

The role of clarity of activities and procedures in the success of strategic implementation - a study of the opinions of a sample of employees at the University of Diyala

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Abstract— This research aims to measure the impact of the clarity of activities and procedures on the success of strategic implementation. The problem study is manifested in supporting the transparency of activities and strategies for strategic performance through a survey exploring the opinions of a sample of employees at Diyala University. To address the subject comprehensively, a theoretical framework specific to the research variables was presented to verify the availability of clarity in activities, procedures, and strategic execution. The research started from the main hypotheses: the existence of a relationship and the impact of the transparency of activities and operations on strategic execution. The descriptive-analytical method was used to analyse the survey results. The research population was 2974 individuals, and data were collected from 335 individuals, randomly selected from all administrative levels. The study relied on the questionnaire as the primary data collection and measurement tool. Some tests were used to ensure its validity and reliability, along with statistical and inferential methods to answer research queries, using the Amos V24 and SPSS V26 software. The results revealed statistically and significantly correlated relationships between the clarity of activities and procedures in the success of strategic execution. These were influential and statistically significant, emphasizing the role of transparency of activities and processes in strategic implementation. In light of the results, the recommendations stressed the importance of organizations adopting explicit activities and procedures in their operations for the success of strategic execution in strategic plans.

Keywords— Clarity of activities, procedures, Strategic, execution, Diyala University.

I. INTRODUCTION

The concept of the clarity of activities and procedures began to evolve, and its importance for enhancing strategic implementation became evident. This was achieved through organizing at all levels and maintaining a distinguished and elevated level of strategic execution. The success of the strategic performance is realized through the clarity of activities and procedures, defining responsibilities, and designing strategic plans for precise execution to achieve the organization's goals accurately and efficiently, thereby gaining a unique competitive edge to ensure its stability and adopt and develop new strategies. The growth of any organization is tied to analysing its internal and external environments to create general systems that support its growth and prosperity [1]. Therefore, top management must involve all administrative levels to accurately implement these strategies, designing explicit activities and procedures for the organization's employees based on available information and potential future developments to achieve their objectives for successful strategic execution [2]. Indeed, strategic execution is the outcome that organizations aim for, and the clarity of activities and procedures in any organization leads to its sustainability, distinction, and stability. Organizations are more invested in elevating the success rate of strategic plan execution than employees, as their progress relies on the level of strategic execution.

II. RESEARCH METHODOLOGY

This section addresses the methodology used in the research, following these axes:

First: Research Problem: The rapid and continuous change witnessed globally, whether at the local or international level across various sectors, has led many organizations, including educational ones, to focus on the clarity of activities and procedures. This subject has garnered significant attention among business organizations and is the primary foundation through which organizations can successfully execute their strategic plans.

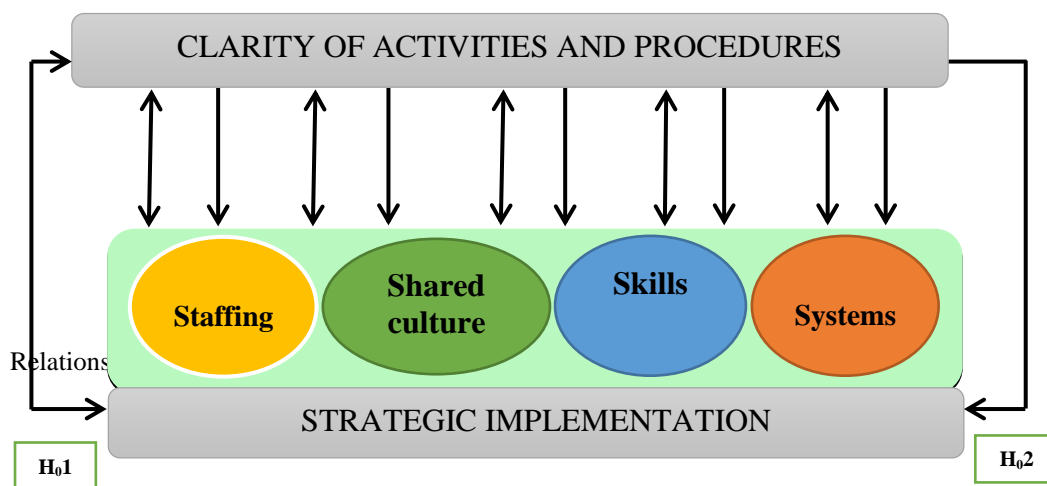
Strategic execution is an essential phase in strategic management, representing a metric for an organization's success in achieving its objectives [3]. A vital influential factor in execution is the clarity of activities and procedures. From this perspective, the research problem is derived from organizations operating in Iraq's education sector, represented by Diyala University, which faces ambiguity in its strategic plans, leading to the unsuccessful implementation of the strategic plan. The study's problem aims to answer the following questions:

1. Does the researched organization derive its strategic execution capability through clarifying activities and procedures?
2. What is Diyala University's level of clarity in activities and procedures in strategic plans?

Second: Research Objectives: This research seeks to achieve the following goals:

1. Uncover the role that the clarity of activities and procedures can play in the success of the strategic implementation process in the researched organization, focusing on the correlation and impact between them at both the holistic and detailed levels [4].
2. Provide a conceptual framework for clarifying activities and procedures and strategic execution, relying on modern literature in administrative thought.

Third: Assumed Research Outline:



Fourth: Research hypotheses

The first main hypothesis (H₀₁): There is a statistically significant correlation between the clarity of activities, procedures, and strategic implementation in the surveyed organization [5]. The second main hypothesis (H₀₂): J found a significant effect of clarity of activities and procedures in strategic implementation.

Fifth: Research Limits

The current research has the following limits:

1. Cognitive limits: The limits of research are defined cognitively by two variables (clarity of activities and procedures, strategic implementation). And including its sub-dimensions.
2. Spatial boundaries: The Iraqi Ministry of Higher Education and Scientific Research (Diyala University) will be selected.
3. Human limits: The limits of the human study will include a sample of individuals surveyed at the University of Diyala research sample, who are at the level of (managers, heads of departments, branches, divisions, and workers in executive departments).
4. Time limits: It is the period represented by the period of preparing the practical side of the research, which extends between the period, (30/10/2022) the period that the sample opinion poll, and until (25/1/2023) the period of completing the practical side.

III. THE THEORETICAL SIDE

The first axis: clarity of activities and procedures

First: The concept of clarity of activities and procedures:

The concept of clarity of activities and procedures expresses the basic significance of the work of the organization itself and that it must be designed in a way that helps the resources used to raise the productivity of the organization and move it forward and that modern organizations are working to develop procedures and activities that enable them to make the best use of resources in order to achieve what is required of them to the fullest [6]. The researchers believe that the concept of clarity of activities and procedures is one of the important tools used by organizations in order to raise organizational performance and that the majority of organizations focus on the importance of having a guide concerned with the procedures that must be followed by those working on implementation and contains a comprehensive clarification of each process that has been completed and that this guide is characterized by clarity, accuracy, comprehensiveness and consistency with its objectives to ensure realistic implementation that adds competitive value after success and that this guide avoids cases of organizational overlap in Business removes ambiguity within organizations [7].

Through what the researchers have presented regarding the clarity of activities and procedures, the researcher believes that the clarity of activities and procedures is one of the sensitive stages that the organization must pay attention to because the current environment is characterized by rapid change and is characterized by development and that activities and procedures must keep pace with this development to achieve balance [8].

Second: The importance of clarity of activities and procedures

The importance of activities and procedures is very great in organizations that aim to be strategic and highly reliable on their clarity and this leads to achieving the goals because they are the basis of the work of each organization and the organization must have a guide that is part of the internal system because of its importance in simplifying work and adds a large amount of clarity at all levels [9]. Achieving the activities and procedures as designed requires a clear understanding of the plans because the ambiguity of any information in the procedures may cause a defect in the implementation of these plans [10]. Through the foregoing, the researcher sees that the activities and procedures in the organization depend on the goal that you want to achieve the organization, when the activities and procedures are implemented well, they lead to improving performance and achieving goals in a more effective way [11].

