



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/mm63a870>

Strategic Clarity and its Impact on Improving the Mental Image of the Organization: Analytical Research at the University of Fallujah

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Received:4/12/2024

Accepted:12/5/2024

Published Online First: 1 /12/ 2024



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Abstract:

Purpose: This research emphasizes the need for the organization to redistribute powers and responsibilities internally, empower its human resources, and grant it various powers to present the opinions and proposals necessary to achieve this.

Theoretical Framework: According to researchers (Ritchie-Dunham & Puente, 2008), the organization needs to establish its roots in its surrounding environment, it needs to strengthen its mental image and recognize the role that strategic clarity plays in achieving this.

Design/Methodology/Approach: Analysis of study data in three colleges (2023-2024), using strategic clarity in its components (clarity of goals, clarity of organizational structure, clarity of employees' role, clarity of use of resources, clarity of procedures and activities), mental image in its components (cognitive component, behavioural component, and emotional component).

Findings: The results highlight a statistically significant relationship between strategic clarity and the organization's mental image in the research field.

Research Implications: The results confirm that strategic clarity plays an important role in enhancing the mental image of the organization, by enhancing the cognitive and behavioural components of the human resources it deals with and enhancing its emotional state within society.

Originality/Value: This study prepares a guide on the nature of the procedures and activities required of its employees and the steps that must be adhered to to achieve the desired results, with the necessity of employing legal and ethical principles to ensure the enhancement of knowledge and experience among its employees.

Keywords: Strategic clarity, Mental image.

JEL Classification: M10, M12, M15, M19.

Authors' individual contribution: Conceptualization — U.A.M.; Methodology — U.A.M.; Formal Analysis — U.A.M.; Investigation — U.A.M.; Data Curation — U.A.M.; Writing — Original Draft — U.A.M.; Writing — Review & Editing — U.A.M.; Visualization — U.A.M.; Supervision — U.A.M.; Project Administration —U.A.M.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

1.0 Introduction:

Organizations seek to implement their strategy in a way that is compatible with the environmental trends and pressures surrounding them, and to achieve this and reach the strategic goals that they seek, they need the integration and consensus of all efforts related to the strategy, and this requires them to get strategic clarity by all parties. Given that strategic clarity requires the organization to work on formulating its strategic objectives clearly and understandably by its employees, it also requires it to design its organizational structure in a way that ensures the exchange of information and communications between its various organizational units, with the need to pay attention to clarifying the roles of employees required of them and the mechanism for investing the resources available to them. The nature of the procedures and activities required of them. On the other hand, the organization needs to establish its roots in the environment surrounding it and to succeed in achieving this, it needs to strengthen its mental image, and this requires it to work to pay attention to the cognitive, behavioral and emotional components that relate to its human resources and customers, and then maintain its mental image. Research's main idea was formulated to identify the role of strategic clarity in supporting and enhancing the mental image of the organization. The research's objectives and the problem it addresses are the main aspects that can be relied upon when choosing the research method. After the researcher identified the most important objectives of his research and the nature of his problem, the descriptive analysis method was selected due to the presence of a group of justifications. The most important of these justifications is the possibility of adopting this method in studying the relationship. Between the variables investigated (strategic clarity and the mental image of the organization) from the theoretical and applied aspects, as well as helping the researcher to use any tool in collecting data and then opening the way for him to transform descriptive data into quantitative data that can be analyzed, interpreted and discussed from a statistical standpoint. This study proposes recommendations that include several mechanisms to help organizations enhance their ability to leverage the relationship between strategic clarity and mental imagery to improve their capability to implement strategies, thereby maintaining their position in society. It aims to diagnose the organization's interest in implementing these strategies through a comprehensive examination involving a thorough literature review, a methodological framework, a presentation of results, and an extensive discussion of the impacts, limitations, and future research directions. This paper seeks to explore the relationship between strategic clarity and mental imagery. The research was divided into four sections: the second includes previous studies and hypotheses, and the third includes a presentation of the results.

