



THE COMBINED EFFECT EMPLOYEE ENGAGEMENT AND STRATEGIC CLARITY IN STRATEGIC SUCCESS: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF LEADERS WORKING IN PRIVATE UNIVERSITIES IN THE MIDDLE EUPHRATES

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Article history:

Received: 23rd April 2023
Accepted: 20th May 2023
Published: 20th June 2023

Abstract:

Objective: The current study tests the correlation and influence relationship between employee engagement that include (Physical engagement, knowledge engagement, emotional engagement) and strategic clarity (Clarity of activities and procedures, clarity of objectives, clarity of use of resources, clarity of the role of employees, clarity of the organizational structure) And its impact on the strategic success dimensions((survival, adaptation, growth and, learning)), from which two main hypotheses following with four sub-hypotheses.

Theoretical framework: The study contributed to defining a sample of leaders working in private universities in the Middle Euphrates region of the importance of its variables (employee engagement, strategic clarity, strategic success).

Method: The study sample included leaders who are working in private universities in the Middle Euphrates region, which is of vital and prominent importance in the field of education and knowledge and its diverse practices in creating an educated, private and educated generation. The data were collected through a questionnaire prepared for this purpose, 70 questionnaires form were distributed to the leaders, 70 were retrieved, and the validity rate was 100%. SPSS VR 25 was used.

Results and conclusion: To extract the results of correlation and influence and test hypotheses, the validity of the hypotheses was found in light of the results of the statistical analysis.

Implications of the research: the findings suggest that having strong employee engagement alone may not be enough to ensure strategic success. Organizations must also have a clear understanding of their strategic direction and goals in order to effectively apply their abilities toward achieving those goals.

Originality/value: A number of recommendations were reached, perhaps it was concluded that clear goals and the ability to use technology led to achieving strategic success.

Keywords: employee engagement, strategic clarity, strategic success, Physical engagement, knowledge engagement, and emotional engagement.

INTRODUCTION:

The study came to combine two important topics in the field of management and strategic management, namely employee engagement and strategic clarity, to determine of impact on strategic success. The aim of the research is to analyze employee engagement as a mechanism of integration and coordination and to demonstrate its impact on achieving strategic success, which has become the subject of wide interest and

discussion by researchers because of the period of knowledge and information no longer recognizes the typical way of doing business that is governed by the flexible way to achieve its tasks.

Strategic clarity, which is one of the abilities that are easily acquired or obtained from competitors, especially after the tremendous developments witnessed in the business environment, which in turn leads to obtaining a competitive advantage, in addition



to that, clarity is strongly associated with strategic success in terms of the possibility of reaching the vision of the future and the development of strategies based on clear and pre-determined foundations, which is the base innovation and creativity in organizations, which in turn represent the source of strategic success for organizations. As strategic clarity is a scientific skill that aims to extrapolate the general trends in the life of humanity that affect, in one way or another, the paths of life. It should be taken into account as a platform in the work of organizations strategically, and in this sense, we have a variable represented by managers especially the educational environment in private universities, which enjoys having a set of employee engagement, knowledgeable resources, and experts, as well as using a set of dimensions of strategic success that provides a set of abilities that facilitate its work.

The success of any organization in the face of its competitors depends on the ability of this organization to realize its abilities, strengths, and weaknesses, and invest in the positive points it possesses and addresses. Any organization must understand all circumstances in the external environment depend on the match in view of strengths and weaknesses and all that it involves in terms of opportunities and threats, and an attempt to seize opportunities and avoid them. An organization that seeks survival, continuity, growth, excellence, adaptation, and learning must work hard continuously and seriously in order to increase its market share and maintain its customers by investing in opportunities and overcoming threats, which is expressed by strategic success.

Through this study, the researchers try to prove the relationship between employee engagement and strategic clarity and their impact on strategic success which is good for any organization.

