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Article

The Role of Strategic Clarity in Enhancing Organizational Prestige: An Analytical Study of the Perceptions of a Sample of Employees at the Technical Institute Al-Dour

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Abstract: The current study aims at examining the contribution of strategic clarity in improving organizational prestige among a sample of employees at the Technical Institute / Al-Dour. To achieve the objectives and test its hypotheses, the researchers developed a conceptual research framework illustrating the logical relationships among the research variables and their dimensions. A descriptive-analytical method was employed to analyze the data and address the research problem. A questionnaire was employed as the primary tool for obtaining field data. The Technical Institute / Al-Dour was selected as the research field, with a sample of 150 employees, of which 120 valid questionnaires were suitable for statistical analysis. The study reached several findings that supported its hypotheses, the most significant of which was the presence of a statistically significant relationship among the dimensions of strategic clarity and the enhancement of organizational prestige at the institute. This relationship was strong and positive, including at the sub-dimension level.

Keywords: Strategic Clarity, Organizational Prestige, Technical Institute / Al-Dour

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1. Introduction

Organizational prestige, seemingly, is one of the orientations and aspirations pursued by the Technical Institute / Al-Dour. This has highly driven its administrative leadership to focus on it and attempt to apply its foundations, as it represents an effective starting point that reflects organizational effectiveness and levels of growth and development [1]. The performance and reputation of the organization, in general, are closely and directly related to its orientations and prestige. In this context, many fundamental propositions have begun to emerge within strategic thought, shaped by the nature of the current stage, as they represent decisive factors in sustaining the success of any organization [2], [3]. Among these is strategic clarity, which serves as an approach that helps organizations reach best practices and is considered the key factor in determining how an organization achieves its prestige compared with others. Thus, the objective of the present study is to identify strategic clarity and its role in enhancing organizational prestige. The study consists of four sections: Research methodology; theoretical framework; practical analysis; main conclusions and recommendations [4].

2. Materials and Methods

Field Research Methodology

1. Research Problem:

The increasing level of competition in today's dynamic and unstable business environment has cast its shadow on the performance of business organizations in general and educational institutions in particular, as well as on the skills and capabilities of their employees. This situation requires organizations to adopt proactive mechanisms and approaches in managing their operations to cope with environmental changes compared to their competitors. As one of the leading educational institutions in the region, the Technical Institute / Al-Dour faces several challenges in enhancing the required organizational prestige from the perspective of its employees, in order to keep pace with rapid developments in the fields of education and scientific research. However, there is a noticeable deficiency in employees' perception of the level of organizational prestige within the studied institution. This directly affects the organization's functions and activities and reflects negatively on its competitive capability. Such a deficiency leads to a decline in employees' self-respect, as they view themselves as working within an organization characterized by a low level of organizational prestige. This in turn affects the organization's ability to improve its performance. Therefore, these causes indicate a decline in the level of organizational prestige in the studied institution. In response, the present research adopts strategic clarity as an independent variable and one of the contemporary strategic tools that may contribute to addressing this issue. Based on the above, the research problem can be expressed through the below questions:

1. To what extent are strategic clarity and organizational prestige present in the studied institution?
2. Is there a correlation between strategic clarity and organizational prestige in the studied institution?
3. What is the impact of strategic clarity on organizational prestige in the studied institution?

2. Research Importance

The research gains significant importance due to the relevance of the topic it addresses and the chosen field of study. Its importance is defined through presenting the theoretical frameworks of the study variables, namely strategic clarity and organizational prestige, as follows:

1. The importance of this research lies in building a knowledge framework for the topics of strategic clarity and organizational prestige, given the limited number of studies dealing with these variables, thereby contributing to enriching the Iraqi academic library with new subjects.
2. Identifying the extent to which the dimensions of strategic clarity are available among employees in the organization under study.
3. Clarifying the role that the dimensions of strategic clarity play in enhancing organizational prestige, as linking these variables may represent a noteworthy scientific contribution to Iraqi literature.

3. Research Objectives

In light of the current research problem and the scarcity of studies that link the variables, the main objective of this study is to determine the role of strategic clarity in enhancing organizational prestige at the Technical Institute / Al-Dour. Several sub-objectives stem from this main objective:

1. Diagnosing the dimensions of strategic clarity in the organization under study, along with all factors that contribute to enhancing organizational prestige .
2. Identifying the extent to which employees at the Technical Institute / Al-Dour perceive the assumptions on which this study is based, particularly in relation to strategic clarity and its role in strengthening organizational prestige.