2. Literature Review and Hypothesis Development:

Strategic clarity appeared with the emergence of strategic management as a tool through which the organization's strategic directions for its human resources can be clarified and interpreted. As an academic concept, strategic clarity emerged clearly and explicitly at the end of the nineteenth century (Bantel, 1993) and over the past four decades. Much research has been conducted on strategic clarity, focusing squarely on its role in achieving alignment between vision, strategic priority, and strategy scope (Permana, 2017) (Danook & Omar-F, 2024). Strategic management consultants and communication experts often assert that strategic clarity arose because of the organization's need to develop a clear strategy, provide valuable guidance to employees, and define the methods the organization will follow to achieve its strategic objectives (Smith et al., 2020). Many varied approaches and trends can be relied upon in discussing the concept of mental image, as it is possible for the mental image of the organization to be formed internally among its employees, and externally among customers and parties related to its operations. Therefore, it can be said that the mental image is formed through the shared vision of those dealing with the organization, as it must be consistent between the organization's slogan and the way it deals with its human resources and customers (Karadeniz & Cdr, 2009).

Focusing on the customer aspect, the concept of the mental image was referred to as the tool that the organization adopts to attract customers by influencing their interests, moving their behaviors and impressions toward the quality of the brand, and then facilitating the selling process from the organization to its customers, through the use of various electronic and spatial sites. That will help achieve a good image and maintain it long-term (Kuzic et al., 2010). Accordingly, the mental image is one of the strategic assets that the organization possesses to ensure the survival and continuity of the business by enhancing its ability to influence the prevailing public opinion about various aspects related to the organization and the factors related to its formation (AL-Rhaimi, 2015).

2.1 The Range of Dimensions:

Strategic clarity: Strategic clarity has also been widely discussed through its relationship to effective methods of strategic communications and its role in disseminating information, which usually contributes to achieving the intended effects. Strategic clarity is often mentioned in conjunction with consistency or openness as one of the goals or postulates of strategic directions (Hoffjann, 2021) It is the tool that achieves compatibility between the individual goals of employees and the organization's strategic vision (Gargantini et al., 2022).

Clarity of goals: Clear goals help build perceptions of past experiences and thus help workers form expectations about future resource needs (Stawski et al., 2007). On the other hand, clarity of goals has been defined as the tool relied upon to invest and employ the material and moral resources available to the organization. In achieving the objectives assigned to each individual, attracting the right customers, and providing a high market share (Raziq et al., 2018).

Clarity of the organizational structure: The clarity of organizational structure may be referred to as the formal system of tasks, functions, and work relationships, which controls, coordinates, and motivates employees so that they cooperate to achieve the goals of the organization (Tran & Tian, 2013). Accordingly, clarity of organizational structure can be defined as a set of methods for dividing jobs into duties and clearly defined and coordinated among employees within the organization (Ahmady et al., 2016).

Clarity of the role of employees: Therefore, clarifying the role of employees reflects the leader's task-oriented behavior which aims to provide cognitive structures to employees on how to achieve their job goals (Khan et al., 2017). Role clarity among employees is also highlighted by its contribution to reducing unnecessary confusion of employees regarding their roles. Role clarity impacts job engagement positively by modifying employee goal orientation (Kundu et al., 2020).

Clarity in resource use, has been defined as one of the strategic directions that achieve sustainable competitive advantage through discretionary and rational managerial choices and selective accumulation and distribution of resources among various organization components (Nair & Bhattacharyya, 2019). Obtaining and using valuable resources is essential for the organization's growth, which can be achieved through the capabilities and competencies of managers (Ali Balchat et al., 2022).