Second Theme: Strategic Implementation

First: The concept of strategic implementation

It is the activities, procedures and plans followed by the organization in order to implement the strategy correctly, and it is also a set of decisions made by senior management and directed to those in charge of implementation with the aim of putting the plan into practice so that it leads to the achievement of the organization's objectives effectively, taking into account the accuracy of the clarity of the organizational structure, the culture of the organization and control activities [12]. He believes Strategic implementation is a stage that comes after the formulation of the strategy because its work is to translate these strategies and adopt them and turn them into actions and then that the duration of success at this stage is often linked to the effectiveness and efficiency of those who plan and implement and the accuracy of clarity of both in addition to the availability of financial budgets and the clarity of executive procedures [13]. The Strategic implementation is the fundamental basis through which strategic thinking is translated into reality by creating resources, building an organizational structure, and working on an operational plan that achieves the goals of the organization [14]. The researcher believes that through what was addressed by the pioneers of strategic management and researchers that implementation is the stage through which the strategy is implemented and converted from the intellectual or theoretical side to the practical side, as the formulation of the strategy is carried out by senior management to complete the implementation process by workers and those responsible for implementation by translating it into decisions, events and procedures and through the provision and allocation of human, financial and material resources and many systems such as communications, follow-up, evaluation, rewards and incentives and the information necessary for the successful implementation of the strategy [15].

Second: The importance of strategic implementation

The success of the strategy in employing capabilities and resources to achieve the goals and strategic direction and upgrading the level of the organization depends on the development of the correct and accurate strategic implementation mechanism and the processing of the requirements for success in order to keep the life of the organization alive and creativity and development, it represents the basic center of strategic thought and the credibility of the strategic direction and the formulation of goals and the adoption of strategic programs This is what makes the implementation phase one of the most important stages of strategic management [16]. The results conducted by the researcher on (200) organizations confirmed that (80%) of these organizations have a correct plan that good implementation was found in (14%) of these organizations mentioned and this indicates that organizations need good implementation and do not need planning only because implementation is the common denominator between planning processes and operations Censorship is the ship to reach the land of success [17,18].

The importance of effective implementation enables senior management to achieve strategic direction and the correct implementation leads to improved organizational performance and implementation is an important part of the organization as it affects its strategy and is a vital activity in the strategic management process because it is responsible for major changes in organizational structure and general culture [19]. Through what the researchers have provided, the researchers believe that achieving the goals for which the organization was found depends on the effective implementation that enables the organization to achieve these goals. There is no doubt that good strategic planning is one of the necessities for the success of the strategy, but good planning alone is insufficient and not a guarantor to achieve the strategic goals, it is the real difficulty is the stage of strategic implementation, which is the most difficult challenge in the stages of the strategic management process, the organization may succeed in formulating a good and successful plan to Implementation may play the main role in its failure, and there are many reasons that lead to the failure of implementation, including factors of the external environment that cannot be controlled, the occurrence of unexpected crises, poor coordination between activities, lack of leadership skills, and lack of capabilities of individuals responsible for the implementation process. All these factors lead to the failure of the implementation of the strategy, but if the implementation is effective, it may lead to the success of the strategy, but may even lead to the success of an inappropriate strategy and achieve the goals Painted.

Third: Obstacles that cause the failure of strategic implementation:

Organizations, whether public or private, face many obstacles during the implementation of strategies, which clearly affect their performance and strategy because they are considered obstacles, difficulties and imbalances in the human system and technical and financial systems, which are barriers, if any, they work to form unbalanced or incompatible organizations and thus lead to the death of the organization and the leaders of organizations must be very careful of these obstacles during the implementation of the strategy and we see a lot of organizations striving to prepare good implementation In order to do so, it expends a lot of effort, money and time, but it encounters barriers and obstacles that fall between the ideal strategic description and the reality of strategic implementation and these obstacles are [20]:

1. The management style that you practice from the top to the bottom, which is the intervention method:
Management practices are one of the utmost necessities for the success of organizations, regardless of their size or the nature of their work, and their success depends on the leadership styles and methods practiced by all departments at all levels, and most leadership theories came to divide leadership styles [21].
2. Unclear strategy and conflicting priorities:
The organization lives in a rapidly changing competitive environment that requires a strategy in a manner commensurate with its resources to reach the goals concerned and the more clarity of the strategy the organization becomes able to resist rapid change in this environment and respond to its circumstances, so a clear strategic plan should be re-developed capable of keeping pace with development and achieving the goals it seeks. Successful planning usually represents the qualitative and procedural aspect of the recruitment processes and the development of the strategy adopted by the organization because it is a translation of the paths it has chosen. Or attitudes that reflected it into actions and events that are supposed to adopt accurate analyses of the current situation and the internal and external factors affecting the organization [22].