FIRST, THE THEORETICAL FRAMEWORK

1- Employee Engagement: indicated a positive relationship between employee immersion and job performance (Rich et al., 2010), while Blazi & Awolusi, 2020 confirmed a positive correlation between employee immersion, work pressure, environmental and social factors, while Rohman et al., 2021 The study found that organizational culture at Telekom University and employee immersion have a strong impact on employee performance. Kwon et al., 2016 On this basis, his study found an impact at the macro and micro level in the immersion of workers at work, which will contribute to the transformation of management practices to employees clearly, and Jena et al., 2017, that some variables play a positive mediating role between employee immersion and organizational commitment (Gyensare et al., 2019). Sifatu et al., 2020, and some studies saw to measure the relationship between diversity management and

creative work behavior through the mediating role of employee immersion, and concluded that the immersion of employees has diversity management and creative work behaviors. The immersion of employees and managers within the organization contributes to understanding diversity management in creative work behavior, and from this point of view, the immersion of employees has received a lot of attention in the modern literature related to human resource management (Indulekha et al., 2019; Chitehwe, 2019), reflecting the positive perception and attitudes of employees towards the organization (Budiono, Yasin, 2020), the immersion of employees in work according to (Kahn), which relates to job characteristics, perceived supervisory support, perceived organizational support, remuneration, and compensation, procedural justice, and distribution (Ameen & Baharom, 2019).

Employee immersion is an important topic for an organization that aims to focus on the quality of its products by directing the focus of employees towards rewards, benefits, job satisfaction, motivating, recruiting and motivating competent workers at work (Khurape et al., 2019), and employee immersion is a key resource in the organization (Thakur, 2014:31). Employee immersion is seen as a psychological contract rather than a physical contract to enable the organization to provide a comfortable work environment that contributes to the development of individuals' abilities and enhances the abilities of decision-makers in formulating organizational strategies with high effectiveness (Chitehwe, 2019).

The concept of employee immersion has attracted the interest of many writers, researchers, and academics in this field due to the extent of the contributions made by this term to organizational success and competitive advantage (Shaik & Makhecha, 2019, while other writers argue that such as Vermooten et al., 2019; Eldor & Vigoda-Gadot, 2017), a functional immersion that engaged workers have the desire to do the work assigned to them by the organization (Weideman & Hofmeyr, 2020:7; Parker & Griffin, 2011: 60), employee immersion is one of the most important initiatives that contribute to the development of employee talent and thus helps ensure the achievement and improvement of the performance and competitive advantage of the organization (Kwon & Park, 2019; Kim et al., 2013; Tarique & Schuler, 2010). High levels of employee immersion can be affected by the extent to which employees absorb the work task and the promises of rewards (Das, 2020). These are highlighted by the interaction between employees and managers, which is reflected in the spirit of enthusiasm, commitment, and emotions toward the organization (Markos & Sridevi, 2010) and maybe through the decisions taken by employees in



highlighting individual ingenuity and diligence in order to achieve the goals of the organization. Singh et al., 2016 The emotional and mental degree that employees have towards their work, organization, colleagues, and managers that enables them to put extra effort into their job tasks. Pandita& Ray,2018 it is as indicated (Wang & Tseng,2019) the psychological and physical state that workers harness in order to accomplish the required job tasks.

While stressing the need for a state of intelligence and predictability for working individuals engaged towards work, the organization, managers, and co-workers, which can positively affect their freedom of choice. Budiono&Yasin,2020 Thus, the commitment of employees can be strengthened emotionally towards knowledge of the rules and standards of the organization, encouraging employees to participate in decision-making, and the impact of the organization on the work of employees by enhancing their abilities towards creating new ideas and providing maximum effort (Khurape et al., 2019). And the ideas of employees and their levels of immersion in decision-making processes for the quality of the workplace and address and reduce the problems they face with mismanagement. Bas&Tabancali,2020 is the impact of individual performance organizations in enhancing their abilities to create new ideas and provide maximum effort (Khurape et al., 2019).

The continuation of any organization's success depends on the extent of the employee's contribution and commitment, which enhances the immersion of workers and improves their productivity (Oluwatumise et al., 2020) Similarly, the work environment is one of the main pillars affecting the immersion of workers, as the organization that adopts an appropriate work environment raises the negativity of work and workers' anxiety and feelings, the organization's management works to encourage workers to express their fears, which motivates them to develop their skills and address work-related problems, and therefore the presence of important work for the work environment supports workers Towards accomplishing the required tasks (Chitehwe, 2019). In the event that the organization is given more rewards to them, this motivates them to immerse big highly, and the level of immersion within the organization depends on the perceptions of employees regarding the benefits they receive, and as the organization can provide high standards of satisfaction rewards in order to enhance the immersion of its employees (Saks, 2006; Priest, 1990:692).