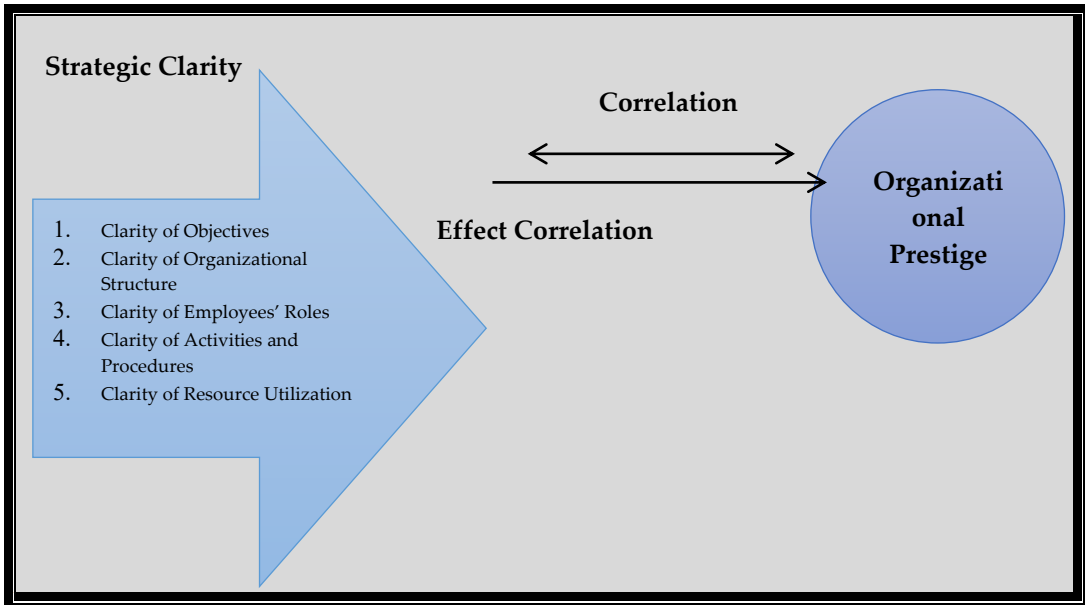
3. Presenting a set of recommendations to employees and senior leadership at the Technical Institute / Al-Dour, which would enable a clearer understanding of the role of strategic clarity in improving employees' perception of organizational prestige.

4. Research Framework

The methodological treatment of the problem, in accordance with its theoretical framework and field dimensions, requires constructing a hypothetical model reflecting the logical relationship between the variables. It also clarifies the sub-variables of these variables and their impacts within the under research organization, while ensuring that these variables can be measured. The research framework includes two types of variables:

1. Independent Variable: Strategic clarity, represented by the following dimensions: Clarity of objectives, clarity of organizational structure, clarity of employees' roles, clarity of activities and procedures, and clarity of resource utilization.
2. Dependent Variable: Organizational prestige.

Figure 1. The Hypothetical Research Framework



Source: The figure is prepared by the researchers

5. Research Hypotheses

A set of hypotheses was developed depending on the framework in order to test the statistical relationships and their subdivisions.

The Main Hypothesis 1: There is a significant positive correlation between strategic clarity and organizational prestige at the Technical Institute / Al-Dour.
From this main hypothesis, the following sub-hypotheses are derived:

a. There is a significant positive correlation between clarity of objectives and organizational prestige.
b. There is a significant positive correlation between clarity of activities and procedures and organizational prestige.
c. There is a significant positive correlation between clarity of organizational structure and organizational prestige.
d. There is a significant positive correlation between clarity of employees' roles and organizational prestige.
e. There is a significant positive correlation between clarity of resource utilization and organizational prestige.

The Main Hypothesis 2:

There is a significant positive effect of strategic clarity on organizational prestige at the Technical Institute – Al-Dour. From this main hypothesis, the following sub-hypotheses are derived:

a. There is a significant positive effect of clarity of objectives on organizational prestige.
b. There is a significant positive effect of clarity of activities and procedures on organizational prestige.
c. There is a significant positive effect of clarity of organizational structure on organizational prestige.
d. There is a significant positive effect of clarity of employees' roles on organizational prestige.
e. There is a significant positive effect of clarity of resource utilization on organizational prestige.