Fourth: Dimensions of Strategic Implementation:

The identification of the sub-dimensions of research is one of the most important requirements for the systematic treatment of the research problem and the statement of the relationship between its variables, and through research in the literature related to the subject of research is clear the multiplicity of views of researchers in determining the dimensions of the research, so a number of researchers and different intellectual and organizational doctrines have created different dimensions of strategic implementation that can be measured or understood through them.

1. **Systems:** Systems represent a set of integrated elements or procedures governed by relationships and mechanisms within a specific scope with the intention of achieving a specific goal [19]. Samiha referred to as a set of inputs representing the different data that are processed to extract information and which is the most important part of the work within organizations [23]. He added that work in any organization is not possible without the presence of a degree of controls that control the behavior and relations of employees, and these controls are developed in the form of general rules and assets called systems and systems cross a basic pillar in organizations and can be an effective tool in raising the level of performance of individuals inside and outside the organization. Strategic implementation also requires support systems to ensure successful implementation, namely [24]:
 - Setting annual goals: The annual goals are determined by the managers of sectors and departments of the organization in a decentralized manner and based on the determination of these goals, the necessary resources are allocated to achieve them as they work to determine the requirements and priorities of individuals, sections and departments and represent the main determinant of progress in achieving strategic goals because this requires consistency between strategic goals and annual goals [18].

- **Setting policies and procedures:** Policies and procedures refer to the general steps, methods, rules and programs that are drawn in order to guide work and activity in a way that helps achieve the goals and these policies and procedures help senior leadership and working individuals to identify what is required of them and help coordination and cooperation between administrative units and work to reduce time in decision-making and in order for these policies to be good and useful must be characterized by support for strategies and be understandable and clear to all, and be characterized by stability They should not be changed from one period to another frequently so as not to lose their usefulness and should be flexible and adjustable [16]. Hunger noted that procedures are a set of steps that an organization must adhere to because it describes how activities and programs are implemented [22].

The researcher believes that the systems have a fundamental role in all administrative and financial operations, especially in the contemporary time, as most organizations rely heavily on systems because systems save effort and time, and here organizations must keep pace with the development in systems in general and choose systems that work to achieve goals, where attracting and investing energies and capabilities that make them strategic organizations and make them compete with other organizations, as modern systems offer many quick solutions to the problems that Organizations face and systems are one of the main pillars on which all organizations rely in implementing their strategic plan as they have a significant impact on results.

2. **Skills:** Skills mean the abilities, advantages and competencies of working individuals and senior leadership that enable them to make ideas and information easy to implement, and these skills distinguish the organization from other organizations and enable it to compete better [11]. A good choice of human resources enables the organization to achieve effective performance and thus provide a high-quality product and service and achieve customer satisfaction, which helps to achieve strategic goals [7]. The basis of the skill is the individual's knowledge of the work he does or will do, and one of the skills that must be possessed by individuals is the ability to deal flexibly to achieve the goals, but intellectual skills are necessary to exist when senior leadership and workers, which relate to the extent of in-depth knowledge of the individual, which enables him to see the organization as an integrated unit and the ease of seeing complex matters that consist of friction with the external environment and that the availability of these skills and competencies ensures that organizations have a correct implementation that achieves what the organization aspires to [19]. Through the foregoing, the researcher sees that skills are a key factor in labor productivity, as skills are to ensure a large part of the success of the strategic plan, as the presence of skills at work has a positive impact on the spirit of workers and no matter how advanced and developed the systems are, but they need skills to manage and work on them accurately that makes them a strong point for the organization (advanced systems + skills = positive results in the strategic plan) The presence of skills has many benefits, including flexibility, the ability to manage work smoothly, the ability to logical analysis and scientific research, the ability to plan and organize effectively, work effectively within the team, and work to solve crises as soon as possible, and this is what ensures the success of the plan.
3. **Shared culture and values:** It is a system of values and traditions that are shared by all members of the organization, as each organization has its own and different cultural works that express its personality and that organizational culture does not exist in a vacuum, but appears in the members of the organization because they are part of the social and cultural fabric, they are the ones who bring with them their traditions, values and customs that contribute to influencing the organizational culture ([13]. He defines it as a set of standards and rules that guide the organizational procedures and behavior of its employees. The organizational culture is one of the necessary requirements for the implementation of the strategy, as it confirms [22]. The organization must have a culture that distinguishes it from others and that the origin of culture in philosophy, which is beliefs, common values and trends within the organization, and the successful culture in organizations is an important part of the success of the strategy [8]. He believes that organizations that have an organizational culture are creative organizations distinct from others because they give employees in the organization a sense of distinct special identity and they also help to develop loyalty and commitment to the organization and add a set of elements that help the organization to increase stability in it because organizations that do not have an organizational culture prevail in which chaos, inadequacy and inefficiency prevail in the implementation of the plan [18]. The researchers believe that organizational culture is the social fabric that surrounds the staff of the organization in general, as we note that any country has a culture characterized by it, we can note that each organization also has a culture that distinguishes it from the rest of the organizations, and the culture and common values are one of the basic elements in organizations, and because of its importance to organizations, we see that successful leaders of organizations care a lot about culture as it is the environmental medium that interacts with the organization and is present in it, where the common culture and values affect workers directly and significantly. Its presence in the organization means the commitment and great control of the employees and the realization of the importance of what the organization symbolizes and therefore that the culture and shared values are a link in the chain of success of the strategic plan.

