The interactive role of strategic transparency in the relationship between the strategic lens and strategic renewal / a case study in a sample of Iraqi private universities and colleges

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ABSTRACT

This research aims to try to explain the relationship and links of the interactive role of the strategic transparency between the strategic lens and strategic renewal, a group of hypotheses was formulated, which is what it is to express that relationship in its theoretical and applied frameworks at the level of concepts, and at the level of application, the questionnaire was used as a major tool to collect The data, which was distributed to the research sample of (65) respondents, which targeted a number of administrative leaders in universities and private colleges in Iraq, Then the data was analyzed and the hypotheses test by using the appropriate statistical tools and analyzed through ready −made statistical programs (SPSS, Excel and Amos), and the results of the tests of the hypotheses indicated the most important conclusion, which is the availability of the interactive relationship of the strategic transparency and its partial form between the variable of the strategic lens and strategic renewal, and with limits after the participation of Stakeholders and knowledge development.

Key Words: **strategic transparency, strategic lens, strategic renewal, Stakeholder Engagement , Knowledge development**

الدور التفاعلي للشفافية الاستراتيجية في العلاقة بين العدسة الاستراتيجية والتجديد الاستراتيجي / دراسة حالة في عينة من الجامعات والكليات العراقية الاهلية

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الملخص

يهدف هذا البحث الى محاولة تفسير العلاقة والروابط للدور التفاعلي للشفافية الاستراتيجية بين العدسة الاستراتيجية وبين التجديد الاستراتيجي ، جرى صياغة مجموعة من الفرضيات والتي من شئنها ان تعبر عن تلك العلاقة في إطاريها النظري والتطبيقي على مستوى المفاهيم ، وعلى مستوى التطبيق , جرى إستعمال الاستبيان كأداة رئيسية لجمع البيانات والتي جرى توزيعها على عينة البحث البالغة (٦٥) مستجيباً والتي استهدفت عدد من القيادات الادارية في الجامعات والكليات الاهلية في العراق، ثم بعدها جرى تحليل البيانات وأختبار الفرضيات بإستعمال الأدوات الإحصائية المناسبة وتحليلها عبر البرامج الاحصائية الجاهزة (SPSS، وExcel، وAmos) , وأشارت نتائج إختبار الفرضيات الى اهم استنتاج وهو توافر العلاقة التفاعلية للشفافية السترايجية وبشكلها الجزئي بين متغير العدسة الاستراتيجية والتجديد الاستراتيجي , وبحدود بعدي اشراك اصحاب المصالح وتطوير المعرفة.

الكلمات المفتاحية: الشفافية الاستراتيجية، العدسة الاستراتيجية، التجديد الاستراتيجي، اصحاب المصالح، تطوير المعرفة.

Research hypotheses:

1. The first hypothesis: The strategic lens in its dimensions (stakeholder engagement, resource mobilization, and knowledge development) has a statistically significant impact on the variable of strategic renewal.

2. The second hypothesis: The strategic lens in its dimensions (stakeholder engagement, resource mobilization, and knowledge development) has a statistically significant impact on the strategic renewal variable with the presence of the strategic transparency variable as a control variable.

3. The third hypothesis: strategic transparency modifies the relationship between the strategic lens in its dimensions (stakeholder engagement, resource mobilization, knowledge development) and strategic renewal with statistical significance.

The following is the graph of the research model, which is shown in figure (1)
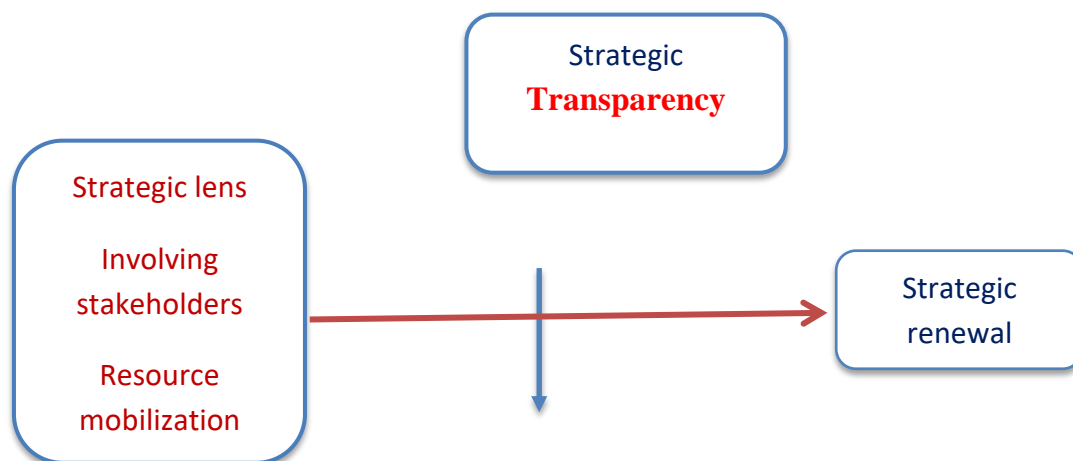
Form (1) Search Form

figure (1) Research Model

Strategy lenses

The concept of strategic lens:

Exploring means looking for new and different things. Strategy exploration involves looking for new angles around strategic problems. A comprehensive assessment of an organization's strategy needs more than one perspective. We present 'strategic lenses' as distinct and theoretically informed perspectives on strategy. Technical lenses are ways to look at strategy problems differently in order to generate additional insights. Different points of view will help you criticize mainstream methods and raise new issues or solutions. Thus, although they are derived from academic theory, lenses should be very practical in the function of executing the strategy. The four lenses are fully described at the end of the first part, having had the opportunity to accept some of the key strategic frameworks for strategic posture analysis. We will also return to them through brief comments at the end of Parts II and III. So the following is just a brief introduction to lenses: (Johnson et al.,2008:19)

Design lens: The designed lens is characterized by adopting rational analysis and making decisions accordingly, due to its public commitment to improving the performance of organizations, and tends to be very

formal, and strategy is the result of a planning process, the important role in this is that senior management has rational analysis that matters, not emotion or intuition; however, this commitment can sometimes limit creativity, as excessive confidence in rational analysis often creates the foundations for making decisions. Inappropriate defends the mind against the realism of experience, via how strategy tools are used, while the 'reality of experience' is the actual use of strategy tools by managers.

Experience lens: A good strategy is a coherent set of analyses, policies, arguments and actions that respond to high-risk challenges. The ways of doing things, this is consistent with the definition of experience you provide either the period spent in a particular job (the duration of the job), or the number of times a particular task has been performed and the individual. Gained through his experience; so the lens of experimentation focuses less on rationality than on the lens of design, and sets low expectations about innovation and change. The focus is on personal experience, routine and organizational culture rather than the simple appeal of rational analysis, history and culture are important components that influence strategy. Therefore, the choices made by managers do not always reflect the best available option, Rather, it represents a satisfactory solution; moreover, past experience and cognitive bias may lead managers to prefer some options over others, although they may not be ideal, and this sums up the cognitive basis of managers of contemporary organizations, as they are greatly influenced by past patterns. Formulate the strategy according to their accumulated experience, which qualifies them to participate individually or collectively, allowing the institution on which the strategy is built to reveal the current and future opportunities on which the organization's strategy is built. (Hlehel et al,2022:56).

Diversity lens: A diverse lens views strategy as the emergence of initiatives for new ideas from a variety of people in and around organizations. According to this lens, the strategy appears not only from above, but also from the perimeter and bottom of the organization. It is important to question the opinions of senior management, recognize the potential value of options coming from all over the organization, and even from abroad.

 Dialogue lens: The dialogue lens believes that language is important for understanding and changing strategy, administrative power and identity. Through this lens, the language of unchosen managers can reveal hidden political meanings and interests. Choosing the right language is also important to legitimize choices and guides. (Dawans, etal, 2009:6)

 Critical exploration of strategy through these four lenses is useful because they all raise different questions and suggest different approaches. Think about the daily discussions you have. Looking at an issue in another way can give a more complete picture, generating new and different insights. For example, is the proposed strategy the result of objective analysis or does it reflect the applicant's personal experience or political self–interest? Lenses can also demand different options or solutions to strategic problems, For example again, should organizations rely solely on senior managers to create new strategies, or rather look towards the operational management of the organization to reveal existing experiences and initiatives that have greater potential? Thus, taking a critical perspective on strategy can help managers reflect on a wide range of issues and responses with how each relates to the following three key dimensions of strategy management:

Rationality: The extent to which strategy development is managed rationally. The design lens assumes high rationality, but other lenses question this.

Innovation: The extent to which strategy development is likely to be for innovative and change−oriented organizations, or alternatively enhance past experience and existing power structures.

Legitimacy: The extent to which strategy analysis and discourse are involved in maintaining managers' authority and identities in organizations. This commentary concludes with a short case about Nokia, showing how the four lenses can be used to explore a real company strategy . (Johnson etal,2017:191)

Strategic lens dimensions:

The strategic lens includes four main dimensions, which provide a complete approach to building the strategic lens of organizations stakeholder engagement, resource mobilization, knowledge development, and culture management. The four dimensions of the strategic lens are explained below and from the different perspectives of many researchers as follows: (Dawans, *elt, 2009:6)

Stakeholder Engagement: The impact assessment of stakeholder engagement in 1.strategic management is based on a management evaluation strategy that is part of a framework to help management and stakeholders in organizations make informed decisions to meet the challenges they face, it helps individuals to deal with the complexity system through the use of computers and dynamic interactions within the work environment and focus on involving various stakeholders in decision−making. (Fulton,*elt,2013:4)

2. Human resources mobilization: Human resources management is one of the basic needs of business organizations today, as it plays a key role in addressing problems and achieving excellence and progress at the highest level in the organization and management through strategic decisions related to organizational effectiveness and mobilizing human resources for the organization. Social organizations are also able to visualize and influence without mobilizing all possible resources, all

performance criteria have a basic lens, although to make the most of performance, must be carefully filtered within the performance criteria and through the lens strategy . (Burma,*elt,2013:3)