Clarity of procedures and activities: Clarity of procedures and activities is a set of methods and tools used by management during its activity to achieve coordination throughout the entire work. Focusing on work instructions, schedules, procedures, specifications, or other documents governs the work results. This definition emphasizes the fluency of the activity coordination process and motivates workers so that actions are coordinated with each other (Vanagas & Stankevič, 2015). It is necessary to clarify the procedures followed in the organization by considering the speed of implementing these procedures and activities, following up on procedures between tools, and preparing clear instructions. To avoid interference due to absence and delay in the procedures submitted to senior management, organizations initially focus on preparing a guide that means the procedures followed by them, which includes a complete explanation of each completed process (Flatau-Harrison et al., 2020).

Mental image: Mental image is one of the tools used to achieve a positive impact on the simultaneous perception of workers within the organization. It also affects visual attention to form a set of perceptions that he possesses about the nature of the organization (Pearson et al., 2015). The process through which the organization works to represent sensory and perceptual experience in the working memory of its human resources in terms of thoughts, feelings, and memories (Yoo & Kim, 2014).

The cognitive dimension The cognitive aspect is considered one of the most critical components that must be focused on when studying the mental image of organizations, as the cognitive image has become one of the decisive factors that play an essential role in the success of organizations, so the cognitive aspect must be focused on to ensure success, continuity, and survival within the competitive environment in which it operates (Tareq Hashem et al., 2017). One of the most critical conceptual discussions that were focused on when studying the knowledge component is that the organization is the clear cognitive image of its members and others about learning what they know and how to invest in it to transfer knowledge to human resources and others, when those who possess the knowledge want to transfer their experiences and techniques, and his practical opinions to others concretely (Pittino et al., 2018). They also refer to the cognitive component as a flexible combination of experiences, values, contextual information, and expert insights that provides a framework for evaluating and integrating new experiences and information (Kmieciak, 2020).

The emotional dimension, emotional knowledge, is primarily described in the language of emotion by investing in feelings and responding to the circumstances of a situation to reach full knowledge (stein, 1987). The emotional component of mental imagery can be discussed because it contains specific neural circuits that support distinct human feelings, which may or may not lead to easily observable changes in the body, face, and voice. When dealing with others, the emotional component consists of accurately understanding HR's discrete expressions and feelings (Izard et al., 2011). Emotional affect is a shared subjective process that requires one person to enter another person's field of experience and have the same or similar experiences as another person (Zembylas, 2007).

Behavioral dimension: the behavioral aspect is considered one of the most critical components that must be focused on when studying the mental image of organizations, as the behavioral dimension is regarded as the driving force that determines the incentives and motives that drive human resources within the organization (Chen & Tsai, 2007). As for the behavioral element, the internal desire (or need) is considered the core element that prompts a person to purchase to satisfy two primary and secondary desires. Motivation is the force that activates goal-directed behavior (Mohamed Ali & Ramya, 2016). On the other hand, the behavioral dimension includes components such as self-confidence, engagement, transformation, dynamism, hard work, and speed of achievement at work (Behnooieih et al., 2021).

2.2 The Hypotheses:

The core hypothesis: Strategic clarity has a statistically significant effect on improving the mental image of the organization in the field of research, and the following sub-hypotheses branch out from it:

H₁: For the first sub-hypothesis, Clarity of goals has an impact on improving the mental image of the organization in the field of research

H₂: The second sub-hypothesis: The clarity of the organizational structure has an impact on improving the mental image of the organization in the field of research

H₃: The third sub-hypothesis: Clarity of the role of employees has an impact on improving the mental image of the organization in the field of research

H₄: The fourth sub-hypothesis: Clarity in the use of resources affects improving the mental image of the organization in the field of research

H₅: The fifth sub-hypothesis: Clarity of procedures and activities has an impact on improving the mental image of the organization in the field of research.

H₆: The second primary hypothesis: Strategic clarity has an impact on improving the mental image of the organization in the field of research.