4. **Staffing:** The staffing represents all individuals working within the organization who are an important resource for the organization and who must be taken care of their needs and desires met, and attention to the aspects related to them that affect the strategic implementation process [16]. The best step after identifying strategic alternatives is to identify the organization's needs for human resources, which will implement the alternatives and the availability of skills and competencies in human resources is necessary to ensure the success of achieving the goals [15]. Abdullah asserts that the organizations that carry out the implementation process must have good staffing management, which is represented in recruitment, training, and development to acquire the capabilities, skills and competencies that would achieve the main requirement, which is to achieve the goals [25]. The researcher believes that the staffing is the main pillar of the work of any organization, it means all the workforce needed by the administration to complete the tasks to be implemented in order to achieve the goals and because of the importance of the staffing in organizations and the benefits that the staff can provide to the organization, including estimating the actual need of human resources and determines the size of the required jobs and knowing the unemployment rate that organizations that take care of and care for the staffing are organizations with intellectual maturity that works to achieve the goals By selecting a staff with distinctive abilities that ensures the success of his plans.

5. **The third axis:** The relationship between the clarity of activities, procedures and strategic implementation
 In this axis, the relationship between the clarity of activities, procedures and strategic implementation is addressed, and researchers confirm that clear plans are inevitable to be verified, and that strategic integration between the practices of activities and procedures for strategic implementation is necessary because it determines the organization's ability to face and overcome challenges, as clarity of activities and procedures helps to develop strategies for the organization and helps to raise the overall performance of the organization and in this context. The clarity of activities and procedures is an essential element in directing the organization towards effective strategic implementation that enables it to achieve its goal, and therefore building clarity early helps the organization to target the strategic direction efficiently and efficiently, and the strategic implementation of the plan is not highly efficient if the plan is vague and lacks clarity because those in charge of implementing it do not know what is required of them, this means that the basic goals set by the organization have not been achieved all of them, and the lack of organizations The clarity of activities and procedures does not only affect the implementation of its plan, but it affects the overall performance of all parts of the organization because the human resource is the main based on strategic implementation, if fog hangs over the activities and procedures, this resource cannot implement them and the end will be the failure of the plan and the failure to achieve the goals.

IV. THE FIELD SIDE

This section includes the following themes:

First: Description of the research community and its sample

The selection of the study population is one of the important and basic things to ensure the suitability of the environment to study the problem, and test its hypotheses with the possibility of generalizing its results according to the ideas and opinions that are being addressed in the theoretical aspect, as well as determining the field in which the study is conducted, as it is necessary and important to achieve objectivity, honesty, and stability as necessary conditions in the scale that concerns the sample surveyed in the applied field. After research and investigation, the University of Diyala was chosen as a field of current study.