3. Results and Discussion

Theoretical Framework of the Research

1. Strategic Clarity

1.1 The Concept and Importance of Strategic Clarity

Many academic studies and research works have sought to introduce the term *strategic clarity* into the organizational field, due to its significant role in diagnosing and determining the current status of organizations during their stages of growth and organizational development. When clarity declines, organizations tend to experience failure for several reasons that contradict the correct principles and rules of organizational work [5]. Accordingly, the emergence of the term *strategic clarity* marked the beginning of researchers' and strategists' focus on contributing to the creation of clarity within organizations by fostering growth, innovation, creativity, effective communication, adaptability, and flexibility. In this regard, Ritchie & Rabbino indicated that most previous studies emphasized the importance of this concept, given the environmental conditions faced by organizations, the accelerating pace of change, high competitiveness, and the weakness in strategic planning processes, which in turn limit the ability to address future environmental challenges such as stagnation and rigidity during the organizational life cycle. Among the most influential factors that led to the development of strategic clarity was competition [6], [7]. The scholar Bantel was the first to introduce the *strategic clarity* in his paper *"Strategic Clarity in Banks"*, in which he pointed out that an organization aims at achieving strategic clarity by adopting several tactics and internally organized competitive approaches.

Later on, Ritchie & Rabbino defined *strategic clarity* as the product of creativity and innovative thinking in organizational work, encompassing all the cognitive skills and capabilities of managers that enable organizations to anticipate the future and make strategic decisions through processes of development, modernization of activities, operations, and the efficient utilization of available resources [8]. In the same context, Brenegar explained that strategic clarity is the outcome of *strategic thinking* rather than strategic planning. It stems from a clear understanding of the organization's values, its inherent capabilities, and the intended outcomes [9]. Similarly, Titos emphasized that strategic clarity becomes evident through the identification of the main guidelines for decision-making regarding the services offered, the organization's market share, market growth, and its competitive advantage. This highlights the importance of strategic clarity across all organizational departments [10], [11].

Although many organizations adopt distinguished strategies, the true success of those strategies cannot be achieved without strategic clarity. A clear strategy facilitates effective implementation, relying on highly skilled leadership and smooth communication among departments and employees. Furthermore, maximizing the utilization of employees' capabilities contributes to institutional excellence [12]. Rapid adaptation to changes,

whether expected or unexpected, constitutes a key advantage for organizations striving to achieve sustainability and growth.

Clarity is the framework established by top management for carrying out assigned tasks and determining the path necessary to achieve desired objectives. It also refers to the elimination of any ambiguity or confusion that may hinder proper understanding [13]. Thus, clarity motivates managers to simplify and explain the organization's internal policies in a way that facilitates comprehension and implementation, thereby contributing to the efficient allocation of resources [14].

Hence, addressing ambiguity that may affect performance across various organizational activities has driven strategic management to search for new ideas aimed at raising organizational performance to more advanced levels. An effective organization can maximize the benefits of its defined strategy by efficiently utilizing and controlling both material and human factors, which contributes to achieving its goals and attaining optimal results [15].

Ludviga & Kalvina defined strategic clarity as a managerial tool that enables management to determine and formulate the goals that the organization seeks to achieve, while emphasizing the coordination of efforts to ensure alignment with the organizational structure. It also involves developing executable strategic plans that take into account the diversity of internal cultures and the modern technologies employed within the organization. In this sense, strategic clarity represents the ability to deal with various situations and identify appropriate procedures. Clarity possesses an inherent appeal that helps direct attention and strengthen consensus, through which the organization's strategy is effectively communicated to all employees, ensuring a shared understanding of objectives and the required course of action [16].

The importance of strategic clarity is manifested in two main aspects**:**

1. Providing a realistic understanding of the organization's work environment: This includes perceiving the nature of competition, identifying potential partners, recognizing obstacles that may hinder the achievement of objectives, and understanding the constraints that limit the organization's freedom of action.
2. Formulating a coherent future strategy: This enables management to guide work with clarity and allows employees to feel that the strategy stems from a deep understanding of the institutional dynamics affecting their behavior within the organization.