3. Methodology:

3.1 Sample:

The educational sector was chosen as the field of application for this research. One of the essential justifications behind choosing this sector is that institutions working in the field of education need a high degree of strategic clarity to unify efforts in achieving their strategy in a way that helps them achieve their mental image, The University of Fallujah, and specifically the teaching staff working there, was chosen as a research community. The research sample consisted of teaching staff working in three colleges, namely (the College of Law, the College of Administration and Economics, and the College of Veterinary Medicine), who were selected using a random sampling method, which consisted of (107) individuals, and the sample was distributed among the investigated colleges, with (55) individuals out of a total of (76) individuals from the College of Administration and Economics, (34) individuals out of a total of (46) individuals from the College of Veterinary Medicine, and (18) individuals out of a total of (18).) an individual from the College of Law, which constitutes (72%) of the total individuals working in these colleges. This indicates that the sample can better represent its community, and the following tables can clarify the most prominent characteristics of the research sample, as follows:

Table1: The Research sample

Sample search by gender		
Category	Repetition	rate
Male	89	%83
Feminine	18	%17
the total	107	%100
Research sample according to age		
Category	Repetition	Rate
Less than 30 years old	8	%8
30-40 years	61	%57
More than 45 years	38	%35
the total	107	%100
Research sample according to academic achievement		
Category	Repetition	rate
Master's	55	51%
Ph.D	52	49%
the total	107	100%

3.2 Research problem:

The main problem of the research is diagnosed in the form of a question: Is there sufficient awareness among the management working within the organization in the field of study of the importance of employing its strategic clarity in enhancing the mental image of their organization? Some of the following sub-questions can be identified:

1. What is the research organization's degree of interest in applying strategic clarity within it?
2. What is the research organization's degree of interest in enhancing its mental image?
3. What is the degree of correlation between strategic clarity and mental image within the researched organization?
4. What is the degree of influence of strategic clarity on the mental image within the researched organization?

3.3 research importance:

focusing on two areas:

1. Cognitive importance: The cognitive importance of the research is represented by the researcher's attempt to combine two crucial variables in the field of public administration, namely (strategic clarity and mental image), through reviewing a group of cognitive ideas and theoretical foundations of researchers and writers, specifically foreign articles available on the World Wide Web. For the Internet, this will contribute to filling a small part of the knowledge gap related to studying these two variables.

2. Practical importance: The researcher presented a set of recommendations that represent mechanisms that help the organization in the research field to address problems related to strategic clarity and mental image after conducting an exploratory study and surveying the opinions of the research sample using the questionnaire that was prepared using a set of international standards, which It contributes to transferring global experiences to the local environment.

3.4 The hypothetical scheme of the research:

The hypothetical research scheme embodies the nature of the direct influence exerted by strategic clarity as an independent variable in enhancing the mental image of the organization in the field of research as a dependent variable through discussing the relationships of influence and connection that unite them, which can be illustrated in Figure (1):