The University of Diyala is one of the important sectors in society as it is concerned with the management of the province and its departments and the provision of various services to the general members of society, and the University of Diyala represents a research field for the current study, and individuals working in all formations of the University of Diyala represented by (2974) research communities have been selected. The researcher used the random sample method to select the individuals surveyed, as (341) questionnaires were distributed directly from the researcher, but (6) questionnaires were excluded that are not valid for analysis, so that the number of forms valid for analysis became (335) forms, a representative sample of its community.

1. **Human Type:** The human species is one of the important indicators, which consists of two categories, males, and females, as Figure (2) shows that the percentage of males in the surveyed organization reached (57.91%), which is the highest percentage, while the percentage of females reached (42.09%) of the individuals surveyed. Thus, we conclude that most of the study sample are males, as they are allowed to deal with the questionnaire form properly and accurately.

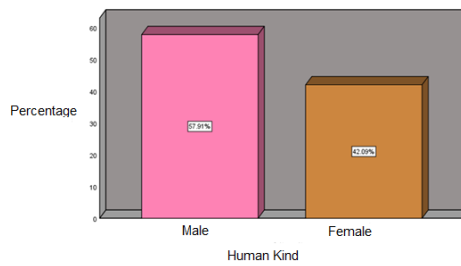


Fig.2 Distribution of Respondents by Gender

2. Age: Age is one of the important indicators that are reflected in the way to deal with the questionnaire properly and accurately, and to absorb and understand the paragraphs of the questionnaire, and it is clear from Figure (3) that the percentage of the number of sample members whose ages are (20-30) was (11.04%) among the individuals surveyed, while the percentage of individuals surveyed aged (31-40 years) (33.43%) among the individuals surveyed, while those whose ages are (41-50). years) was (41.97%), which is the highest percentage among the individuals surveyed, while the percentage of individuals aged (51 years and over) (13.73%).

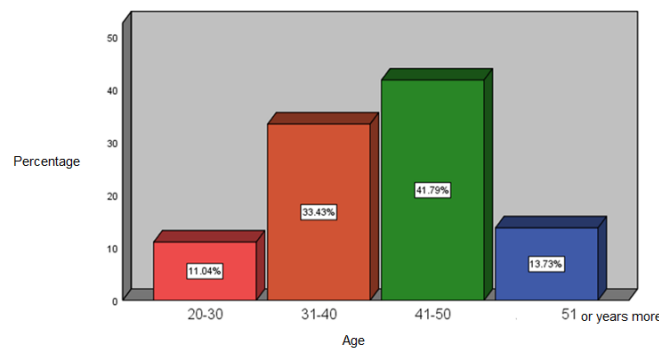


Fig.3 Distribution of Respondents by Age

3. Academic qualification: The academic qualification is one of the important indicators that are reflected in the way to deal with the questionnaire properly and accurately, as Figure (4) shows that the percentage of holders of a bachelor's degree exceeds the rest of the other percentages in the organization surveyed, as it reached (42.39%), which is the highest percentage, while the percentage of holders of a preparatory certificate reached (6.57%) of the individuals surveyed, while the diploma degree holders reached (13.43%) of the individuals surveyed, while the percentage of holders of a higher degree (37.61%) of the individuals surveyed, and thus we conclude that the majority of the study sample are owners of good scientific expertise and competencies that allow them to deal with the questionnaire form properly and accurately.