Accordingly, the procedural definition of strategic clarity can be presented as an integrated approach based on establishing an organizational unit that promotes organizational cohesion, shared understanding, and enhances both organizational and individual performance through high clarity in main guidelines, objectives, roles, strategy development mechanisms, and implementation methods [17].

2. Dimensions of Strategic Clarity

Various models have addressed strategic clarity in various fields. The GRASP model was adopted for this study, as it includes five dimensions and has been widely used in numerous studies involving small and large public organizations, as well as civil society organizations in the UN and European states, yielding significant and unprecedented results [18]. Accordingly, the five dimensions of strategic clarity adopted in this study are: clarity of objectives, clarity of activities and procedures, clarity of organizational structure, and clarity of employees' roles, as these are most closely related to the field of study from the researchers' perspective. However, a brief overview of each dimension is presented below:

1. Clarity of Objectives

Objectives are a fundamental basis for decision-making within an organization, ensuring its efficiency and effectiveness. Therefore, goals must be presented in a clear, transparent, and easily understandable manner, which contributes to improving relationships among team members involved in setting these goals and achieving alignment of interests among them [19], [20].

The importance of clarity of objectives lies in unifying employees' focus and energy toward specific behaviors related to the established goals. It also helps improve employee behaviors, leading to the development of new behaviors that result in certain innovations or the application of new knowledge relevant to task accomplishment.

2. Clarity of Activities and Procedures

Formal organizational procedures are among the most important tools that systems rely on to achieve high levels of organization and effectiveness. Most contemporary systems emphasize the necessity of preparing manuals or guidebooks that provide detailed and comprehensive explanations of the various operations conducted within the organization [21]. These ensure the clarity, completeness, accuracy, and simplicity of each step while maintaining full alignment with the system's strategic objectives. This facilitates practical application and minimizes potential problems, such as ambiguity or task overlap. In this context, some systems integrate these manuals into their internal structures, requiring all employees to consult them regularly as part of a pre-planned strategy designed to standardize procedures and ensure that practical practices align with approved standards, thereby achieving the desired objectives efficiently [22].

Procedures are directed steps for individuals to optimally complete tasks, while activities are the core actions performed to enhance work efficiency and contribute to achieving strategic objectives. Therefore, clarity of procedures ensures that every individual knows what is expected of them, preventing confusion or duplication of work [23].

3. Clarity of the Organizational Structure

This dimension refers to the clear arrangement of the organization, including how functions are divided, grouped, and coordinated, with clearly defined authorities and responsibilities. The formal organizational structure illustrates lines of authority and functional relationships among individuals, ensuring coordination across different tasks. Clarity of the structure helps avoid conflicts and promotes harmony within the organization.

4. Clarity of Employees' Roles

This dimension relates to employees' understanding of their job roles and what is projected. Clarity role contributes to higher trust among individuals, enhances their ability to work collaboratively, and supports achieving desired outcomes [24], [25]. It helps employees recognize the impact of their contributions on organizational goals, avoid unproductive behaviors, and remain committed to their assigned responsibilities.

5. Clarity of Resource Utilization

The effective use of resources is a fundamental element of institutional performance. Educational and professional institutions must optimize the use of available resources to achieve objectives, while ensuring that employees are aware of how to invest them properly. This requires careful resource management to provide services and support operations sustainably over the long term.

2. **Organizational Prestige**

1. Concept and Importance of Organizational Prestige

The term *prestige* first appeared in 1956 in a study on status, prestige, and respect within research organizations conducted by Brown & Shepherd. They explained that individuals' evaluation of their own status within an organization is often referred to as prestige. The researchers focused on the literal meaning of prestige related to individuals, without directly addressing organizational prestige. Employees tend to identify closely with their organization when they perceive that it is highly regarded by stakeholders (such as clients, partners, or citizens), which shapes a positive view of their organization [26].

This concept has gained significant consideration in management literature. Several researchers define organizational prestige as the personal perspective of employees regarding what they believe external parties think about their organization. According to Yıldız**,** organizational prestige reflects the organization's concern with its activities and

practices. Initially explored in sociology and psychology, the concept was later integrated into management and organizational studies, focusing on employees' evaluations of their organization compared to others [27]. Employees' perception of organizational prestige directly affects organizational functions and operations, which in turn influences the organization's competitive capability. Moreover, a high level of organizational prestige enhances employees' self-respect, guiding them on how they should behave within the organization. Working in a prestigious organization positively impacts their performance and contributes to overall organizational improvement. Similarly, Akgunduz & Bardakoglu define organizational prestige as employees' evaluations of their work within the organization based on the perspectives of certain external parties and stakeholders. Therefore, researchers consider organizational prestige as the outcome of interaction between internal indicators and the orientations of relevant stakeholders, which collectively determine the organization's standing among its employees [28], [29].