2-Strategic Clarity: believes that clarity represents the image that is set by the senior management to explain the work they are doing and to determine the path followed to achieve this. While he defined it (Parnell, J. A. (2013). that it is the removal of

ambiguity and ambiguity, it urges managers of organizations to remove any ambiguity or ambiguity in the organization's policy towards its human resources and to make those policies simple and easy to understand and apply, As for strategic clarity, it is one of the modern concepts that researchers have dealt with since the late nineteenth century, the first to study it and lay the foundation stone is within their perspective of it as a new approach so that the procedural definition of strategic clarity becomes a comprehensive new approach that deals with plans and strategies and how to apply them through the use of tools, techniques, and resources that work on organizational interaction and support the efforts of individuals aimed at making strategic plans. Achieve success and add value to the organization's operations to keep pace with the dynamism of the competitive environment.

Strategic Clarity is most important to explain the role of strategic clarity in the organizational declaration at all levels of the organization. Highlighting the role of organizational discourse that enables them to achieve an effective impact on the environment, which contributes to improving the status of organizations. (Abboudi, (2022).

There is a need to give wider ranges of attention to the strategic clarity variable and the most important elements affecting it by highlighting the role of systemic discrimination when using it through the quality of job occupancy, whether from the inside or outside while highlighting the actual reality of these elements while identifying the most important problems and obstacles that stand in the way of an organization (Dhaheer, M.A.H., et al., (2021).

Balchat, B. A., et al., (2022), where the results of the statistical analysis showed that understanding the distribution of the organization's products operating in the oil field towards determining its impact on strategic clarity by linking it to green human resources and its supporting activities, and through that clarifying the mechanisms of strategic clarity and employing them in order to give impact on improving green human resource activities.

According to Kim et al (2020). The effect of clarifying the mechanism of organizational processes is the extent to which employees in the organization adopt their duties, which will focus on highlighting the processes required in performing the tasks assigned to them

That is, whenever the level of role clarity and strategic clarity increases along with the clarity of the organizational structure and organizational processes, this results in defining the level of mutual knowledge of the workers, which will eventually lead to an increase in their performance. (Mohammeda, D.Y., & Ismaelb, H.K. (2021)



And there are those who believe that strategic clarity is linked to the quality of strategic thinking adopted by the strategic leaders of the organization, which is often followed by analyzing the all complex and changing situations facing the organization and can be dealt with by highlighting the role of the strategic vision adopted by the organization and highlighting the moral and social roles that adopted by that organization (Dhaheer, M.A.H., et al., (2021

-The dimensions of strategic clarity are: It is called the **GRASP** model (and these letters are an acronym for the words (Resources, Goals, People, Structure, Actions), which means **(goals, resources, activities, structure, individuals)** presented by (Dunham & Puente),(**Clarity of goals**) The establishment of a clear goal and defining its priorities can strengthen the relations between the members of the team that participated in setting these goals and the compatibility between the competing interests between them. The organization is for its purpose and what it seeks to reach, and it is considered one of the main pillars for achieving strategic effectiveness because it is related to unifying the different points of view of stakeholders (Dunham & Puente, 2008), **(Clarity of procedures and activities)** The procedures used within each organization must reflect the essence of its work, and it must be designed in a way that helps the resources used to improve and raise their productivity. Therefore, organizations seriously seek to create procedures that enable them to make better use of their resources towards raising their value and using ideas that center on preventing its accumulation (Adams, 2005), **(Clarity of the organizational structure)** Organizations seek to build organizational structures according to specific models. It may be a comprehensive model of the organizational environment that works to give the organization a wide space for some organizational forms as it searches for internal consistency and each organizational structure has different characteristics that often work well together to create a state of consistency. between the organization and its environment because of the existence of several types of organizational structures that are available for selection in front of managers to make the life of their organizations continuous (Robbins 1990), **(Clarity of the use of resources)**Resources are represented by all the assets, processes, and characteristics that the organization possesses, as well as information, knowledge, etc., which are under its control to develop and implement strategies to improve its efficiency and effectiveness some scholars believes that the development of employee's skills and abilities requires an effective organization dominated by team spirit and competition, as each individual feels that the organization belongs to him, **(Clarity of the role of**

employees) The human element is the key to the success of organizations, so the organization would not exist without it. Therefore, no matter how high-class the mechanical equipment is, and no matter how excellent the financial position is, it can eliminate any organization unless it has employees who clearly understand what They are required to have roles within it. The need to dedicate efforts has increased around the clarity of the role of employees in the framework of work, which has become more difficult in business organizations today, as it requires interaction between them inside and outside the organization, and dialogue requires coordination between its multiple parties, and this is represented by many factors, including (speed Change, widening state of ambiguity and uncertainty, and increasing complexity (Beatty, K., & Hughes, R. (2005).

