

The impact of strategic clarity on improvisational behaviour: an analytical study of the opinions of shareholders and investors in private universities and colleges in central and southern Iraq

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Abstract : The current study focused on strategic clarity as an independent variable with its dimensions (Information-processing Capacity, Variety of Perspectives , and Ability to Reach Consensus) And its effect on improvisational behaviour as a dependent variable consisting of three dimensions (innovation, proactivity, and risk-taking) to determine the correlation and influence between the two variables.. The study was tested as an analytical study of the opinions of shareholders and investors in private universities and colleges in central and southern Iraq. The sample size was (369). The descriptive analytical method was relied upon in this study. The researchers aimed to investigate five respondents for each paragraph. The research included correlation hypotheses, and the statistical program (Smart PLS) was adopted to analyze the results, and the study concluded that all hypotheses were accepted. The study reached a set of theoretical and applied conclusions, including that the strategic clarity variable helps to raise the level of improvisational behaviour among entrepreneurs who work in colleges in the study community through (Information-processing Capacity , Variety of Perspectives , and Ability to Reach Consensus) to achieve competitive advantage in an environment characterized by change and instability.

Keywords : strategic clarity , Information-processing Capacity , Variety of Perspectives , Ability to Reach Consensus improvisational behavior.

Introduction: Most organizations mainly seek to preserve their market share as much as possible and achieve competitive advantage in an environment characterized by continuous change, especially the changes that occurred during the past two decades of increasing competition in both the industrial and service sectors, which in turn led to deterioration, great damage and depletion. Therefore, those environmental changes that occur necessitate organizations to adopt improvisational behaviours to deal effectively with the changes, and this does not succeed unless there is strategic clarity as the main means that enables organizations to achieve success, so this study aims to develop and improve the organization's strategies for success The decision to improvise has now and in the future.

Accordingly, the researcher divided the study into four sections. The first section was devoted to presenting the study methodology represented by the study problem, its importance and its objectives. While the second topic included a presentation of the theoretical side of the study, which included two main points, the first related to strategic clarity, and the second related to improvisational behaviour. At the same time, the third topic included the applied side of the study. The fourth topic included conclusions and recommendations.

1. Study methodology

1.1 The problem of the study

The problem of the current study requires a cognitive and practical diagnosis based on a set of conceptual foundations for the variables of the study, such as the nature of the relationship that binds them, and it determines the nature of the intellectual debate that exists about its variables directly or indirectly and the level of its field depth and its realistic representation in the organizations of the study community. The current study is based on two variables, which are (strategic clarity, and improvisational behaviour), through which the problem of the general study that stems from its study in the Arab environment in general and the Iraqi environment in particular is identified.

On this basis, the questions are determined in the light of what emerged from the presence of the researchers and the results they reached related to the variables of the study:

1. What are the intellectual foundations of the study subjects (strategic clarity and improvisational behaviour) in general?
2. What is the nature of the relationship between the main and subsidiary variables of the study?

3. What is the extent of the positive impact of strategic clarity on improvisational behaviour?

1.2 The importance of the study

The importance of the current study is represented by the following aspects:

1. Statement of the relationship between the variable of strategic clarity in promoting improvisational behaviour in the surveyed organizations to serve as the steps, techniques and practices that they adopt in shaping the features of their future in a better way.
2. Point out the strengths and weaknesses of the improvisational behaviour of the leaders of the surveyed organizations to make them able to meet the requirements of competition in an environment characterized by dynamism and change.
3. Through the results expected to be reached, the researcher hopes to provide solutions that help the researched organizations in building a clear picture of their strategy, keeping them away from ambiguity and paying attention to their efficiency to enhance improvisational behaviour to face challenges.
4. Draw the attention of the managers of our local organizations to the importance of the issue of strategic clarity and the need to allocate sufficient funds for study and development operations, as they contribute greatly to enhancing improvisational behaviour.