2. Dimensions of Organizational Prestige

The dimensions of organizational prestige are generally agreed upon by most researchers to include two main dimensions: *internal organizational prestige* and *perceived external prestige*. Researchers have adopted these dimensions based on multiple relevant sources and expert opinions, as they are the most widely recognized. The following provides a detailed explanation of these dimensions:

a. Internal Organizational Prestige

Internal organizational prestige stands for to the employee's estimation of the organization's character and existence from a personal perspective. The concept centers on how behaviors impact internal stakeholders and organizational performance. Specifically, internal organizational prestige is demarcated as an individual's assessment of what the organization represents and its position relative to other organizations in the business environment. In other words, it reflects how employees identify themselves with their organization.

b. Perceived External Prestige

Perceived external prestige relates to the individualistic level, as it largely depends on employees' evaluations of their organization based on the opinions of external parties. Accordingly, perceived outer prestige can be demarcated as employees' beliefs regarding the orientations and opinions of stakeholders, such as customers, competitors, and suppliers, toward the organization. A positive perception among employees about stakeholders' views fosters pride and a sense of belonging to the organization, which in turn reflects on organizational performance. Aslaner defined it as the genuine impression held by outsiders about the organization; in other words, it is employees' evaluation of their organization's prestige from an external perspective, including the general public, stakeholders, and competitors. Many authors claim that organizations with high perceived external prestige may enjoy a competitive prilivige in attracting and retaining personnel, as individuals tend to associate with organizations that enhance their self-image or self-respect. Furthermore, empirical studies have shown that external prestige strengthens organizational identity, increases employee commitment, and reduces turnover.

Third Section: Field Study

Describing and diagnosing the research variables, the researchers used arithmetic means and standard deviations to determine the trends of the research population toward the variables and their dimensions, relying on the findings of the statistical program.

1. Description and Diagnosis of the Dimensions of Strategic Clarity

This section describes and analyzes each dimension of the strategic clarity variable based on the perceptions and responses of the members, as follows: As regards the ranking of the prominence of the dimensions of the strategic clarity variable, based on statistical analysis results for each dimension, it was found that the clarity of the organizational

structure ranked first. It achieved an arithmetic mean score of 3.811, a standard deviation of 0.751, and a coefficient of variation of 18.801, indicating that most responses from the sample were consistent regarding this dimension compared to others. The second rank was occupied by clarity of goals, with an arithmetic mean score of 3.761, a standard deviation of 0.711, and a coefficient of variation of 18.745. Overall, the general mean of the strategic clarity variable was 3.7, with a standard deviation of 0.778 and a coefficient of variation of 18.804, as shown in Table 1.

Table 1. Statistics of the Strategic Clarity Variable

No	Items	Arithmetic mean	Standard deviation	Coefficient of variation	Significance
1	Clarity of Objectives	3.761	.7110	18.745	2
2	Clarity of Activities and Procedures	3.750	.7440	18.732	3
3	Clarity of Organizational Structure	3.811	.7510	18.801	1
4	Clarity of Employees' Roles	3.546	.8950	18.921	5
5	Clarity of Resource Utilization	3.632	.7910	18.822	4
	Average	3.7	.7780	18.804	

Overall, the general mean of the organizational prestige variable was 3.771, with a standard deviation of 0.788 and a coefficient of variation of 18.289, as shown in Table 2.