3. **Knowledge development**: The development of knowledge management is one of the most important processes that help organizations identify, select, arrange, deliver and transfer important information and specialized knowledge. Knowledge development is a vision-driven business strategy that transforms knowledge and knowledge-based knowledge into the products and processes of business organizations. It is the key factor in the performance of business organizations and their achievement of competitive advantage. Understanding knowledge is the fundamental importance of organizations and developing knowledge management processes to exploit opportunities that provide knowledge to organizations. (Kileloh,*elt,2015:6)

4. **Culture Management**: The subject of organizational culture management is a term that is widely used by many academics and practitioners but seems somewhat exciting and ambiguous in terms of the ability of organizational leadership in culture management and work to evaluate the effectiveness of the organization on the variables of change in the organization. (Hussain,*elt,2019:19)

The four groups of lenses and strategic purposes:

1. Strategic purpose of shareholders through the vision lens of resource-based theory

2. Strategic purpose of stakeholders through a resource-based lens

3. Strategic stakeholder purpose and strategic choice theoretical lens

4. Strategic purpose of shareholders and strategic choice theoretical lens. (Clemens, *elt ,2010:397)

Strategic Transparency

Strategic Transparency Concept: Transparency is a complex and ambiguous term, generally referring to a 'powerful means to achieve a desired social end'. The fact that all organizations must undoubtedly aspire to the goal of increasing transparency shows that they have gained an almost strong status, and therefore it also suggests the extent to which processes and expectations for transparency are naturalized . Raw information is seen as a means of 'facilitating access to truth and thus generating knowledge', with expected outcomes such as 'increased clarity and efficiency on accountability, authenticity, participation and participation, empowerment, liberation and trust'. The 'contemporary social practices of auditing, quality assurance and accountability' can be understood through ways in which 'one type of reality is intentionally overridden'. The privilege of meeting abstract performance indicators tends to inspire artificial responses that form around those requirements; non-original transparency practices can then show that transparency practices act as metaphors for full vision, usually not as a means of representing regulatory practices among other things, but as direct manifestations of regulatory transparency. (Pamment, 2019:3)

The realities of today's complex business environment, including pressures from capital markets, the relationship between president and agent and the importance of information flows, call for a re-examination of traditional models of corporate governance. This leads to the question of 'strategic transparency' in the disclosure of company information, which we define as follows: Strategic transparency is the ability of companies to send or provide adequate, relevant and timely and effective information to their shareholders, stakeholders or to another director. Parties such as policymakers who motivate and restrict them to act in the best interests of the manager and in a manner acceptable to society. When emphasizing the importance of transparency and strategic accountability to the wider community and policymakers, it is important

to consider the constraints and drivers that drive corporate performance in different business systems. the catalysts for financial and strategic transparency. Traditional market-based corporate governance models focus on financial practices aimed at managing corporate performance These models of strategic transparency are linked with the dissemination of financial information through the role that intermediaries play in the market.(Eldomiaty, *elt, 2006:284).

As Vellema and others define strategic transparency to the level of openness in the dialogue between the organization and the community and the ability to include diversity in cultural perspectives in the forward-looking strategies of the assembled actors, refers to an adaptive and proactive approach where open dialogue acts as a means of dealing with different values, perspectives and concerns. The way companies or corporate networks deal with signals or disagreements about problems links transparency to the existence of different cultural perspectives in the social environment. Ultimately, strategic transparency between distinct cultural perspectives may be an asset in engaging with public awareness, building trust in markets, defining a shared future that transcends immediate competition concerns and cost pressures, and opening up new economic horizons. Including different perspectives in forecasting procedures is likely to create a higher level of strategic transparency among different stakeholders, but it cannot resolve conflicting interests or opinions. The process described suggests that the method of portraying the cultural perspective provides a basis for the development of creative new ideas and a basis for interaction between institutionally distant actors .(Vellema , * elt, 2006:630).

Factors affecting strategic transparency:

1. Institutional orientation: In mature economies, more disclosure is achieved as long as economic, political and social institutions allow and can deal with market pressures. In emerging economies, institutional

infrastructure is linked, among other things, to the degree of economic progress targeted by the state. Thus, a company in an emerging or transition economy can be strategically transparent to the extent that its market position will not be affected accordingly. This trend is achieved in economies in transition where bank financing and lack of transparency are the relatively dominant factors in the state of corporate governance. This calls for exploring whether companies are driven by competitive reasons and/or legal obligations to be transparent towards the market and to disclose relevant information to stakeholders.

2. **Foundations of the business system**: We recognize that although the concept of strategic transparency is required to some extent in all countries, the principles vary according to the historical development of the business system in each country. In fact, different styles of corporate governance and information disclosure can have important implications for corporate strategic behavior. The degree of strategic transparency should be linked to the position of companies in the market and the degree of their competitiveness. In general, as a particular economy achieves a degree of economic progress, and the corporate governance pattern changes accordingly, companies have to adapt their degree of strategic transparency.(Choi, *elt, 2006:10)

Characteristics of strategic transparency:

The problem here is that transparency has many dimensions and therefore means different things to different people, the different characteristics necessary for strategic transparency:

• Numerical target for monetary policy

• Inflation report showing the expected effects of changes in monetary policy

• Inflation forecast (as well as assumptions) explaining why these changes are necessary

•   Post−completion evaluation of previous policies and their achievements.