1.3 The aim of the study

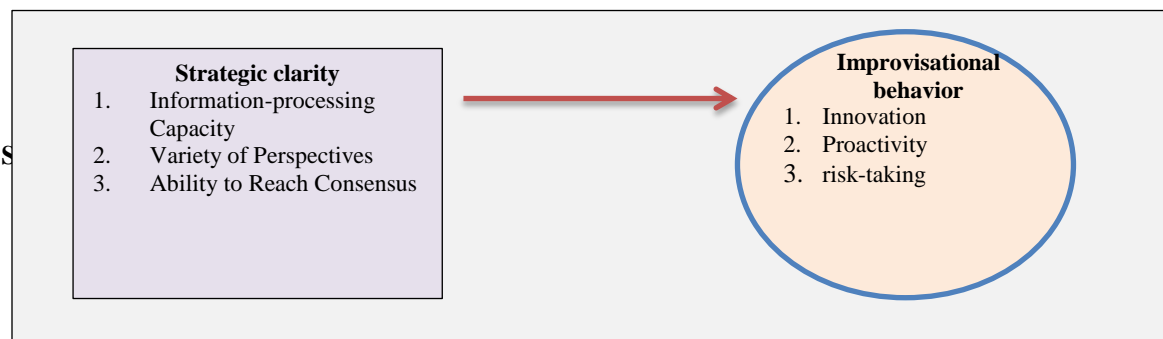
This type of goal is determined in the light of the homogeneous composition of the study variables and the extent of their impact on behaviour better through:

1. Statement of the level and nature of strategic clarity in the researched organizations.
2. Diagnosing the level and nature of improvisational behaviour among the leaders of the researched organizations.
3. Determine the type and nature of the correlation and influence relationship between the strategic clarity and the improvisational behaviour of the leaders of the researched organizations.

1.4 The hypothetical scheme of the study

The hypothetical diagram of the study represents a simplified, brief, and hypothetical diagram of the phenomenon under study, and identifies the effect relationships expressed by hypothetical arrows that have not yet been tested. This diagram reflects a set of hypotheses that were built primarily on the possibility of measuring each variable of the study and the extent of the diagram's comprehensiveness and possibility. Figure(1) depicts the hypothetical plan of the study.

Figure (1) shows the hypothetical scheme of the study:



1.5 Hypotheses of influence

The main hypothesis: There is a significant effect relationship between strategic clarity and improvisational behavior. The following sub-hypotheses are derived from it:

1st sub-hypothesis: There is a significant effect relationship between Information-processing Capacity and improvisational behaviour.

2nd sub-hypothesis: There is a significant effect relationship between the Variety of Perspectives and improvisational behavior.

3rd sub-hypothesis: There is a significant effect relationship between the Ability to Reach Consensus and improvisational behaviour.

1.6 The sample of the study

The study sample included (369) individuals from senior leadership in private universities in central and southern Iraq. The descriptive and analytical method was relied upon in this study. The researchers aimed to investigate five respondents for each item. The study included impact hypotheses, and the statistical program (Smart PLS) was adopted to analyze the results. Head of scientific departments and teaching staff at private colleges and universities in Maysan Governorate / Iraq.

1.7 The tool of the study

The study used the questionnaire as a tool to collect data from the study sample. The questionnaire consists of two parts. The first part included the demographic data of the respondents, while the second part included the variables of the study, as it included strategic clarity (9) items by relying on the dimensions mentioned by (Bantel, 1993), while the improvisational behaviour variable included (9) items through Relying on the scale (Jong et al., 2013). To implement the test, Cronbach's alpha coefficient was adopted, which studies indicate is acceptable at values greater than 0.70 (Chen & Huang, 2007). By applying the test, it was found that the strategic clarity axis recorded an acceptable reliability coefficient of (0.945), and the combined axes recorded (0.946), which indicates that all axes reflect acceptable results.

2. Strategic Clarity

2.1 The concept of strategic clarity

Strategic clarity is one of the relatively modern concepts, as it became the focus of attention of researchers in the late nineteenth century when it became necessary for organizations to have a specific strategy. In the field of strategic management, searching for a new perspective that contributes to raising the level of performance and excellence (Dhafer & Saeed, 2021: 1). The literature confirmed that the term strategic clarity originally came from military strategic studies in the early nineties of the last century and was adopted by several management scholars (Hassan & AL-Kubasy, 2020: 483).

Believe (Hamel & Prahalad, 1983:346) that strategic clarity is necessary to facilitate organizational clarity, given that all functions within the organization respond to the same imperative to deal with the organization in general. (Bantel, 1993) is the first to contribute to laying the foundation stone for strategic clarity, relying on (Andrews, 1971), based on (Porter) strategies (low-cost leadership, differentiation, and focus) and (Miles & Snow, 1978) strategies (prospector). , Advocate, Analyst, and Responder) in that organizations will face constraining environments, and the reason behind this is that those organizations did not follow clear strategic plans.