3. Strategic Success: Strategic success has been defined by focusing on the role played by leadership in organizations in managing their most valuable intellectual resources as: "Successful leadership of the organization's strategy, which focuses directly on strengthening its intellectual capital, in order to maximize its real wealth", The relationship with it was defined as: "the ability of the organization to achieve added value to its operations, in a manner that contributes to enhancing the value of the stakeholders, who influence and are affected by the achievement of its objectives.

successes are a strategic solution to face the challenges and dilemmas faced by organizations in the public(general) and special(task) business environment, especially with regard to dealing skillfully with the organizational activities available in the organization to encompass and clarify and significantly increase strategic success is linked to the process of profit growth and revenue growth, which is closely related to the process of disclosure of practices. Environmental (Alafi, K. K. (2023)

Reliance has a small effect on the success of the customer relationship management strategy, and it is possible to delve into this concept to believe that there is a slight effect on the process of success of this strategy. (Chiguvi, D., et al., (2019).

Some studies concluded that there is a high level of implementation of the pillars of governance and strategic success in some organizations and that achieve for a statistically significant effect of all pillars of governance (environmental, social, and governance) on strategic success. In addition to all of the above, it has shown that the relative importance of the dimensions of strategic success is high to deal with variables in the same study. Significantly, which proved through this pilot study strategic success. (Alafi, K.K. (2023).



While each of the Ansoff matrix and balanced scorecard frameworks have a unique presence with some used cases, they are ultimately supportive of the organization's work and vital to competition and growth. Organizations with environmental strengths must use the Ansoff matrix to determine product and market strategies that must be followed. (Cleberg, C. (2019).

Some of the results of the studies provided some evidence about the respondents who determined that the strategic success of the business of some Thai organizations was at a good level by relying on them to achieve competitive advantage. The role of intellectual capital is also highlighted here at a high level, with some studies adopting some of the various factors that have an impact Strategist on the work of Thai Organizations (Chankoson, T. (2019).

Subrahmanyam, S., & Farwq, Z. (2019). Found that there is an effective relationship between supporting organizational culture and strategic success. The results of the statistical analysis showed that organizational culture has a significant impact on strategic success, with a positive relationship between organizational culture and strategic success, in addition to highlighting support and motivation factors, while linking teamwork to enhance the role of strategic success.

And there are those who believe that it is possible to develop an assessment of the employee engagement of the organization's success through its competitive presence and the abilities inherent in the organization and to convert those abilities into competitive advantages through which competitive organizations face these abilities. These abilities are renewed by the strategic leaders in those organizations to put organizations on the path of competitive sustainability may lead to the final outcome of maximizing profitability and enhancing Market Position (Orlov, O., et al., (2020).

On the one hand, it was defined as: "the ability of the organization to define the programs, policies, and procedures necessary to implement its strategy, in a targeted manner, and to avoid failures that it may be exposed to" (Koseoglu et al., 2009) (it is clear that this definition focused on the importance of successfully implementing the organization's strategy through by creating all the necessary factors to support this. According to the decision-making approach, strategic success was defined as: "a series of decisions taken by senior managers in the organization to enhance its competitive abilities and sustain them for the longest possible period, in light of the contemporary dynamic environment" (Amoli , S. J., & Aghashahi, 2016), With regard to the importance of

strategic success, it represents one of the engines through which the organization can develop the necessary mechanisms to mobilize its own resources to support its competitive advantage and ensure its survival and sustainability for the longest possible period, in light of the dynamic environment in which it operates within its borders Its importance is also highlighted through its role in supporting senior management, to draw up the procedures, policies and programs necessary to allocate and organize resources according to clear budgets to implement the strategy sought by their organization (Gatzert, N., & Schmit, J. ,2016), and accordingly the researcher believes that strategic success is the main criteria for evaluating The organization's ability to survive and continue its operations, which represents the core of its strategic management.