Table 2. Statistics of the Organizational Prestige Variable

No	Items	Arithmetic mean	Standard deviation	Coefficient of variation
1	**Organizational prestige**	**3.771**	**0.788**	**18.289**

2. Testing and Analyzing the Correlation Among the Study Variables

In this section, the researchers aim to test the hypotheses formulated to measure the correlation between the variables, according to each hypothesis individually. The research model is used to analyze the degree of change between variables and their dimensions, enabling the determination of the strength of the relationship, whether strong, weak, or nonexistent, as well as the direction of the relationship, whether positive or negative. It should be noted that the correlation coefficient (r) ranges between +1 and -1. The sign designates the direction of the association, while the absolute value reflects the strength or degree of the relationship. The Pearson correlation test was used to estimate the strength of the correlations, as it is one of the most widely used statistical methods for this purpose. The test was applied according to the study's hypotheses as follows:

1. Testing the First Main Hypothesis

The 1st main hypothesis stating *"There is a statistically significant positive correlation between strategic clarity and organizational prestige at the Technical Institute / Al-Dour."* The correlation coefficient between strategic clarity and organizational prestige was found to be 0.887, which is statistically significant at $p \leq 0.05$. This uncovers a strong positive correlation between both variables and supports the acceptance of the first main hypothesis. Philosophically, this reflects the idea that clarity of purpose and direction is not merely an administrative tool, but the essence of institutional existence itself. The more clearly the vision is articulated and the objectives are aligned, the higher the organization's image in the eyes of both inner members and outer stakeholders. There can be no prestige without clarity, and no clarity is meaningful without reflecting prestige. Based on this result, the link among the dimensions of the independent variable (strategic clarity) and the dependent variable (organizational prestige) can now be tested according to the sub-hypotheses stemmed out of the 1st main hypothesis, as follows:

a. Testing Sub-Hypothesis (1-a): The first sub-hypothesis stated *"There is a statistically significant positive correlation between clarity of goals and organizational prestige."* As shown in Table 3, the correlation coefficient between clarity of goals and organizational prestige was 0.877, which is statistically significant at $p \leq 0.05$. This uncovers a positive correlation between these variables, supporting the acceptance of the first sub hypothesis derived out of the 1st main hypothesis. This result confirms that an organization's prestige is not derived solely from the size of its resources, but from the clarity of its goals, which provides employees with a directional guide and gives external stakeholders a reason to respect the organization. When goals are clear, prestige manifests, as a clear purpose creates a clear organizational image both internally and externally
b. Testing Sub-Hypothesis (1-b): The second sub-hypothesis stated *"There is a statistically significant positive correlation between clarity of activities and procedures and organizational prestige."* As shown in Table 3, the correlation coefficient between clarity of activities and procedures and organizational prestige was 0.845, which is statistically significant at $p \leq 0.05$. This unveils a positive correlation between both variables, supporting the acceptance of the 2nd sub - hypothesis steming out of the 1st main hypothesis. This highlights the principle that institutional greatness is not based solely on intentions, but on the regularity of actions and the coherence of steps. When procedures are clear and paths are defined, prestige manifests as a reflection of order and consistency. An organization shrouded in ambiguity regarding its operational details cannot achieve a strong standing or prestige.
c. Testing Sub-Hypothesis (1-c): The third sub - hypothesis stateing *"There is a statistically significant positive correlation between clarity of the organizational structure and organizational prestige."* As shown in Table 3, the correlation coefficient between clarity of the organizational structure and organizational prestige was 0.873, which is statistically significant at $p \leq 0.05$. This unveils a positive correlation between both variables, supporting the acceptance of the third sub-hypothesis derived out of the 1st main hypothesis. This result demonstrates that prestige does not arise from chaos, but from the orderliness of roles and the hierarchy of responsibilities. The clearer the organizational structure, the greater the internal trust and the higher the external appreciation, as an organized system creates a solid image of prestige.
d. Testing Sub-Hypothesis (1-d): The fourth sub-hypothesis stated *"There is a statistically significant positive correlation between clarity of employees' roles and organizational prestige."* As shown in Table 3, the correlation coefficient between clarity of employees' roles and organizational prestige was 0.836, which is statistically significant at $p \leq 0.05$. This indicates a positive correlation between both variables, supporting the acceptance of the fourth sub - hypothesis derived out of the 1st main hypothesis. This result demonstrates that an organization's dignity is reflected in the clarity of its members' roles. When each individual understands their position and scope of responsibility, harmony becomes a source of strength, and clearly defined roles become a form of prestige that reflects the organization's respect for itself and for its employees.
e. Testing Sub-Hypothesis (1-e): The fifth sub-hypothesis stated *"There is a statistically significant positive correlation between clarity of resource utilization and organizational prestige."* As shown in Table 3, the correlation coefficient between clarity of resource utilization and organizational prestige was 0.838, which is statistically significant at $p \leq 0.05$. This points toward a positive correlation between both variables, supporting the acceptance of the fifth sub-hypothesis derived from the 1st main hypothesis. This result illustrates that prestige is not built solely on the abundance of resources, but on their effective guidance and utilization. When resources are used consciously and fairly, they become a means of elevating the organization's

stature, and efficient resource management reflects its prestige and symbolizes its wisdom.