These attributes cover both the content of the information and the way that information was used. This distinction is important, but it is rarely distinguished between the ability to control and the need for transparency . As a result, transparency will reduce noise and inaccuracies in private sector decision−making. But they disagree on whether increased transparency will increase the ability of the central bank and the private sector to make consistent decisions, or reduce the central bank's ability to control the natural tendency of the private sector to avoid monetary discipline. (Hallett, *elt, 2006:2003)

Strategic Renewal

 The concept of strategic renewal

Organizations today face increasingly dynamic environments, characterized by significant and often unpredictable technological, political and economic changes. Strategic renewal research analyzes how these organizations change their dependence on the path by transforming their strategic intentions and capabilities. (Crossan, *elt, 2016:1).

Strategic renewal has been described as an effective solution to the tension between inertia and adherence to the company's current strategy versus stress or dissatisfaction with current results and efforts to take new paths. This idea parallels the tension expressed in the work on organizational ingenuity and the need to find an appropriate balance between exploitation and exploration . The paradoxical pressure between these two learning processes becomes more evident at the stage of institutionalizing a framework, institutional learning carries significant strategic benefits often associated with strategic renewal.(Lengnick−Hall, * elt, 2013:428))

The concept of strategic renewal is defined as an important process of bringing about a change in the core competencies of an organization through the exploitation of new knowledge, * elt, 2012:126 (Al-Kwifi) The most comprehensive definition of strategic renewal is the process of using new knowledge and innovative behavior to promote the transformation of an organization's capabilities, which may lead to the development of new markets, industries, or opportunities. These definitions emphasize the importance of organizational learning as it plays a crucial role in understanding the relationship between innovation and strategic renewal of a company. (Crossan, *elt, 2003:1092))

A focus on strategic innovations associated with economic threats provides an opportunity to examine how business innovation that encompasses product, process and organizational innovations facilitates adaptation and innovation. Strategic renewal enables organizations to innovate and adapt by radically changing aspects of their strategy and organization. The theoretical model of strategic renewal included additional and intermittent renewal activities. Additional renewal includes experience and additional changes for some core companies. Strategic renewal also includes intermittent strategic shifts. These include the replacement of multiple dimensions, including business model, resources, capabilities, technological base, organizational structure, and organizational identity. Martin, * elt, 2016:1)

characteristics of strategic renewal

1. Strategic renewal relates to what can significantly affect the long-term prospects of the company.

2. Strategic renewal includes the process, content and results of renewal.

3. Strategic renewal involves reviving or changing the characteristics of the organization.

4. This recovery or change is intended to provide a basis for future growth or development.(Agarwal, *elt, 2006:282)

Mechanisms of strategic renewal:

By imposing two change management methods (spatial separation and temporal separation) on two different outcomes of change (rearranging and activating core competencies), we identify four renewal mechanisms presented in table (١). They are called 'risk', 'restructuring', 'recovery' and 'renewal'. By examining risk and time differences.When discussing the general problem of renewal, you should pay attention to the 'structural problem of macro microrelationship management' and to the benefits of 'risk'. Flexible (new) modules must be organized separately and must have great autonomy. and the importance of 'reservations' devoted entirely to the creation of new ideas. Obviously, this type of adventure fits into the category of spatial separation. Rearranging existing competencies and routines is the problem, not reactivating core competencies .

In restructuring explaining the mechanisms by which change takes root across the entire organization has always been the preoccupation of management theorists, they have typically described a multi−level approach to management, with senior managers playing a very important role in this process. How corporate management is the primary initiator of administrative work, while frontline managers are the executors of decisions from top to bottom. It is clear that the processes are from the top down and relate to the selection of what is currently within the organization. The renewal of organizations stems from the CEO's strategic goal that relies on superior industry insight. Identification and capacity building is seen as a hierarchical process in which the CEO and senior management play a central role, in the recovery process by managing the resource allocation process that the effective and robust process of change is carried out through the creation,

development and strengthening of strategic initiatives from the lower levels. That renewal can arise from the independent behavior of individuals or small groups at lower levels of an organization . It is usually said that frontline managers have the latest knowledge and experience and are closer to the sources of information critical to innovative outcomes. In the process of renewal the possibilities of comprehensive radical change have recently appeared in the literature, based mainly on a number of documented cases. Unlike simple transformations, where organizations return to their roots, remove unprofitable activities, and get rid of worthless routines, renewal is the control of entirely new processes to replace outdated procedures and capabilities. Baden, *elt, 1997:104)

Strategic Renewal Activities:

1. Openness: early identification of the problem/threats, analysis of the limits of knowledge exploitation, review of employees' skill and experience levels, as well as the creation of a strategic space or entrepreneurship through the delegation of responsibility to employees/managers.