-The dimensions of **strategic success** are The first dimension (**adaptation**) which reflects the ability of the organization to follow the successive developments that occur in the surrounding environment, and then take the necessary measures to balance changes in the external and internal environment, to ensure taking advantage of available opportunities and addressing threats in the light of the information available to it, The second dimension (**growth**) According to this dimension, the organization seeks to allocate the necessary resources to support its expansion and growth operations, to ensure the preservation of its market share and not to retreat compared to its competing organizations, in a way that enhances its ability to achieve the necessary profits, to support other investment projects. that can be implemented in the future), The third dimension (survival): is represented by the organization's ability to consolidate its roots in the environment, within which it operates within its borders, by enhancing its market reputation, and strengthening its relationship with the parties related to its operations, to ensure adequate support for it in times of crisis, and then overcome the difficulties for the sustainability of its operations. And to stay in work as long as possible (Snider, J. H., & Davies, K. J. (2018)), The fourth dimension (**learning**) This dimension represents the most important features of contemporary organizations, which they focus on to enhance their knowledge and knowledge of their human resources, and then ensure continuous improvement of their operations, to ensure non-obsolescence, but rather to keep abreast of all developments encountered at work, for prosperity and continuous development in changing their products and services provided to society (Muhammad et al., 2018).

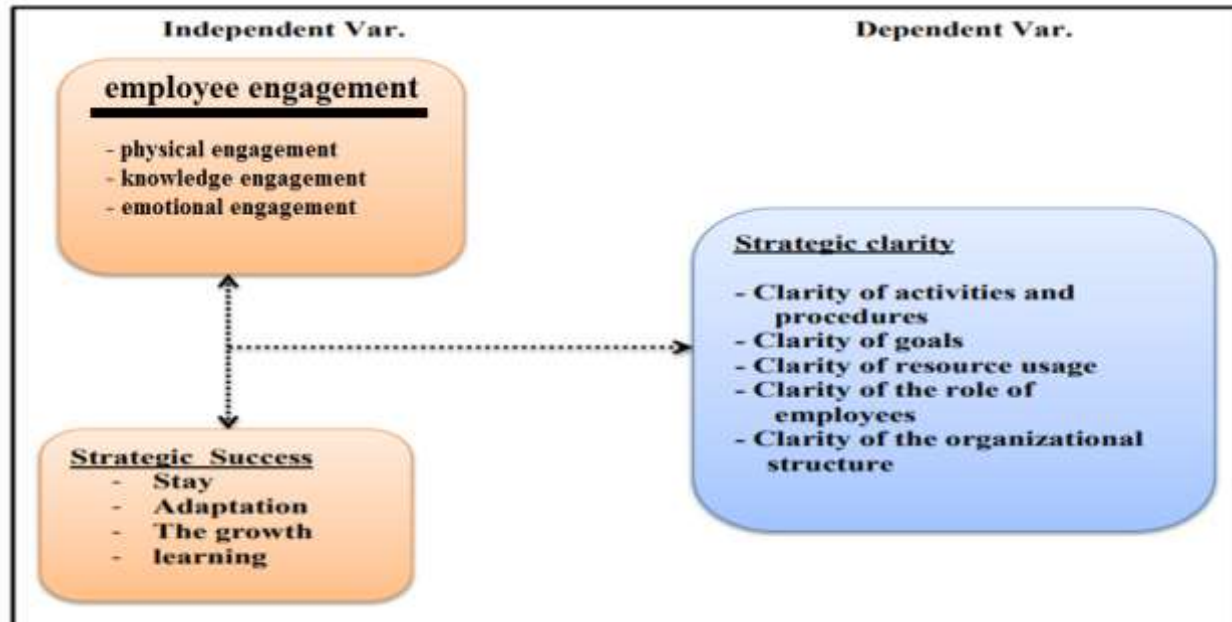


Figure (1) hypothetical model

V. Research Hypothesis

The first main hypothesis There is the relationship between employee engagement, and strategic success and stems from it the following sub-hypotheses:

1. A strong correlation exists between employee engagement and stay as elements of strategic success.
2. There is a considerable association between employee engagement and Adaptation.
3. There is a considerable association between employee engagement and growth.
4. There is a strong correlation between employee engagement in acting and learning.

The Two main hypotheses / (there is a significant, statistically significant relationship between strategic clarity, and strategic success divided from it the following sub-hypotheses:

1. A strong correlation exists between strategic clarity and the stay.
2. There is a considerable association between strategic clarity and Adaptation.
3. There is a considerable association between strategic clarity and growth.
4. There is a strong correlation between strategic clarity and learning.