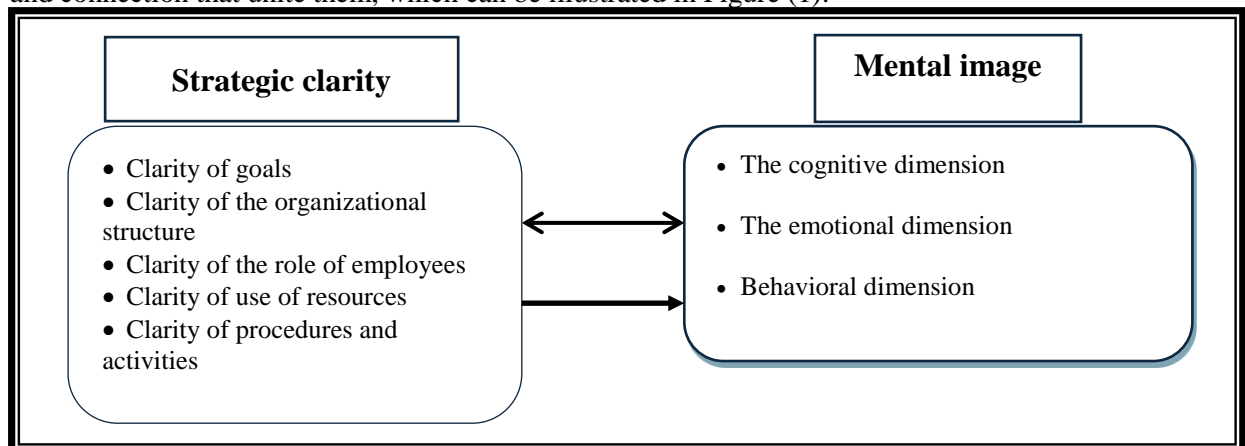


Figure 1: The Hypothetical design of the research

Source: Prepared by the researcher.

4. Descriptive statistics:

4.1 The validity of the questionnaire:

4.1.1 The validity of the questionnaire was tested by focusing on two types:

1. Apparent honesty: It is possible to measure apparent honesty to ensure that the items appropriately represent the dimensions of the questionnaire and its variables, as the items are placed for measurement or the phenomenon to be measured, in addition to verifying its design. Accordingly, apparent honesty constitutes a tool for examining the contents of the questionnaire by looking at its paragraphs, the mechanism of its formulation, and the extent of its clarity. The researcher distributed the questionnaire to several expert arbitrators specialized in the field of research variables (strategic management, organization theory) to determine the validity of each item in the scale through the accuracy of the questions presented, the clarity of their expressions, the degree of their concentration and lack of dispersion, and their suitability with what was intended to be measured, and within the framework of their observations and opinions, it was done. Several questionnaire paragraphs were modified, but none of them were deleted. The questionnaire also achieved an agreement rate between the judges' opinions (87%), which is a very high percentage, and confirms that the questionnaire is characterized by a high degree of clarity and accuracy in formulating the questionnaire paragraphs.

2. Content validity: Content validity is considered one of the most critical conditions that must be met when constructing a questionnaire, as well as its essential role in ensuring the validity of the questionnaire and its ability to provide data whose results can be relied upon to help the researcher achieve the goals of his research, and since honesty and reliability are considered interconnected tools, Equation No. (1) can be used to calculate the content validity using the reliability coefficient, as it is clear that the content validity value of the questionnaire reached (94%), which is an excellent percentage and indicates, with statistical significance, that the phrases and wordings of the questionnaire paragraphs are consistent with the desired goals.

4.1.2 Resolution stability:

The reliability of the questionnaire was tested by focusing on two types:

1. Internal consistency: The internal consistency of the questionnaire was identified using the reliability coefficient (Alpha-Cronbach), which determines the nature of the consistency of the internal paragraphs of the questionnaire. In other words, the paragraphs measure their dependent dimensions, and the dimensions measure their dependent variables, as the value of the reliability coefficient is acceptable from a standpoint. Statistically, if the percentage exceeds (60%). After processing the data statistically, the value of the Cron-Nbach alpha coefficient for all questionnaire items reached (0.91), and this result confirms an increase in its reliability coefficient.

2. External reliability: The external reliability of the questionnaire was also measured using the reliability coefficient (Alpha-Cronbach), which determines the extent to which the questionnaire can provide the researcher with the same data if it is distributed to the same sample more than once during separate periods. The researcher distributed the questionnaire to a sample of the workers at the College of Administration and Economics / University of Fallujah; after (18) days, the questionnaire was redistributed to them again, and when processing the data statistically, its external consistency value reached (0.91%), which is an excellent percentage.