Strategic clarity is the other side of strategic ambiguity, as it can be seen that strategic ambiguity is when managers and workers in business organizations face multiple and contradictory demands at the same time by internal and external stakeholders (Guthey & Morsing, 2014: 560). (Bantel , 1993: 1188) saw strategic clarity as the directed pursuit of an internally interconnected set of competitive tactics. Believe (Dunham & Robbino, 2001: 1) that strategic clarity is the essence of leadership. While (Leitch & Davenport, 2002: 129-130) goes to express strategic clarity as a central feature of effective organizational communication, whether that communication is done using the process model that focuses on conveying messages clearly, or using the transactional model that emphasizes the creation of common meanings.

2.2 Dimensions of Strategic Clarity

1- Information-processing Capacity

The high levels of complexity and uncertainty of strategic decisions require high levels of information processing ability (Kellermanns et al., 2011: 127). In addition, there is a fact that must be recognized is the differences between individuals in terms of the ability to absorb, retain and integrate information on a large scale (Henry, 1980: 42). The constraints that stand in front of the ability to process information can reduce the effect of congruence between the ability of the individual and the implementation of the strategy (Smith et al., 2007: 959). Thus, the main issue facing managers is the extent to which harmonization is achieved between the capabilities that the organization possesses and the information that the manager needs to process to achieve the objectives of the organization (Gomez et al., 2016: 810). In this regard, (Muhammad & Taib, 2010: 9) indicated that the greater the ability to process environmental information, the better it will contribute to increasing the quality of decisions. Numerous studies have also shown that the ability to process information is the best indicator for monitoring the most comprehensive environmental indicators (Kiewra & Benton, 1988: 41). (Bantel , 1993: 1190) saw that the ability to process information is the process of selecting, interpreting and evaluating information from various stimuli. Some believe that the ability to process information refers to the physiological capacity of the central nervous system or the way the individual thinks (Hsia, 1971: 53). (Hilbert et al., 2010: 158) defined it as the ability to store, communicate and compute information using a set of tools.

Based on the foregoing and by reviewing a group of points of view on the concept of Information-processing Capacity, we can say that the rapid changes that occur in the overall environment in general, and the industry environment in particular, and the resulting high environmental complexity, the strategic clarity of managers at the highest level From the organization, this clarity cannot be of a good level unless there is a high ability to process information among managers in terms of interpretation and evaluation.

2- Variety of Perspectives

Diversity in individuals' perspectives (points of view) and the generation of ideas is an integral part of work in many fields, but nevertheless that difference can have an important role in creativity (Wang et al., 2011: 1). some believe

that diversity in perspectives is related to individual differences, which make individuals distinct and different from others, as this is not due to differences in culture only, but is limited to many things that include ability, experience, etc. (Suryani et al., 2020: 1). It is difficult to determine the difference in viewpoints unless it is done by conducting interviews or providing multi-stage questionnaires, and therefore this requires a lot of time and cost (Penner et al., 2019: 106).

(Nguyen et al., 2022: 4) stated that individuals with diverse perspectives always strive to meet the requirements of the changing environment and that proper management of that diversity can help increase creativity. And there are many studies, including the study that came from (Krithi & Pai, 2021: 162), and all of them confirm the fact that the diversity in the opinions of individuals within the organization arises due to different attitudes, values, or beliefs. Based on that, he saw (Bantel, 1993: 1190) The diversity of points of view has a significant impact on the nature of the information obtained and the interpretations that have been made on that information.

Through the foregoing, it can be said that the Variety of Perspectives is the variation in the way individuals view things and deal with them, due to the differences resulting from attitudes, values, experience, and personal characteristics.