Third: Study methodology and procedures

1. Description of the research sample.

The research sample was randomly selected from the opinions of a sample of leaders working in private universities in the Middle Euphrates which amounted to (70) leaders, and the faculties were chosen because they are the most capable of monitoring reality and identifying the problems facing them at work, and they have accumulated experiences that contribute to

answering the research questions realistically and far from bias. The characteristics of the research sample in terms of age, gender, scientific title, and academic achievement are also shown in Table 1. To describe the research sample, frequencies and percentages were calculated.

1. Study scales

The study consisted of two variables, the opposite of the first independent variable employee engagement (Physical engagement, the knowledge engagement resources, emotional engagement) by (5) items for each of them by adopting a scale (Lozano-Martinez, E. (1998), the opposite of the two independent variable employee engagement (Physical engagement, the knowledge engagement resources, emotional engagement) by (5) items for each of them by adopting a scale (Abdullah, N. I., & Subhi, O. M. (2009, strategic clarity (Clarity of activities and procedures, clarity of objectives, clarity of use of resources, clarity of the role of employees, clarity of the organizational structure) by (6,7,5,6,4) items for each of them by adopting a scale (Ritchie, 2008), while the dependent variable is represented in strategic success dimensions ((survival, adaptation, growth, learning)), by (4) items for each of them by adopting a scale ((Al-Kubaisi & Hassan, 2018).

2. Study sample

The sample of the study was a group of leaders working in private universities in the Middle Euphrates, which amounted to (70) leaders, and the college was chosen because they are the most capable of observing reality, identifying and addressing the problems they face at work. (70) questionnaires were



distributed, and (100%) questionnaires were retrieved, so the number of formulas valid for analysis was (70), with a level of significance less (than 0.930), which

indicates the harmony, consistency, and consistency of the study paragraphs and its dimensions with the studied sample.

Table (2)
Coding and characterization of the questionnaire

No.	Variables	Target Categories	F	%
1	Gender	Males	45	65%
		Female	25	35%
		Total	70	100%
2	Age	- 30	5	7%
		31-40	20	29%
		41-50	15	21%
		51-60	25	36%
		61-	5	7%
		Total	70	100%
3	Job titles	Dean	1	2%
		Associate Dean	13	18%
		Head of the Department	56	80%
		Total	70	100%
4	Academic qualification	B.A	50	72%
		Higher Diploma	15	21%
		M.A	5	7%
		Total	70	100%

2.- Measurement Tool

There are two key aspects to the search measurement tool. The first section contains demographic and functional information. The study variables are represented in the second part, and Table (2) gives a full description of these measurements.

Table (2)
Coding and characterization of the questionnaire form

No.	Variable	No. of item	Source
1	employee engagement	1-15	
	Physical engagement	1-5	
	knowledge engagement	1-10	
	emotional engagement	1-15	
2	strategic clarity Clarity of activities and Procedures clarity of objectives clarity of use of resources clarity of the role of employees clarity of the organizational structure	16-49 16-22 22-29 29-34 34-40 40-44	
3	strategic success survival	49-65 49-53	



	adaptation growth learning	53-57 57-61 61-65	
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Source: Prepared by researchers

3. Scale selection

The act of preparing for and evaluating the integrity of search metrics is a critical step in achieving accurate results. This requires the verification of two basic criteria, Reliability, and Validity, in order to achieve this goal. Researchers in this study used a

number of previously used standards in management literature that are known for their consistency and high trust. The current research's measurement tool's structural stability was confirmed. It's been used before. Cronbach's alpha, as seen in Table (3).

Table (3)
Cronbach alpha coefficients for search variables

Variable	Cronbach's Alpha for Variable	Dimension	Cronbach's Alpha for dimension
employee engagement	0.79	Physical engagement	0.74
		knowledge engagement	0.72
		emotional engagement	0.78
strategic clarity	0.73	Clarity of activities and Procedures	0.78
		clarity of objectives	0.74
		clarity of use of resources	0.67
		clarity of the role of employees	0.73
		clarity of the organizational structure	0.77
strategic success	.085	Survival	0.98
		adaptation	0.75
		growth	0.89
		learning	0.76

The scales are characterized by internal stability, as seen in the table above because their value is larger than (79%).