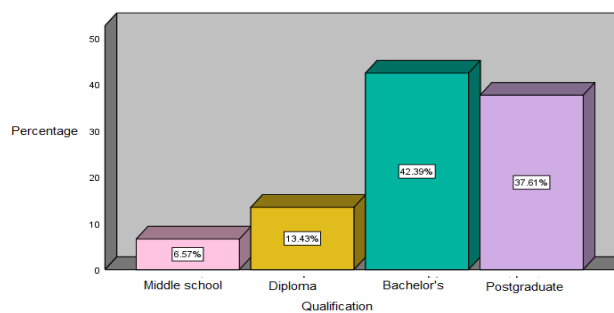


Fig.4 Distribution of Surveyed Individuals by Academic Qualification

4. Job experience: The long service plays an important role in devoting experience and knowledge to the respondents, which is reflected positively in dealing with the questionnaire properly, and it is clear from Figure (5) that the percentage of the number of sample members who have a functional service (1 to 5 years) was (15.52%) among the individuals surveyed, which is the lowest percentage among the individuals surveyed, while the percentage of individuals surveyed who have a service (6-10 years) (24.18%), while those who have a service (11-15 years) were (25.37%), while the percentage of individuals who have a service (16 years and over) reached (34.93%), which is the highest percentage among the individuals surveyed, and this reflects the ability of individuals and their management skills because of the information and knowledge they have acquired, as well as extensive experience and skill. High in their field of work as a result of this enables them to accomplish the tasks entrusted to them efficiently and effectively and has a great impact on dealing with the questionnaire properly.

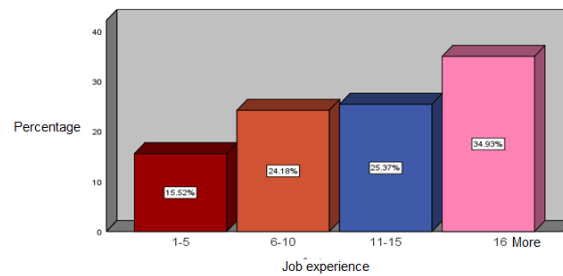


Fig.5 Distribution of Respondents by Job Experience

5. Administrative position: It is clear from Figure (6) that most of the individuals surveyed are administrative or technical employees, as their percentage was (58.51%), while the percentage of unit official was (19.70%), followed by a division official, as their percentage reached (16.72%), while the percentage of the head of the department was (5.07%) This reflects the high ability of respondents to understand and respond accurately to the paragraphs of the questionnaire without caring about the functions of the position or feeling the functional responsibility that the position may generate on the respondent.

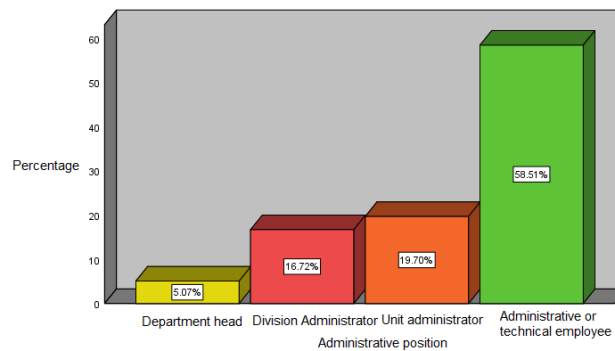


Fig.6 Distribution of Surveyed Individuals by Administrative Position

6. Workplace: It is clear from Figure (7) that most of the individuals surveyed are employees in the faculties of the university, as their percentage reached (84.48%), while the percentage of employees in the presidency of the university reached (15.52), and this reflects the inclusion of the faculties and presidency of the university in the study.

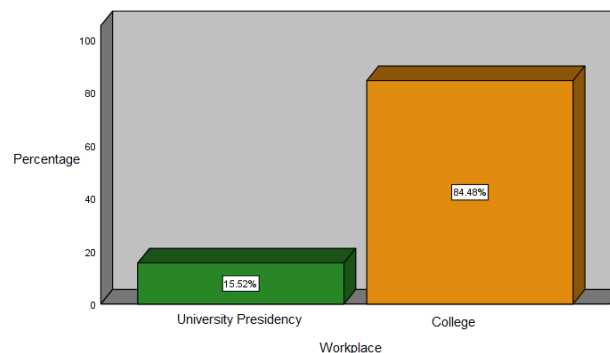


Fig.7 Distribution of Respondents by Workplace

Second: Measuring the correlation between the clarity of activities and procedures and strategic implementation. The existence of a significant correlation between the dimension of (systems), (skills), (culture and common values), (staffing), strategic implementation and dimension (clarity of activities and procedures) was achieved in terms of the values of the correlation coefficient that appeared equal to (0.635), (0.649), (0.567), (0.588), (0.657) respectively, and these values are significant based on the p-value that appeared equal to (0.000), (0.000), (0.000), (0.000), (0.000), (0.000) which is less than (0.01) and this means that it is very significant.

