706	.842	74.11%
strategic agility	3.487	.805	69.73%

4.2 Impact relationship analysis

The importance of the effect is evaluated by referencing the calculated F-value and comparing it to its corresponding tabulated value. This process is further supported by assessing the significance level (P), which must be less than the accepted error threshold of 0.05, as outlined below.

First: Testing the influence relationship between strategic clarity and strategic agility

1st sub-hypothesis: The ability to process information significantly impacts strategic agility. The findings from Table (3) indicate a notable influence relationship between these variables. Regression analysis revealed that the alpha coefficient was measured at 1.596, while the beta coefficient reached 0.503. This implies that a single change in this dimension results in a 0.503 increase in the dependent variable. Moreover, the calculated (F) value exceeds the tabulated value, confirming the significance of the relationship. The model demonstrates the capacity to explain 23.5% of the variance in the dependent variable, as shown by the determination coefficient value of 0.235. Consequently, the hypothesis is validated.

2nd sub-hypothesis: Diversity in perspectives has a significant impact on strategic agility. Analytical results show that the calculated (F) value exceeds the tabulated one at both

significance levels of 0.05 and 0.01. The alpha coefficient was recorded at 1.576, while the beta coefficient reached 0.517, indicating that a single change in this dimension leads to a 0.517 increase in the dependent variable. Additionally, the interpretation factor achieved a value of 0.237, signifying the model's ability to explain 23.7% of the variance in the dependent variable. These findings confirm the validity of this hypothesis.

3rd sub-hypothesis: The ability to reach agreements significantly influences strategic agility. Analysis reveals a robust relationship between these two variables. Regression calculations indicated an alpha coefficient value of 1.127 and a beta coefficient of 0.608, demonstrating that an increase in this dimension results in a 0.608 rise in the dependent variable. Furthermore, the calculated (F) value surpasses the tabulated value, underscoring the significance of the relationship. The determination coefficient value of 0.334 reflects the model's capacity to explain 33.4% of the variance in the dependent variable. Based on these results, this hypothesis is confirmed.

The primary hypothesis suggests a significant relationship between strategic clarity and strategic agility.

Analytical findings confirm that strategic clarity significantly impacts strategic agility, as evidenced by the calculated F-value exceeding the tabulated value at significance levels of 0.05 and 0.01. Additionally, the alpha coefficient was measured at 0.933 and the beta coefficient at 0.676. According to the regression equation and beta coefficient, a unit change in strategic clarity leads to a 0.676 increase in the dependent variable. Moreover, the interpretation factor was recorded at 0.332, highlighting the model's capacity to explain 33.2% of the variation in strategic agility. These findings strongly validate the proposed hypothesis.

Table (3) Analysis of the effect of strategic clarity and its dimensions in strategic agility

The explanatory variable and its dimensions	Regression coefficient		R2	F value	P	Responsive variable
	α	β				
Information-processing Capacity	1.596	0.503	0.235	112.714	0.000	Strategic Agility
The Variety of Perspectives	1.576	0.517	0.237	113.855	0.000	
The Ability to Reach Consensus	1.127	0.608	0.334	184.202	0.000	
Strategic clarity	0.933	0.676	0.332	182.661	0.000	
The value of (F) tabulated at a level of significance (0.05) = 3.841 The value of (F) tabulated at a level of significance (0.01) = 6.635						

5. Conclusions

1. The college administration focuses on aligning its existing resources and capabilities with the information it needs to manage and process efficiently.

- 2. It aims to offer multiple solutions simultaneously to address issues or seize specific opportunities, fostering active participation from its members to achieve the most effective outcomes.
- 3. While it values brainstorming as a collaborative approach, the administration prefers using it as part of a structured teamwork methodology rather than solely for generating ideas.
- 4. A clear definition of objectives remains a priority, with particular emphasis on assembling the right teams to tackle the challenges encountered during operations.
- 5. The college demonstrates adaptability in responding to unforeseen changes by implementing strategies and practices tailored to overcoming obstacles effectively.

6. Recommendations

- 1. Emphasize the importance of integrating diverse perspectives to achieve shared objectives while fostering open dialogue within a supportive and collaborative environment enriched by varied expertise.
- 2. Strive to make well-informed decisions aligned with strategic goals by providing precise and relevant information that bolsters the decision-making process.
- 3. Build partnerships and foster collaboration with corresponding departments by synchronizing efforts in knowledge sharing, coordination, and experience exchange to enhance strategic awareness and optimize performance.
- 4. Focus on cultivating employees' stress management abilities to promote productive work under continuous pressure, encouraging teamwork and resilience in tackling challenges effectively.
- 5. Dedicate adequate resources and budget allocations to maintain efficient oversight and follow-up on operations, ensuring a balanced relationship between expenditures and completed tasks.

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