4 . Statistical Description

This paragraph contains the diagnosis and description of the research variables in private universities in the Middle Euphrates research sample using the arithmetic mean and standard deviation to show the extent of the concentration and dispersion of the research sample members' answers, and the level of

the answers was determined in light of the arithmetic averages by belonging to any category and to determine the values of the arithmetic averages within a category. emotional engagement

First. The Statistical Description Of The Employee Engagement Variable

Table4: Means, Standard Deviations and Relative Significance of employee engagement variable (N=70)

employee engagement					
No.	Dimensions	Mean	Std. Deviation	Level answer	Relative significance
1	Physical engagement	3.230	0.154	very High	2
2	knowledge engagement	4.021	1.543	High	3
3	emotional engagement	4,98	1.441	very High	1
Average		3.783	1.046	High	First

It is also noted in this table (4) that the general average of the employee engagement dimension has reached (3.783), with a general standard deviation of (1.046), and this dimension obtained a high response level, and the relative importance of this dimension was compared with other dimensions of emotional engagement variable in the sequence (The

first), followed by emotional engagement with a general rate of (4.98) and a standard deviation (1.441), then after the knowledge engagement with a general rate of (4.021) and a standard deviation (1.543), and finally after Physical engagement comes in the fourth place with a general rate (3.230) and a standard deviation (0.154).



second. The statistical description of the strategic clarity variable

Table 5: Means, Standard Deviations, and Relative Significance of strategic clarity variable (N=70)

strategic clarity					
No	Dimensions	Mean	Std. Deviation	Level answer	Relative significance
1	Clarity of Activities and Procedures	4.231	0.132	very High	2
2	clarity of objectives	3.877	1.765	High	3
3	clarity of use of resources	4.88	1.174	very High	1
4	clarity of the role of employees	3.503	1.117	High	5
5	clarity of the organizational structure	3.789	0.778	High	4
Average		4.056	0.993	High	First

The "relative significance of this dimension was compared with the other dimensions of the strategic clarity variable defined in the sequence (1–6), and it is also noted in this table (5) that the overall average of the dimension reached (4.21), with a general standard deviation of (1.121), and this dimension obtained a "very high" response level (4.88).

Third. The statistical description of the strategic success variable

Table 6: Means, Standard Deviations, and Relative Significance of strategic success

No.	Dimensions	Mean	Std. Deviation	Level answer	Relative significance
1	Survival	4.980	1.143	very High	1
2	Adaptation	4.887	0.212	High	2
3	Growth	4.830	0.132	very High	3
4	Learning	4.651	1.009	High	4
Average		4.838	0.624	High	First

The "relative significance of this dimension was compared with the other dimensions of the strategic success variable defined in the sequence (1–4), and it is also noted in this table (6) that the overall average of the dimension reached (4.838), with a general standard deviation of (0.624), and this dimension obtained a "Very High " response level (4.980).

5. Hypotheses Testing

For the purpose of testing the research hypotheses and showing the validity of the hypothesis, the Pearson correlation coefficient was used. pleasant cooperation, emotional interaction, and purchasing intent, from this hypothesis four sub-hypotheses and

the matrix in Table (7) test the validity of these hypotheses:

Table (7) shows the existence of a statistically significant correlation between employee engagement and strategic success, the amount of which is (.642) and a significant level less than (0,01) and with a good direct relationship according to the scale of (Cohen et al., 1983), which confirms the awareness of the studied sample of the level of interest in employee engagement in order to enhance success strategy in the study population. The results also showed the answers of the study sample that there is a significant correlation between (.642) employee engagement and a dimension in the dependent variable.

Table (7) Correlation Matrix (N = 70)

employee engagement				
strategic success	Survival	Adaptation	Growth	Learning
.642**	.722**	.632**	.702**	.672**



****Correlation is significant at the 0.01 level (2-tailed)**

Table (8) shows the existence of a statistically significant correlation between strategic clarity and strategic success, the amount of which is (.676) and a significant level less than (0,01) and with a good direct relationship according to the scale of (Cohen et al., 1983), which confirms the awareness of the

studied sample of the level of interest in employee engagement in order to enhance success strategy in the study population. The results also showed the answers of the study sample that there is a significant correlation between (.676) strategic clarity and a dimension in the dependent variable.

Table (8)Correlation Matrix (N = 70)

strategic clarity				
strategic success	Survival	Adaptation	Growth	Learning
.676**	.622**	.765**	.602**	.567**

****Correlation is significant at the 0.01 level (2-tailed)**

Table (9) shows the existence of a statistically significant correlation between employee engagement- strategic clarity and strategic success, the amount of which is (.792) and a significant level less than (0.01) and with a good direct relationship according to the scale of (Cohen et al., 1983), which confirms the awareness of the studied sample of the level of interest in employee engagement in order to enhance success strategy in the study population. The results also showed the answers of the study sample that there is a significant correlation between employee engagement- strategic clarity and a dimension in the dependent variable.