TABLE I VALUES OF THE CORRELATION COEFFICIENT BETWEEN STRATEGIC IMPLEMENTATION AND ITS DIMENSIONS AND AFTER THE CLARITY OF ACTIVITIES AND PROCEDURES

Link		Systems	Skills	Shared culture and values	Staffing	Strategic Implementation
Clarity of activities and procedures	Pearson Correlation	0.635	0.649	0.657	0.588	0.657
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	335	335	335	335	335

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

Third: Measuring the impact of the clarity of activities and procedures in strategic implementation Figure (8) and Table (2) show the nature of the impact after the clarity of activities and procedures in strategic implementation and show that there is no significant impact of (clarity of activities and procedures) in strategic implementation in terms of the value of the regression coefficient that appeared equal to (0.721) This effect is not significant in terms of the p-value that appeared equal to (0.092) which is greater than (0.05). Based on the above, the null hypothesis will be accepted, which states that "there is no statistically significant effect of clarity of activities and procedures in strategic implementation at the macro and micro level at the level of significant significance ($\alpha \leq 0.05$)".

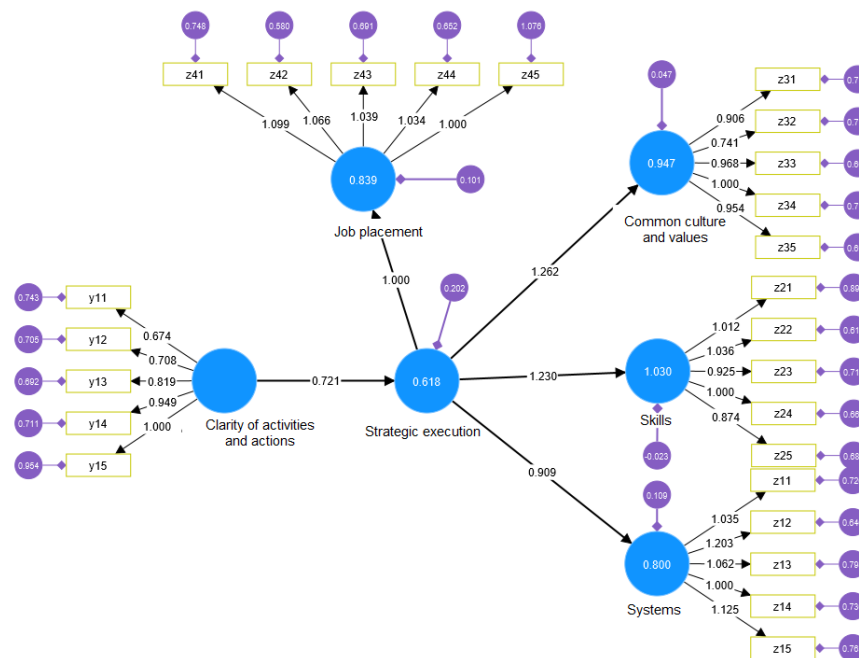


Fig.8 Relationship of impact after clarity of activities and procedures in strategic implementation

TABLE II VALUES OF STANDARD AND NON-STANDARD REGRESSION COEFFICIENTS FOR THE IMPACT OF CLARITY OF ACTIVITIES AND PROCEDURES ON STRATEGIC IMPLEMENTATION

P-value	SRW	Estimate(b)	Dependent variable	Direction of influence	Interpreted variable
0.092	0.786	0.721	Strategic Implementation	→	Clarity of activities and procedures

Source: Prepared by the researcher based on the outputs of the statistical program (SMARTPLS4).

V. CONCLUSIONS AND RECOMMENDATIONS

The first axis: conclusions:

1: The results of the statistical analysis showed that there is a very high significant correlation between the clarity of activities, procedures and strategic implementation and its dimensions, and this means that the clearer the activities and procedures, the more accurate, effective, and successful the strategic implementation is.

2: The results of the statistical analysis showed that there is no statistically significant effect between the clarity of activities, procedures, and strategic implementation at the macro and micro levels.

Second Theme: Recommendations:

1: The organization must rely and work on the clarity of activities and procedures in the strategic plans in order to ensure the success of strategic implementation and achieve its set goals.

2: The clarity of activities and procedures is one of the sensitive stages that the surveyed organization must pay attention to because the current environment is characterized by rapid change and development and that the activities and procedures must keep pace with this development to achieve balance for the accurate implementation of the strategic plan.

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