2. Discover the knowledge environment: proactively seek external assistance (network expansion, seek potential sources of help/information) Identify potential knowledge criteria and expectations (performance measurement, industry and customer expectations) Implement and develop knowledge sharing systems for performance review (continuous improvement and feedback from customers) Consider hiring New experience, or train existing employees Encourage future learning by engaging employees, seeking their ideas/inputs.

3. Integrate and formalize knowledge: Review and implement relevant organizational structures Involve employees in the change process Encourage the direct involvement of external knowledge providers and relinquish some control.

4. Maintain/develop relationships between organizations: regular

	Spatial separator Risk control is vital	Time separator Speed is vital
Activate some existing competencies	Refresh Bottom-up processes typically involve double-loop learning	renewal Comprehensive change programs aim to revitalize
Rearrange core competencies and peripheral routines	Taking risks High-level processes for transferring competencies, Including creating new units and selling old units	Restructuring Top-down process of departmental restructuring Setting new priorities and identifying new products

interaction with key partners/stakeholders Culture of 'external confrontation' (exploration) of technological and industrial developments Continuous environmental survey in search of threats and opportunities.(Jones, *elt, 2006:172)

Strategic Renewal Mechanisms

By imposing two change management methods (spatial separation and temporal separation) on two different change outcomes (rearranging and revitalizing core competencies) We identify four renewal mechanisms presented in Table (1) These are called "risk taking" and "restructuring" And "resuscitation" and "renewal". By examining differences in risk and time.

Table (1) risk taking" and "restructuring" And "resuscitation" and "renewal

Strategic Renewal Mechanisms

When discussing the general problem of renewal, attention should be paid to the "structural problem of micro-macro relationship management" and to the benefits of "risk-taking. The (new) flexible units must be organized separately and must have great autonomy. and the importance of "reservations" devoted entirely to creating new ideas This type of adventure clearly fits into the category of spatial separation. Rearranging existing competencies and routines is the problem, not reactivating core competencies.

Practical side

First: Descriptive Statistics

The current section presents a detail of the results of the statistical description of the variables included in the research and their expressive dimensions using descriptive statistics tools represented by the arithmetic mean, standard deviation, coefficient of variation and relative importance calculated through it, and the level of answer, which was arranged after dividing it into five categories.

In addition, the correlation coefficient between the research variables and at the dimensional level was also calculated to verify that there are no high correlations indicating the existence of the problem of linear correlation (linear duplication) between the dimensions of the independent variable.

The following paragraphs have been allocated below to present and discuss the results of descriptive statistics, represented by the results of measuring the arithmetic means of the paragraphs representing the dimensions, variables, standard deviations, coefficients of difference, and then the level of answer and relative importance, with the interpretation of each according to the data and details presented below and sequentially.

1. **Strategic lens**The strategic lens variable in this research embodied an independent or explanatory variable embodied by three dimensions,

namely (stakeholder engagement, resource mobilization, and knowledge development), which will be clarified for the results of descriptive statistics for each dimension and discussed according to the following:

a. Stakeholder engagement: This dimension embodied five paragraphs, and the results of the descriptive analysis related to them are presented in Table (2) that the second paragraph (the university or college informs stakeholders of all variables and involves them in all decisions related to their activities to help find solutions to the problems they face) achieved the highest arithmetic mean (3.3385) with a standard deviation that is the lowest, reaching (0.73478) These results were reflected in reducing the value of the coefficient of variation (0.2200), which is the lowest among the rest of the paragraphs and with a moderate answer level, which made it occupy relative importance First , As for the lowest arithmetic mean, it reached (3.1231) in the third paragraph (the university or college sets proactive plans to face the problems of society by involving stakeholders) with the standard deviation (0.91015), these results were reflected in raising the value of the dispersion coefficient (0.2914) and at a moderate answer level and with a fourth relative importance in its sequence, these results indicated a very high division in the responses of the sample members about the content of this paragraph, As for the rest of the paragraphs, they were all at the level of the moderate answer.

Table (2) Results of descriptive statistics for stakeholder engagement dimension

A	Descriptive statistics Paragraphs	mean	SD	CV	answer level	Mater iality
1	Engage individual or group stakeholders and give them the right to question the nature of their current and future performance	3.323 1	0.9032 5	0.271 8	Tempera te	2