Table (2) Reliability and validity tests

	Variable	Consistency	Honesty
1	Clarity of goals	0.91	0.95
2	Clarity of the organizational structure	0.88	0.93
3	Clarity of the role of employees	0.89	0.94
4	Clarity of use of resources	0.92	0.96
5	Clarity of procedures and activities	0.90	0.94
Total strategic clarity		0.90	0.94
6	The cognitive dimension	0.91	0.95
7	The emotional dimension	0.89	0.94
8	Behavioral dimension	0.93	0.96
The total mental image		0.91	0.95
Total resolution		0.91	0.94

Therefore, these results confirm the consistency between the items, dimensions, and variables of the research questionnaire, and its ability to provide the researcher with the same data if it is used to survey the opinions of the same sample more than once.

4.2Hypothesis testing:

Testing influence relationships 1

Table (3) summarizes the most important results of the impact of strategic clarity on the mental image of the organization, which the researcher relied on to test the accuracy of the central hypothesis, which states (that strategic clarity has a statistically significant effect in improving the mental image of the organization), as well as the sub-hypotheses emerging from it, and the following is a discussion And analyze this data:

Table 3: The effect of strategic clarity on the mental image

Independent variables	A	β	R ²	F Calculated	F Tabulation	Impact type
Clarity of goals	0.76	0.91	%41	14.62	4.41	moral
Clarity of organizational structure	0.74	0.89	%38	10.42	4.41	moral
Clarity of the role of employees	0.79	0.93	%40	12.89	4.41	moral
Clarity of use of resources	0.67	0.86	%34	8.23	4.41	moral
Clarity of procedures and activities	0.72	0.86	%36	10.92	4.41	moral
Total	0.74	0.87	%38	11.91	4.41	moral

4.1.1 Testing sub-hypothesis 1

Table (3) shows that the values of the coefficient of determination R² reached (41%). This result confirms that clarity of goals explains (41%) of the variance occurring in the organization's mental image and that the remaining percentage (59%) is due to other factors. As for testing the significance of the effect between mental image and clarity of goals, the calculated (F) was (14.62), which is greater than the tabulated (4.41). This indicates that clarity of goals within the organization, the field of research, works to enhance its mental image, as Table (3) shows. The value of (a = 0.76) and this result confirms that the investigated organization possesses a mental image among its human resources and those dealing with it at a rate of 76%, even if the clarity of goals is equal to zero. The value also reached ($\beta = 0.91$), confirming that the organization can enhance its mental image. It has a rate of 91% if the clarity of goals is changed by one unit. This result supports the researcher in accepting the sub-hypothesis (1), which states that clarity of goals, as one of the components of strategic clarity, has a statistically significant effect in improving the mental image of the organization in the field of research).

4.1.2 Testing sub-hypothesis 2

Table (3) shows that the values of the coefficient of determination R² reached (38%). This result confirms that the clarity of the organizational structure explains (38%) of the variation occurring in the mental image of the organization and that the remaining percentage (62%) is due to factors Other, as for testing the significance of the effect between the mental image and clarity of the organizational structure, the calculated (F) was (10.42), which is greater than the tabulated (4.41). This indicates that the clarity of the organizational structure within the organization in the field of research works to enhance its mental image, and as Table (3) shows the value of (a = 0.74) and this result confirms that the investigated organization possesses a mental image among its human resources and those dealing with it at a rate of 74%, even if the clarity of the organizational structure is equal to zero. The value also reached ($\beta = 0.89$), which confirms that the organization can the mental image of the organization is enhanced by 89% if the clarity of the organizational structure is changed by one unit. This result supports the researcher in accepting the sub-hypothesis (2), which states (that the clarity of the organizational structure, as one of the components of strategic clarity, has a statistically significant effect on improving the mental image of the organization).