Table 3. Results of Testing the First Main Hypothesis

Dependent Variable	Dimensions of independent variable (strategic clarity)	Correlation and significance values		Direction of correlation	Strength of correlation	Significance
Organizational Prestige	**Clarity of Objectives**	R	0.877	Direct	Strong	Significant
		Sig	0.000			
	Clarity of Activities and Procedures	R	0.845	Direct	Strong	Significant
		Sig	0.000			
	Clarity of Organizational Structure	R	0.873	Direct	Strong	Significant
		Sig	0.000			
	Clarity of Employees' Roles	R	0.836	Direct	Strong	Significant
		Sig	0.000			
	Clarity of Resource Utilization	R	0.838	Direct	Strong	Significant
		Sig	0.000			

Testing the Second Main Hypothesis

The second main hypothesis stated *"Strategic clarity has a statistically significant positive effect on organizational prestige at the Technical Institute / Al-Dour."*

Table 4. Results of Testing the Effect of Strategic Clarity on Organizational Prestige

Dep. Variable	Direction of Path	Indep. Variable	Estimate	S.E	C.R	P
Organizational Prestige	←	Strategic clarity	0.856	0.025	35.537	***

It can be observed from Table 4, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of strategic clarity on organizational prestige. In other words, strategic clarity works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.856. This indicates that any one-unit change in the strategic clarity variable will increase organizational prestige by 85.6%. The C.R value was 35.537, with significance at $P \leq 0.05$. Based on these results, the second main hypothesis is supported. Next, the sub-hypotheses stemmingfrom this main hypothesis were verified as follows:

a. Testing Sub-Hypothesis (2-a): The sub-hypothesis stated *"Clarity of goals has a statistically significant positive effect on organizational prestige."*

Table 5. Results of Testing the Effect of Strategic Clarity Dimensions on Organizational Prestige

Depend. variable	Direction of Path	Indep. Variable	Estimate	S.E	C.R	P
Organizational Prestige	←	Clarity of Objectives	**0.289**	**0.047**	**5.435**	***
Organizational Prestige	←	Clarity of Activities and Procedures	**0.311**	**0.060**	**4.889**	***
Organizational Prestige	←	Clarity of Organizational Structure	**0.286**	**0.052**	**4.788**	***
Organizational Prestige	←	Clarity of Employees' Roles	**0.404**	**0.048**	**7.876**	***

Organizational Prestige	⟸	Clarity of Resource Utilization	**0.455**	**0.055**	**5.765**	***

It can be observed from Table 5, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of clarity of goals on organizational prestige. In other words, clarity of goals works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.289. This indicates that any one-unit change in the clarity of goals variable will increase organizational prestige by 28.9%. The C.R value was 5.435, with significance at $P \leq 0.05$. Based on this result, the 1st sub - hypothesis stemmed out of the 2nd main hypothesis is supported.

b. Testing Sub-Hypothesis (2-b): The sub-hypothesis stated *"Clarity of activities and procedures has a statistically significant positive effect on organizational prestige."* It can be observed from Table 5, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of clarity of activities and procedures on organizational prestige. In other words, clarity of activities and procedures works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.311. This indicates that any one-unit change in the clarity of activities and procedures variable will increase organizational prestige by 31.1%. The C.R value was 4.889, with significance at $P \leq 0.05$. Based on this result, the 2nd sub-hypothesis stemmed out of the 2nd main hypothesis is supported.

c. Testing Sub-Hypothesis (2-c): The sub-hypothesis stated *"Clarity of the organizational structure has a statistically significant positive effect on organizational prestige."* It can be observed from Table 5, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of clarity of the organizational structure on organizational prestige. In other words, clarity of the organizational structure works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.286. This indicates that any one-unit change in the clarity of the organizational structure variable will increase organizational prestige by 28.6%. The C.R value was 4.788, with significance at $P \leq 0.05$. Based on this outcome, the 3rd sub - hypothesis derived from the 2nd main hypothesis is supported.