3- Ability to Reach Consensus

The Merriam-Webster dictionary defines “agreement” as a “general meeting” or judgment reached by most of those involved (Hartnett, 2011: 1). Reaching agreement between managers results in decisions that are taken carefully, and thus includes diverse experiences and opinions, which makes the resulting decision the best decision in terms of achieving goals (Madden & Ontario, 2017: 2). Managers within the organization usually have their own opinions related to the direction they choose, so that they provide different assessments resulting from the imbalance of their information, and therefore if a specific decision is taken without regard to the conflict and difference in opinions, then this will generate a belief that those opinions have not been fully taken. This will generate a state of rejection of the organization's decision, and thus there will be a need for a process of reaching a consensus (Zhang et al., 2021: 97). Which is consistent with the point of view (Bantel, 1993: 1190) about the ability of managers to reach a consensus on the strategic direction, which is done by achieving consensus between different similar points of view. I believe (Herrera et al., 1997: 309) that agreement in opinions is achieved by collecting data provided by different sources to obtain more detailed information, as this method is one of the best methods to face the state of ambiguity. Consensus is also seen as a collaborative process carried out by a group of members of the organization by pushing members from within the organization to achieve a high level of agreement (Cabrerizo et al., 2014: 115).

3. improvisational behavior

3.1 The concept of improvisational behavior

The decision-making process in real life rarely follows the rational approach, as it is imperative for managers to perform multiple tasks and reconcile several priorities at the same time, which leads them to make a decision spontaneously and creatively (Ford et al., 2008: 173). So the spontaneous and creative decision is the way improvisation is defined (Nemkova et al., 2015: 7).

In the language, improvisation is made up of two parts: “Proviso” which means “condition”, and it means to set a precondition or to provide something in advance or to do something intended, and the second part is “im” which means the opposite, so improvisation deals with what is expected and unexpected. And it works without a precondition (Willemsen et al., 2021: 1498).

In terminology, the word “improvisation” originally comes from the Latin word “providere”, which implies dealing with the unexpected (Hadida, 2014: 6).

The first appearance of this concept was in the context of the musical arts as a sign of what is free, irrational, or inexplicable in the musical experience (Labaree, 2013: 1). Then the concept of improvisation spread to the rest of the fields, as it is referred to in the field of musical arts as “real-time composition”, and in the field of education it is seen as “thinking through action”, while in the field of sports it is referred to as “reading and interacting in parallel”. (Moorman & Mirer, 1998: 700, 702). (Weick, 1993) is the first to present a concept of organizational improvisational behaviour, which he viewed as an immediate process of creating new methods and strategies to replace old strategies (Xu et al., 2021: 2).

Improvisation, in general, is the ability to spontaneously integrate knowledge, processes, and structure in the present moment to solve problems by relying on intuition (Bakar et al., 2015:482). In other words, it is a form of intuition that spontaneously directs action so that it is carried out in the moment rather than a process of thinking and evaluation (Bari & Arshad, 2019: 3).

(Ibrahim et al., 2016: 746) defined improvisational behaviour as one of the modern concepts that enhance the competitive advantage of organizations intending to survive and continue in a turbulent environment through flexibility and adaptation. (Chiles et al., 2017: 19) improvisational behaviour is the process by which the entrepreneur interprets the organization's past and present in the light of the perceived future through the formulation of a current

strategy. In other words, it is spontaneous and creative behaviour that is used to respond to an unexpected event (Hu et al., 2018: 131). He also believed (Balachanda, 2018: 3) that improvisational behavior is a means used by entrepreneurs to discover and invest in opportunities. While (Charoensukmongkol, 2019: 209) viewed improvisational behaviour as the ability to automatically implement new decisions to explore opportunities or deal with unexpected threats. (Xiong, 2020: 2) defined improvised behaviour as a behavioural model for teams characterized by the ability to form and implement a specific procedure to quickly build solutions from limited resources and manage some circumstantial cases.

3.2 The dimensions of improvisational behavior

1- Innovation

Innovation is essential and major in entrepreneurship (Jong et al., 2013: 3). As the entrepreneur can create a strong barrier in front of competitors through the process of continuous development of his method of investing opportunities better than others (Shane, 2003: 204). It is necessary to distinguish between (Creativity), which focuses on generating new ideas, and (Innovation), which focuses on successfully implementing those ideas, and therefore innovation is often seen as the first step to creativity (Anderson et al., 2014: 5). This is consistent with the point of view of (Acar et al., 2019: 97) that innovation is the correct implementation of new ideas to achieve great benefit. As I believe (Fadaee & Abd Alzahrh, 2014: 3) that the entrepreneur usually starts with an idea or imagines different ways, then this idea becomes a practical and appropriate concept called (creativity), after that the entrepreneur contributes to transforming that idea into goods or services that are called (innovation). Therefore, creativity is the real source of competitive advantage (Autio et al., 2014: 1097).