4.1.3 Testing sub-hypothesis 3

Table (3) shows that the values of the coefficient of determination R² reached (40%). This result confirms that the clarity of the employees' role explains (40%) of the variation occurring in the organization's mental image and that the remaining percentage (60%) is due to factors Other, as for testing the significance of the effect between the mental image and clarity of the employees' role, the calculated (F) was (12.89), which is greater than the tabulated (4.41). This indicates that the clarity of the role of employees within the organization in the field of research works to enhance its mental image, and as Table (3) shows the value of ($a = 0.79$) and this result confirms that the organization under study has a mental image among its human resources and those dealing with it at a rate of 79%, even if the clarity of the role of employees is equal to zero. The value also reached ($\beta = 0.93$), and this confirms that the organization can the mental image of the organization is enhanced by 93% if the clarity of the role of the employees is changed by one unit. This result supports the researcher in accepting the sub-hypothesis (3), which states: (The clarity of the role of the employees, as one of the components of strategic clarity, has a statistically significant impact on improving the mental image of the organization).

4.1.4 Testing sub-hypothesis 4

Table (3) shows that the values of the coefficient of determination R² reached (34%). This result confirms that the clarity of the use of resources explains (34%) of the variation occurring in the organization's mental image and that the remaining percentage (66%) is due to factors Other, for testing the significance of the effect between the mental image and the clarity of the use of resources, the calculated (F) was (8.23) and is greater than the tabular (4.41). This indicates that the clarity of the use of resources within the organization in the field of research works to enhance its mental image, and as Table (3) shows the value of ($a = 0.67$) and this result confirms that the organization under study has a mental image of its human resources and those dealing with it at a rate of 67%, even if the clarity of the use of resources is equal to zero. The value also reached ($\beta = 0.86$), which confirms that the organization can the mental image of the organization is enhanced by 86% if the clarity of the use of resources is changed by one unit. This result supports the researcher in accepting the sub-hypothesis (4), which states: (The clarity of the use of resources as one of the components of strategic clarity has a statistically significant effect on improving the organization's mental image).

4.1.5 Testing sub-hypothesis 5

Table (3) shows that the values of the coefficient of determination R² reached (36%). This result confirms that the clarity of procedures and activities explains (36%) of the variation occurring in the organization's mental image and that the remaining percentage (64%) is due to factors Other, as for testing the significance of the effect between the mental image and clarity of procedures and activities, the calculated (F) was (10.92), which is greater than the tabular (4.41). This indicates that the clarity of procedures and activities within the organization, the field of research, works to enhance its mental image, and as Table (3) shows the value of ($a = 0.72$) and this result confirms that the organization under investigation has a mental image among its human resources and those dealing with it at a rate of 72%, even if the clarity of procedures and activities is equal to zero. The value also reached ($\beta = 0.86$), which confirms that the organization can increase Its mental image by 86% if the clarity of procedures and activities is changed by one unit. This result supports the researcher in accepting the sub-hypothesis (5), which states: (The clarity of procedures and activities, as one of the components of strategic clarity, has a statistically significant effect in improving the organization's mental image).

4.2 Testing the Core Hypothesis 2

Table (3) shows that the values of the coefficient of determination R² reached (38%). This result confirms that strategic clarity explains (38%) of the variance occurring in the mental image of the organization and that the remaining percentage (62%) is due to other factors. As for testing the importance of the effect between mental image and strategic clarity, the calculation (F) reached (11.91), which is greater than the tabular (4.41). This indicates that strategic clarity within the organization, the field of research, works to enhance its mental image, as Table (3) shows. The value of ($\alpha = 0.74$) and this result confirms that the investigated organization has a mental image among its human resources and those dealing with it at a rate of 74%, even if strategic clarity is equal to zero. The value also reached ($\beta = 0.87$). This confirms that the organization can enhance its mental image by 87% if strategic clarity is changed by one unit. This result supports the researcher in accepting the primary hypothesis (2), (strategic clarity has A statistically significant effect in improving the mental image of the organization in the field of research.