d. Testing Sub-Hypothesis (2-d): The sub-hypothesis stated *"Clarity of employees' roles has a statistically significant positive effect on organizational prestige."* It can be observed from Table 5, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of clarity of employees' roles on organizational prestige. In other words, clarity of employees' roles works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.404. This indicates that any one-unit change in the clarity of employees' roles variable will increase organizational prestige by 40.4%. The C.R value was 7.876, with significance at $P \leq 0.05$. Based on this result, the 4th sub - hypothesis derived from the 2nd main hypothesis is supported.

e. Testing Sub-Hypothesis (2-e): The sub-hypothesis stated *"Clarity of resource utilization has a statistically significant positive effect on organizational prestige."* It can be observed from Table 5, which shows the path of the above-mentioned study hypothesis, that there is a statistically significant positive effect of clarity of resource utilization on organizational prestige. In other words, clarity of resource utilization works to enhance organizational prestige according to the study sample, with a standardized effect value of 0.455. This indicates that any one-unit change in the clarity of resource utilization variable will increase organizational prestige by 45.5%. The C.R value was 5.765, with significance at $P \leq 0.05$. Based on this result, the fifth sub - hypothesis derived from the 2nd main hypothesis is supported.

4. **Conclusion**

1. The variable strategic clarity achieved a good average level of availability in the study field, indicating that the dimensions of strategic clarity are realized to an acceptable degree from the perspective of the sample members. Among these dimensions, clarity of the organizational structure ranked first in terms of importance, followed by clarity of goals, while clarity of employee roles ranked last. These results suggest that a clear organizational structure and institutional vision constitute a fundamental pillar for consolidating strategic clarity practices.
2. The variable organizational prestige achieved a high average level in the study field, reflecting the employees' perception of a growing positive image of the Technical Institute / Al-Dour both internally among its members and externally in the eyes of relevant stakeholders. This indicates that the institute has a considerable organizational presence, yet it still requires further efforts to enhance its prestige in line with environmental and competitive changes.
3. The results uncovered a strong statistically significant correlation between strategic clarity and organizational prestige, at the total level and across the sub-dimensions. All correlation relationships were positive and strong, with the highest correlation observed between clarity of goals and organizational prestige, followed by the correlation between clarity of the organizational structure and organizational prestige. These results can be interpreted as showing that a clear vision and well-defined institutional structure contribute to strengthening the organizational image internally and externally, which in turn enhances the institute's standing among its peers.
4. The results confirmed a positive and significant effect of strategic clarity across its five dimensions on enhancing organizational prestige, indicating that any increase in strategic clarity leads to a corresponding increase in the level of organizational prestige. At the dimensional level, the clarity of resource utilization had the highest impact, followed by clarity of employees' roles, clarity of activities and procedures, clarity of goals, and finally clarity of the organizational structure. This confirms that effective resource management and clearly defined employee roles are the most influential factors in strengthening organizational prestige at the Technical Institute / Al-Dour.

5. Recommendations

1. The clarity of the organizational structure should be enhanced by simplifying lines of authority and responsibilities, formally documenting them, and reviewing them periodically to ensure alignment with environmental and organizational changes.
2. It is recommended to formulate clear and inspiring strategic goals that are continuously communicated to employees, linking them to realistic implementation plans to ensure alignment of individual and collective efforts with the institute's vision and technical education mission.
3. Unified work manuals and procedures covering various academic and administrative processes and activities, which helps reduce ambiguity and duplication and ensures consistency between policies and practice, should be developed.
4. The employee's awareness of their roles should be increased through continuous training and awareness programs that clearly define responsibilities and expected tasks, thereby enhancing mutual trust and strengthening organizational commitment.
5. It is recommended to optimize the use of available material and human resources**,** implementing monitoring mechanisms to ensure prudent and fair utilization, positively reflecting on the institute's image and enhancing its competitiveness.
6. Involve personnel in strategic decision-making to strengthen their sense of belonging and responsibility, transforming strategic clarity from mere administrative instructions into a firmly established collective practice.

7. Internal and external communication should be enhanced through effective and transparent channels, ensuring that strategic clarity is conveyed to all relevant parties (employees, students, partners, and the community).
8. It is recommended to conduct future studies linking strategic clarity with other indicators such as job satisfaction, organizational commitment, and institutional performance, broadening scientific knowledge and enriching administrative practices.

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