2	The university or college informs stakeholders of all variables and involves them in all decisions related to their activities to help find solutions to the problems they face.	3.3385	0.73478	0.2200	Temperate	1
3	The university or college makes proactive plans to address community problems by involving stakeholders.	3.1231	0.91015	0.2914	Temperate	4
4	The university or college monitors the movements of all stakeholders, whether participants or customers, in order to continuously improve its performance.	3.1385	0.89925	0.2865	Temperate	3
5	The university or college focuses on maximizing the interest of influential groups in order to maintain their survival in the competitive environment.	3.1385	0.94995	0.3026	Temperate	5
	General average dimension	3.2123	0.63824	0.1986	Temperate	

b. Resource mobilization: This dimension represented five paragraphs also presented the results of the descriptive analysis in the table (3) where the second paragraph (making more efforts to search for important sources of knowledge for competition at the internal and external levels) achieved the arithmetic mean (2.4923) with a standard deviation is the lowest where it reached (0.73150) These results were reflected in reducing the value of the coefficient of variation (0.2935) and a low level of answer, which made it occupy the first relative importance, On the other hand, the lowest arithmetic mean was (2.2462) in the third paragraph (the university or college focuses on

human, financial and technological resources that contribute significantly to enhancing its organizational reputation) with the standard deviation (0.84836) These results were reflected in raising the value of the dispersion coefficient (0.3776) and a low answer level and a final relative importance, but for the rest of the paragraphs of this dimension, its relative importance between these two paragraphs was determined for this dimension and a low answer level in all of them.

Table (3) Results of descriptive statistics for the resource mobilization dimension

a	Descriptive statistics Paragraphs	mean	SD	CV	answer level	Materiality
1	Human resources possess the knowledge and experience necessary to perform their jobs	2.3692	0.78201	0.3300	low	2
2	The university is making more efforts to search for important sources of knowledge to compete both internally and externally. .	2.4923	0.73150	0.2935	low	1
3	The university or college focuses on human, financial and technological resources that contribute significantly to enhancing its organizational reputation.	2.2462	0.84836	0.3776	low	5
4	The university or college has good resources to help them provide new and innovative solutions according to the resource mobilization system.	2.5231	0.88579	0.3510	low	3
5	A university or college creates a work environment where it can connect knowledge to all co-workers to create value for them.	2.4000	0.86241	0.3593	low	4
	General average dimension	2.4062	0.48084	0.1998	low	

c. Knowledge development: The results of the descriptive analysis of this dimension showed in Table (4) where the fifth paragraph (the leaders of the university or college have a great impact on the formation of knowledge in light of the opening of internal and external channels of communication for the exchange of knowledge between employees) achieved the arithmetic mean (3.8000) relatively high with a standard deviation is the lowest, reaching (0.83292) These results led to a reduction in the value of the coefficient of variation (0.2191) and a high level of answer and the first relative importance, On the other hand, the lowest arithmetic mean (3.4769) in the second paragraph (the formation of teams to increase innovations that contribute to their excellence in the work environment) standard deviation is the highest (1.17404) reflected to raise the value of the coefficient of difference (0.3376) and the level of answer high and relative importance fifth and last in its order, but for the rest of the paragraphs of the dimension has been limited relative importance between these two paragraphs of this dimension.

Table (4) Results of descriptive statistics for the knowledge development dimension

a	Descriptive statistics Paragraphs	mean	SD	CV	answer level	Materiality
1	Transforming tacit knowledge into visible knowledge for employees	3.8615	0.98230	0.2543	High	3
2	Teams are formed to increase innovations that contribute to their excellence in the work environment	3.4769	1.17404	0.3376	High	5
3	Possess the tacit and apparent knowledge that makes it unique in providing its diverse services to customers	4.1077	1.00192	0.2439	High	2
4	Encourage employees to	3.723	0.9922	0.2665	High	4

	continuously submit new ideas that are the most important input to the knowledge process	1	8			
5	The leaders of the university or college have a great impact on the formation of knowledge in light of opening internal and external channels of communication for the exchange of knowledge between employees	3.8000	0.83292	0.2191	High	1
	General average dimension	3.7938	0.53848	0.1419	High	

2.**Strategic transparency**: This variable included fourteen paragraphs as a one-dimensional variable, where the results of its statistical description and as presented in Table (5) showed that the second paragraph (transparency in information sharing shows that you do not hide anything) achieved the arithmetic mean (3.7538) relatively high and standard deviation (0.77118) These results led to a reduction in the value of the dispersion coefficient (0.2054) and a high level of answer and relative importance of the first in its rank, On the other hand, the arithmetic mean (2.2154) in the twelfth paragraph (organizational accountability is a major goal through which strategic transparency can be reached) with the standard deviation (0.89254) and relatively high reflected in raising the value of the coefficient of variation (0.4028) and a low answer level and a final relative importance in its arrangement, while the rest of the paragraphs of the variable with their relative importance oscillated between these two paragraphs for this variable.