2- Proactivity

Proactive organizations are usually able to plan and build the future they want to reach instead of waiting for an external force based on which the organization determines the desired direction (Rahaman et al., 2021: 690). Proactivity is an appropriate method for organizations that operate in dynamic environments, especially in the growth phase, which makes them anticipate problems, needs, opportunities, or future enhancements (Al-Mamary et al., 2020: 202).

I believe (Jong et al., 2013: 3) that proactive activity is directly related to pursuing and obtaining new opportunities and following the style of leadership rather than follow-up. The proactive personality of the entrepreneur is defined as actions taken by the entrepreneur to influence environmental change through the search for opportunities and perseverance to achieve desired results (Kickul & Gundry, 2002: 87). Proactivity is also seen as being in line with exploration rather than investment (Wales et al., 2019: 99). It enables the entrepreneur to do business strategically (Parker et al., 2019: 225). Whereas (Fini & Toschi, 2016: 3) defined proactivity as the entrepreneur's ability to anticipate future demand and environmental changes. As for (Vega-Gomez et al., 2020: 4), proactivity was defined as a key skill in creating wealth for the entrepreneur.

3. Risk-Taking

Entrepreneurs usually deal with a risky environment and are expected to bear it in a deliberate way to move forward in a specific market or a new investment, as they use their limited resources in an uncertain environment that may not generate any return or may lead the entrepreneur to loss (Rahaman et al., 2021: 690). The entrepreneur tends to be involved and willing to allocate large resources to certain opportunities with uncertain results (Okangi, 2019: 5). All organizations deal with risks, but at different levels (Linton, 2019: 4).

Risk reflects the desire to invest resources in unpredictable opportunities (Gunawan et al., 2015: 7). Risk-taking is an inherent characteristic of entrepreneurs because they strive to achieve growth and high performance (Meekaewkunchorn, 2021: 298). (Ndofirepi, 2020: 7) defined risk as the degree to which the entrepreneur is willing to try to invest in opportunities that are likely to result in a loss. As I believe (Games & Rendi, 2019: 4), while (Jong et al., 2013: 3) described risk as the process of taking bold action by venturing into the unknown and borrowing heavily, or allocating large resources in unknown environments.

4. The practical side of the study

4.1 Descriptive analysis of sample responses

First: describing and diagnosing the dimensions of strategic clarity

From reviewing the data in Table (1), it is clear that the level of general agreement for the strategic clarity variable reached (75.55%), which is a high percentage, with an arithmetic mean of (3.777) and a standard deviation of (0.686), which indicates the consistency of the answers. As for the dimensions, the results were as follows:

1) Describe Information-processing Capacity

From observing the results in the table, it is clear that the weighted arithmetic mean reached (3.759), with a high relative importance of (75.18%), and the paragraphs were consistent with a standard deviation of (0.775). Also, the paragraph with the most interest and agreement in paragraph (2), which indicates (the college administration can create alignment between the capabilities that we possess at the college level and the information that we need to

process), as the level of agreement on it was (76.91%), and the paragraph with the least agreement was the paragraph (3) which states (the college administration has a high ability to select appropriate information, interpret it, and evaluate it according to need) with importance of (74.09%).

2) Describe the Variety of Perspectives

The results of the descriptive analysis in the table indicate that the weighted arithmetic mean was (3.693), with a high relative importance of (73.86%), and the paragraphs were consistent with a standard deviation of (0.757). Also, the paragraph with the most interest and agreement is paragraph (6), which indicates (the college administration can provide several solutions at the same time to address a problem or to exploit a specific opportunity), as the level of agreement on it was (76.15%), and the paragraph with the least agreement was the paragraph (5) Included (the college administration can integrate differences in viewpoints in a way that achieves the goal) with relative importance (69.27%).

3) Describe the Ability to Reach a Consensus

From following the results in the table, it is clear that the weighted arithmetic mean reached (3.881), with a high relative importance of (77.62%), and the paragraphs were consistent with a standard deviation of (0.765). Also, the paragraph with the most interest and agreement is paragraph (9), which indicates (Our college administration always encourages all working individuals to participate in discussions to reach the best opinion), as the level of agreement on it was (80.87%), and the paragraph with the least agreement was the paragraph (7) (The college administration can make the best decisions as we deem appropriate in achieving the desired goal) with relative importance (73.60%).