Table (9)Correlation Matrix (N = 70)

employee engagement- strategic clarity				
strategic success	Survival	Adaptation	Growth	Learning
.792**	.767**	.740**	.711**	.773**

****Correlation is significant at the 0.01 level (2-tailed)**

-The first main hypothesis

The results of Table (10) show that there is a significant effect of employee engagement in strategic success, as increasing the employee engagement by one standard weight leads to enhancing the strategic success by an amount (-0.394) and with a standard error (0.053) and a critical value (6.653) which means that the study sample and society realize the role of the employee engagement in Activate strategic success.

Table (10) results of analyzing the direct impact of employee engagement on strategic success

Regression path			Regression parameter a	Standard (weights β)	standard Error	critical value	f	R²	(P)
X1	--->	Y	1.118	-0.394	0.053	6.653	58.564	0.28	0.001

**Employee engagement X1
strategic success Y**

The results of table (11) show that there is a significant effect of employee engagement in strategic success, as increasing the employee engagement by one standard weight leads to enhancing the strategic success by an amount (-0.064) and with a standard error (11.516) and a critical value (0.543) which means that the study sample and society realize the role of the employee engagement in Activate strategic success.

**Table (11)
results of analyzing the direct impact of strategic clarity on strategic success**

Regression path			Regression parameter a	Standard (weights β)	standard Error	critical value	f	R²	(P)
X2	--->	Y	0.732	-0.064	11.516	0.543	58.564	0.288	0.001

Strategic clarity X2

The results of Table (12) show that there is a significant effect of employee engagement- strategic clarity in the strategic success, as increasing the employee engagement by one standard weight leads to enhancing the strategic



success by an amount (**0.737**) and with a standard error (**0.079**) and a critical value (**7.945**) which means that the study sample and society realize the role of the employee engagement in Activate strategic success

Table (12)

results of analyzing the direct impact of employee engagement- strategic clarity on strategic success

Regression path			Regression parameter a	Standard (weights β)	standard Error	critical value	f	R ²	(P)
X2	---	Y		-0.669					
X2	---	Y	0.430	-0.737	0.079	7.945	102.54	0.66	0,001

Based on the foregoing by identifying the nature and type of correlation between the variables of the study (employee engagement, strategic clarity, strategic success) and the statement of their joint effect, the regression equation for the joint effect of the independent variables and the dependent variable can be stated through the following equation:

$$Y = a + \beta_0(X_1) + \beta_1(X_2) + \beta_2X_2 + \dots \beta_nX_n + \epsilon$$

$$Y = 0.430 - 0.669(X_1) - 0.737(X_2)$$

The increase in employee engagement and strategic clarity by one unit leads to events that enhance strategic success by an amount of (-0.976), which is a high value, which confirms the awareness of the sample and the study community to develop its abilities toward employee engagement and strategic clarity in order to ensure continuous improvement in promoting (survival, growth, adaptation, learning).

$$Y = 0.430 - 0.669(1) - 0.737(1)$$

$$Y = 0.430 - 0.669 - 0.737$$

$$Y = -0.976$$

6. RESULTS

The existence of a significant correlation between employee engagement and strategic clarity means that the study sample realizes the importance of improving the relationship between the two independent variables in order to establish the necessary frameworks in order to improve the reality of strategic success. In the other side the presence of a significant joint effect of employee engagement and strategic clarity in strategic success in its dimensions (survival, adaptation, growth, learning), which means the possibility of enhancing and consolidating strategic success through investing technical knowledge and the knowledge engagement resources and emotional engagement in conjunction with the dimensions of strategic clarity of activities, clarity of goals and use resources with a clear organizational structure and clear leadership roles in order to enhance the strategic success in the study sample and society in order to develop appropriate policies and strategies to consolidate that success.

The results of the study revealed what the study community(private universities) needs in terms of

administrative leaders who possess the appropriate employee engagement, it is necessary to deal clearly when investing resources while keeping pace with modern technology in order to survive and obtain an appropriate market share, and what they must have of strategic clarity that enhances their competitive position.

-The study population and sample were keen to formulate the best strategies to anticipate environmental changes in order to identify the best ways aimed at limiting the deterioration of performance in private universities.

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