5. Discussion of Results:

The organization adopts a set of incentives to encourage its human resources to achieve its goals. (66.7%) of the members of the research sample responded with support that the researched organization implements a set of incentive programs aimed at enhancing the degree of awareness of its employees about the nature of the goals that the organization seeks, which is less The percentage of agreement compared to the other paragraphs. The arithmetic mean for this paragraph reached (3.56), a standard deviation of (1.02), and a coefficient of variation (0.286). The organization's organizational structure is characterized by flexibility and adaptation to changes. It has achieved a percentage of (91.6%), which is the highest percentage of agreement among The members of the research sample compared to the other paragraphs for the clarity of the organizational structure, which is an excellent percentage and reflects the organization's interest in designing its organizational structure in a way that ensures its ability to adapt to the successive developments that occur in the environment surrounding the organization, and then enhance the flexibility that characterizes it to make the required amendments to it, as well as The arithmetic mean for this paragraph was (3.81), a standard deviation of (1.10) and a coefficient of variation (0.712). The employees of the organization possess the required energies and qualifications. It achieved a percentage of (93.4%), which is the highest percentage of agreement among the members of the research sample compared to the other paragraphs for the clarity of the role of employees, which is an excellent percentage and reflects the organization's interest in enhancing the applied capabilities and academic qualifications of the human resources working for it, in a way that enhances their ability to carry out the tasks assigned to them with a high degree of clarity. The arithmetic mean for this paragraph was (3.77), a standard deviation (1.01), and a coefficient of variation (0.267). The organization uses clean, environmentally friendly energy when performing its tasks and duties. It has achieved a percentage of (87.9%), which is the highest percentage of agreement among members of the research sample compared to the other paragraphs for the clarity of the use of resources. It is a very high percentage and reflects the organization's interest in using clean energy. When carrying out the tasks and duties assigned to it, to achieve its social responsibility towards the surrounding environment and then ensure that it is kept clean and not harmed and affects future generations, the arithmetic mean for this paragraph reached (3.52), standard deviation (1.26) and coefficient of variation (0.357). The organization supports its human resources and its customers when dealing with information to transform it into practical knowledge. It has achieved a percentage of (90.6%), the highest percentage of agreement among members of the research sample compared to the other paragraphs of the knowledge component. It is an excellent percentage and reflects the organization's interest in investing in the knowledge available to its human resources. And its customers and processors to transform it into valuable knowledge that can use in developing its various operations. The arithmetic mean for this

paragraph was (3.89), a standard deviation (1.02), and a coefficient of variation (0.360). When comparing this study with previous studies, there are differences in the statistical methods adopted in the analysis difference in field of application.

The sample size and similarities indicate that this is an applied study, not a theoretical one. The adoption of the questionnaire in collecting data indicates that most previous studies were applied during the current century, which indicates the novelty of the researched topic. Points of distinction include combining strategic clarity and mental image in one research project, application in the Iraqi educational sector, and completion the study in 2024.

6. Conclusion:

The researched organization possesses the strategic clarity necessary to enhance communication and information exchange processes among its human resources, to enhance the level of awareness and conviction about the nature of the strategies it seeks to achieve, and to provide them with information related to the variables. The two surrounding environments them enhance the decision-making process necessary for strategic planning and implementation. In the field of research, the organization has a clear and explicit mechanism based on which its strategic objectives are determined jointly between the management and its employees in a way that defines the essential path for them to work in the future to ensure that they achieve their objectives with the required effectiveness. The results reflected that the organization in the field of research possesses a set of organizational tools that it uses to divide tasks and duties among its human resources, which helps to manage and supervise them and achieve the desired results through its clear organizational structure. The results confirmed that the organization under study possesses an integrated set of information that explains to workers within the organization the nature of performed activities and tasks. That helps them deepen awareness of their critical role in achieving the organization's strategic goals. The results indicated that the organization is working to strengthen the conviction of its human resources and the customers who deal with it, as well as the importance of its presence within the community within which it operates. Thus, to gain their loyalty and ensure the continuation of their dealings with her in the future. Strategic clarity plays a vital role in enhancing the mental image of the organization by improving its cognitive component and the behavioural component of the human resources that deal with it, thus enhancing its emotional state within the larger society.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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