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

Paragraph	Weighted mean	standard deviation	Relative importance
The college administration has a high ability to absorb, retain, and integrate information on a large scale.	3.726	.940	74.53%
College administration can create alignment between the capabilities we have at the college level and the information we need to process.	3.846	.956	76.91%
The college administration has a high ability to select, interpret, and evaluate appropriate information according to need.	3.705	1.028	74.09%
1- Information-processing Capacity	3.759	.775	75.18%
Our college members have different viewpoints regarding meeting the demands of the changing environment.	3.808	.963	76.05%
The college administration is able to integrate differences in viewpoints in a way that achieves the goal.	3.463	.912	69.27%
The college administration has the ability to provide several solutions at the same time to address a problem or exploit a specific opportunity.	3.808	.871	76.15%
2- The Variety of Perspectives	3.693	.757	73.86%
The college administration has the ability to make the best decisions as we deem appropriate in achieving the desired goal.	3.680	.891	73.60%
The college administration seeks to harmonize the data we obtain from different sources for the purpose of obtaining more detailed information.	3.919	.963	78.37%
Our college administration always encourages all working individuals to participate in discussions to reach the best opinion.	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 improvisational behavior

From reviewing the data in Table (2), it is clear that the general agreement level for the improvisational behaviour variable reached (69.73%), which is a high percentage, with an arithmetic mean of (3.487) and a standard deviation of (0.805), which indicates the consistency of the answers. As for the dimensions, the results were as follows:

1) Description of innovation

From following the results in the table, it is clear that the weighted arithmetic mean reached (3.245), with a high relative importance of (64.90%), and the paragraphs were consistent with a standard deviation of (1.016). Also, the paragraph of most interest and agreement is paragraph (2), which refers to (researching The college administration asked about other technologies or ideas to provide new services, where the level of agreement on it was (70.30%), and

the item with the lowest agreement was paragraph (3) (The college administration promotes and defends the ideas of others) with an importance of (54.15%).

2) Description of proactivity

The results of the descriptive analysis in the table indicate that the weighted arithmetic mean reached (3.509), with a high relative importance of (70.19%), and the paragraphs were consistent with a standard deviation of (0.826). Also, the paragraph of most interest and agreement in paragraph (5), which refers to (reputation The college is good at success during new situations and issues, as the level of agreement on it was (74.58%), and the item with the lowest agreement was paragraph (6) (The college administration makes every effort to obtain new job opportunities) with an importance of (61.68%).

3) Description of risk-taking

From following the results in the table, it becomes clear that the weighted arithmetic mean reached (3.706), with a high relative importance of (74.11%), and the paragraphs were consistent with a standard deviation of (0.842). Also, the paragraph of most interest and agreement is paragraph (8), which refers to (when great benefits are at stake and are necessary, as the college administration will work to achieve them even if things go seriously wrong) as the level of agreement on it was (74.58%), and the paragraph with the least agreement was paragraph (9) (The college dean acts before even requesting approval from higher authorities. If she knew that it would bother her) with importance (73.66%).

Table (2) Results of descriptive analysis of improvisational behavior data

Paragraph	Weighted mean	standard deviation	Relative importance
The college administration can provide new ideas.	3.512	1.175	70.24%
The college administration is looking for other technologies or ideas to provide new services.	3.515	1.096	70.30%
The college administration promotes and defends the ideas of others.	2.707	1.271	54.15%
1- Innovation	3.245	1.016	64.90%
The college administration can identify the long-term opportunities and threats it faces.	3.715	.957	74.31%
The college has a good reputation for success during new situations and issues.	3.729	.898	74.58%
The college administration makes every effort to obtain new job opportunities.	3.084	1.173	61.68%
2- proactivity	3.509	.826	70.19%
The college administration accepts risks while doing the work.	3.705	.998	74.09%
When significant benefits are at stake and necessary, the college administration will work to achieve them even if things go seriously wrong.	3.729	.962	74.58%
The college dean takes action before seeking approval from higher authorities, even if he knows that this would bother it.	3.683	1.268	73.66%
3- risk-taking	3.706	.842	74.11%
improvisational behavior	3.487	.805	69.73%