Table (5) Results of descriptive statistics of the strategic transparency variable

a	Descriptive statistics Paragraphs	mean	SD	CV	answer level	Materiality
1	Sharing information reduces costs and improves productivity	3.8154	0.89952	0.2357	High	3
2	The university shows transparency in sharing information and does not hide anything	3.7538	0.77118	0.2054	High	1
3	It is in the interest of the university or college administration to share information and complete the work	3.3846	1.08530	0.3206	Temperate	10
4	The university or college undertakes to involve as many beneficiaries as possible in an objective and logical manner.	3.0923	1.02657	0.3319	Temperate	11
5	Building relationships between organizations and beneficiaries with a high degree of equal participation	3.7846	0.78047	0.2062	High	2
6	Containment is an essential part of a university's or college's strategy to ensure its long-term effectiveness.	2.6769	0.96998	0.3623	Temperate	12
7	To achieve competitiveness and sustainability, organizations must respond quickly to technological changes and transformations.	2.2000	0.68920	0.3132	low	8
8	Organizations must monitor funds to enable	3.2615	0.83436	0.2558	Temperate	5

	the implementation of the SGRP				
9	Rapid response requirements are one of the basic requirements in organizations	3.4308	0.84722	0.2469	High	4
10	Rapid response programmes should be encouraged to keep pace with technological developments	2.2923	0.60527	0.2640	low	6
11	Transparency and accountability are closely linked to policy development and decision-making	2.1692	0.82100	0.3784	low	13
12	Organizational accountability is a key objective through which strategic transparency can be reached.	2.2154	0.89254	0.4028	low	14
13	Organizations require all employees to provide explanations for their actions and decisions	2.9692	0.88334	0.2974	Temperate	7
14	Organizations develop self-censorship of their employees through courses	2.9538	0.94258	0.3191	Temperate	9
	General average dimension	3.0000	0.41879	0.1395	Temperate	

3. **Strategic renewal**: This variable contained fifteen paragraphs and as a one-dimensional variable as well, where the results of the statistical description presented in the table (6), whose results showed that the fourteenth paragraph (the university or college is working to repeat and

develop its planned strategic procedures) achieved the highest arithmetic mean (3.8308) and a standard deviation is the lowest (0.69752), which led to a reduction in the value of the coefficient of variation (0.1820) and a high level of answer and relative importance of the first in its rank, On the other hand, the lowest arithmetic mean was (2.0000) in the eighth paragraph (adopt advanced methods and techniques to identify the market need and meet it quickly and continuously.) with the standard deviation (1.11803) reflected in raising the value of the coefficient of variation (0.559) and with a low answer level and with the last relative importance in its arrangement, and in regard to the rest of the paragraphs, it oscillated with its relative importance between these two paragraphs for this variable.

Table (6) Results of descriptive statistics of the strategic renewal variable

a	Descriptive statistics Paragraphs	mean	SD	CV	answer level	Materiality
1	It carries out strategic work based on internal initiatives proposed by decision makers within the university or college.	3.1846	1.05907	0.3325	Temperate	10
2	It carries out strategic work based on initiatives proposed by external parties, such as investment companies or government agencies.	3.1692	0.97739	0.3083	Temperate	8
3	Most of the strategic work is carried out by relying on entities	3.2769	1.06811	0.3259	Temperate	9

	outside the boundaries of the university or college .					
4	Focuses on the implementation of strategic work with internal orientation	3.3077	1.01432	0.3066	Temperate	7
5	It has strategic alliances with a number of local and international universities.	2.9846	1.00766	0.3376	Temperate	12
6	Continuously focuses on modifying and improving the activities and services it provides .	2.9077	0.84267	0.2898	Temperate	6
7	Keen to provide the services required by the current market need	2.2462	0.91908	0.4091	low	13
8	Advanced methods and techniques are adopted to identify and meet the market need quickly and continuously.	2.0000	1.11803	0.5590	low	15
9	Constantly responds to changes in the market.	3.1538	0.79512	0.2521	Temperate	3
10	Encourages the conduct of studies and research related to the innovation and development of new services.	3.0308	0.76993	0.2540	Temperate	4

11	It works on the development of new scientific departments in response to the need of the market.	2.4462	1.18626	0.4849	low	14
12	It works to create new organizational units to facilitate the flow of work..	3.0462	0.77924	0.2558	Temperate	5
13	Take measures to reduce the size of its activities that are not consistent with the needs of the market it serves	2.0923	0.70096	0.3350	low	11
14	The university or college works to repeat and develop its planned strategic procedures.	3.8308	0.69752	0.1820	High	1
15	There are strategic actions implemented by the university or college for this year	3.6769	0.68711	0.1868	High	2
	General average dimension	2.9569	0.38899	0.1315	Temperate	

The following is a detailed presentation of the results of the hypothesis test, which employed the multiple regression model using the programs (SPSS24 and AMOS23) and according to the steps of the interactive role, and this relationship includes the text of three main hypotheses presented in the research methodology as follows:

The first hypothesis: The table (9) presents the results of the test of the first main hypothesis, which shows the significance of the impact of all dimensions of the strategic lens variable, which is after the involvement of stakeholders with the strongest impact (.45, P=0.000 = β) and after mobilizing resources in light of the beta coefficient (.38, P=0.000 = β) and after the development of knowledge (.22, P=0.002=β) in the strategic renewal variable as a dependent variable, as for the explanatory power of the model according to the value of the coefficient of determination reached its percentage (R2 = .78) and with complete statistical significance (P = 0.000) In other words, (78%) of the variance of the strategic renewal variable is explained by both dimensions of the strategic lens variable, and certainly the remaining percentage of the coefficient of determination (22%) and unexplained related to other factors outside the scope of the current research limits.