4.2 Impact Relationship Analysis

The significance of the effect is determined by relying on the Calculated (F) value and comparing it to its tabulated value, in addition to the significance level (P), which must be smaller than the permissible error of (0.05), as follows:

First: Testing the influence relationship between strategic clarity and improvisational behavior

1st sub-hypothesis: There is a significant relationship between the ability to process information and improvisational behavior

From following the results of Table (3), it is clear that there is a significant influence relationship between the ability to process information and improvisational behavior. The regression equations indicated that the alpha coefficient recorded a value of (1.596) and the beta coefficient recorded a value of (0.503), and the value of the regression equation and the beta coefficient indicate that A single change in this dimension leads to an increase in the dependent

variable by (0.503). In general, the influence relationship is significant, as the calculated (F) value is greater than the tabulated one. The model is also able to explain (23.5%) of the variance of the dependent variable according to The value of the coefficient of determination reached (0.235). These results indicate that the hypothesis has been verified.

2nd sub-hypothesis: There is a significant influence relationship between diversity in perspectives and improvisational behavior

The analytical results indicate that the diversity of perspectives significantly affects improvisational behaviour, as the calculated (F) value was greater than the tabulated value under the significance level (0.05) and (0.01), and the value of the alpha coefficient reached (1.576) and the beta coefficient recorded a value of (0.517). The value of the regression equation and the beta coefficient indicate that a single change in this dimension leads to an increase in the dependent variable by (0.517), and that the interpretation factor reached a value of (0.237), which reflects the model's ability to explain (23.7%). These results indicate that the hypothesis has been verified.

3rd sub-hypothesis: There is a significant relationship between the ability to reach an agreement and improvisational behavior

Following up on the results of the analysis, it becomes clear that there is a significant relationship between the ability to reach agreement and improvisational behavior. The regression equations indicated that the alpha coefficient recorded a value of (1.127) and the beta coefficient recorded a value of (0.608). The value of the regression equation and the beta coefficient indicate that the change One increase in this dimension leads to an increase in the dependent variable by (0.608). In general, the influence relationship is significant, as the calculated (F) value is greater than the tabulated one. The model is also able to explain (33.4%) of the variance of the dependent variable according to the value The coefficient of determination reached (0.334). These results indicate that the hypothesis has been verified.

The main hypothesis: There is a significant relationship between strategic clarity and improvisational behavior

The analytical results indicate that strategic clarity has a significant effect on improvisational behavior, as the calculated (F) value was greater than the tabulated value under the significance level (0.05) and (0.01), and the value of the alpha coefficient reached (0.933), and the beta coefficient recorded a value of (0.676). The regression equation and the beta coefficient indicate that a single change in this variable leads to an increase in the dependent variable by (0.676), and that the interpretation factor reached a value of (0.332), which reflects the model's ability to explain (33.2%). These results indicate that the hypothesis has been verified.

Table (3) Analysis of the effect of strategic clarity and its dimensions on improvisational behavior

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	Improvisational behaviour
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 is interested in finding alignment between the capabilities it possesses at the college level and the information it needs to process.
2. The college administration seeks to provide several solutions at the same time to address a problem or exploit a specific opportunity and encourages its members to participate in discussions to reach the best opinion.
3. The college administration does not rely on the brainstorming method to present new ideas to solve problems or exploit opportunities and adopts it as a teamwork methodology.
4. The college is interested in precisely defining its required goals and is concerned with forming the appropriate team to solve the problems it faces while performing the work.
5. The college can effectively deal with the unexpected changes it faces by adopting strategies and practices that help it confront challenges.

6. Recommendations

1. The necessity of integrating different points of view to achieve the desired goal and encourage open dialogue within an encouraging, collaborative environment in which specializations are diverse.

2. The college works to make the best decisions that are consistent with the desired goal and supports the decision-making process by providing accurate and important information.
3. Work to form partnerships and cooperation with other corresponding departments by coordinating efforts in the field of cooperation, coordination, and exchange of knowledge and experiences to enhance innovation and improve performance.
4. Developing employees' stress management skills and supporting them in productive work under constant pressure and effective cooperation to confront challenges.
5. Allocate the necessary resources and costs to ensure effective control and follow-up of work and achieve a balance between costs and the work completed.

7. References

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