The second hypothesis: The results of testing the second hypothesis for the inclusion of the test model for the strategic transparency variable with the dimensions of the strategic lens variable and their impact on the strategic renewal variable and shown in detail in Table (9) showed the significance of the impact of the strategic transparency variable (.24, P = 0.001 = β) in the strategic renewal variable, as this result is the second step or condition achieved in the interactive role tests, which stipulates the necessity of the significance of the interactive variable in the presence of the dimensions of the independent variable, With regard to the explanatory power, its percentage and according to the value of the interpretation coefficient (R2 = .82) reached a complete statistical significance (P = 0.000), i.e. an increase of (R2 = .04Δ) from the result of testing the first hypothesis.

The third hypothesis: The table (9) showed in the first stage of it the results of testing the first hypothesis and at the level of the direct relationship between the variable dimensions of the variable of the

strategic lens variable and the variable of strategic renewal and according to what was stated in the first main hypothesis of the research, in addition to the results of the second stage of the second hypothesis, which was included variable transparency in addition to the dimensions of the variable strategic lens of the test model, and it is also clear from the table () itself in the third stage to introduce the limits of interaction to the model where the significance of the relationship of influence in renewal was confirmed Strategic dimensions stakeholder involvement -1.072, P=0.036) = β) and after the development of knowledge 1.314, P=0.020) = β) and the significance of the impact of the interactive variable represented by strategic transparency .657, P = 0.048) = β) and the high percentage of the coefficient of determination to (.84) and quite significant (P = 0.000) and thus a change of (.02) and indicating a rise in the value of the interpretation coefficient of the test model after the inclusion of the test in the third stage The interaction limits of the test model The relationship between the dimensions of the strategic lens and the variable of strategic renewal.

Table (9) Hypothesis test results

Test Forms	Indicators Statistical details	Model parameters	Test Statistics	Morale level	Coefficient of determination	Test Statistics	Morale level
		B	|t|	P>|t|	R^2	F	P>F
The first	Stakeholder engagement ---< strategic renewal	.45	5.279	.000	.78	71.076	.000
	Resource mobilization <--- strategic renewal	.38	4.774	.000			
	Knowledge development <--- strategic innovation	.22	3.277	.002			
Second	Stakeholder engagement <--- strategic renewal	.38	4.662	.000	.82	66.182	.000
	Resource mobilization <--- strategic renewal	.33	4.363	.000			

	Knowledge development <--- strategic innovation	.18	2.730	.008			
	Strategic transparency <--- strategic renewal	.24	3.498	.001			
	R²Δ				.04		
Third	Stakeholder engagement <--- strategic renewal	−1.072	−2.383	.037	.84	41.608	.000
	Resource mobilization <--- strategic renewal	.878	1.464	.149			
	Knowledge development <--- strategic innovation	1.314	2.402	.020			
	Strategic transparency <--- strategic renewal	.657	2.003	.048			
	Stakeholder Engagement XStrategic Transparency <--- Strategic Renewal	2.187	2.291	.026			
	Resource Mobilization X Strategic Transparency <--- Strategic Innovation	−.797	−.884	.381			
	Knowledge Development X Strategic Transparency <--- Strategic Renewal	−1.860	−2.083	.042			
	R² Δ				.02		

Conclusions and recommendations:

1. There is an acceptable pursuit in his degree for the university towards the extent of participation of stakeholders associated with the university in decisions and inform them of the variables that occur in them, so universities should develop communication mechanisms with all stakeholders such as the use of technological tools and methods of communication available in order to enhance the possibility of assistance in finding solutions to developments, and on the other hand there was a modest effort by the university administration to search for specialized knowledge sources that would enhance the competitiveness of the

university,   However, there is a major role for senior administrative leaders in trying to open new channels of knowledge, so the university must adopt modern methods to guide them towards the places where knowledge is located and seek to possess it.

2. The university has methods used to share its information towards its beneficiaries according to the levels of response in order to build good relations with them, and in return for a weakness in the goal of accountability procedures to reach strategic transparency, which would enhance the university's reputation towards the community, as the university must activate accountability and hold negligent of its internal employees accountable in order to send reassuring messages to the community that the university has its endeavor in this field

3. The university has procedures strategies are constantly working to develop, in an effort to harmonize its strategy with environmental developments, but there is a weakness in keeping pace with the labor market and the development of scientific departments according to the need of the market, as the main source of university imports, the university must activate research teams to inspect for developments in the labor market, which in turn determines the extent to which departments can be developed or not, Or the possibility of canceling a section according to the need of the market.

4. There was a significant effect of the strategic lens variable of the three dimensions in the variable of strategic renewal and at the level of the direct relationship, while this relationship continued to be significant in the second hypothesis and an increase in the coefficient determining the model as a whole after the inclusion of the test model for the direct relationship variable strategic transparency as a control variable.

5. There was an interactive role for the variable of strategic transparency in the relationship between the variable of the strategic lens and strategic renewal and within the limits of the dimensions of stakeholder

involvement and knowledge development without the dimension of resource mobilization, and an expected increase in the value of the coefficient of determination.

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