

STRATEGIC RESPONSE AND ITS ROLE IN ENHANCING THE ORGANIZATIONAL PRESTIGE (AN ANALYTICAL RESEARCH IN WASIT UNIVERSITY PRESIDENCY)

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ABSTRACT	KEYWORDS
The current research aims to clarify the strategic response role in enhancing the organization prestige. The research was applied in Wasit University presidency. The research sample was chosen from (departments officials, their assistants, and officials of divisions and units) whose number is (43). The researchers used the analytical descriptive approach, and for the purposes of data collection, they developed a questionnaire that covered the research variables and their sub-dimensions, which were interpreted in 37 paragraphs. Many statistical methods were adopted such as (the arithmetic mean, the standard deviation, the Spearman correlation coefficient, the F test, and simple linear regression analysis). The ready-made statistical program SPSS. 28 was used to test the main hypothesis validity, which states that "the strategic response has a statistically significant effect on the organizational prestige". The research has reached out to prove the main hypothesis validity at the macro level and at the level of sub-dimensions as a whole.	Strategic response, organizational prestige, strategic sensing, strategic flexibility.

Introduction:

The causes of the environmental turmoil and its continuous fluctuations have grown and multiplied, and it has become necessary for the organizations to understand and be aware of this volatility and turmoil at a time when those organizations are trying to remain stable as long as possible, and even trying to devise methods that make them renewed and constantly developed.

A turbulent environment will be existed when the environmental changes in which the organization operates are unexpected, and this also is related to the nature of the pressure that the organization will face in order to be able to respond and act towards such pressure and turmoil. The higher education has been chosen as a field of the research on the basis of the vital role that this sector plays in serving the educational and pedagogical process in the country, which necessitates that a sufficient attention should be paid by the researchers and persons who are interested in this field. It was important to delve into two vital variables in the management field that are represented by the strategic response with its dimensions (strategic flexibility, strategic sensing, collective intelligence) as an independent variable, and organizational prestige of both types (internal prestige, external prestige) as a dependent variable. The paradox that aroused the interest of the researchers and gave support and motivation for researching in the mentioned topics is concentrated in the importance of reviving issues related to the quantitative and qualitative acceleration, the acceleration of development processes, technology and new discoveries that require from all sectors and institutions to keep pace with that development to ensure the survival and continuity and to ensure the preservation of the organization's status and reputation and enhance its prestige in the society.

First: the cognitive framework

The Strategic Response:

The strategy is the company's plan to survive in the changing environment, so the strategies are not fixed, but they change constantly with the environment's change, and according to (Burnes, 2000) the company must respond appropriately to changes that occur in its own environment in order to be effective and then successful. They are called (strategic responses), which are the actions that the organization takes to align itself with the environment, and that any company that does not align with the environment, it cannot survive and is soon forced out of the market (Chepkirul, 2016,9).

Many studies have been conducted on the strategic response to environmental disturbances, as (Macharis, 2015) conducted a study on the response to changes in the dynamic environmental business, which was applied in the (Britam insurance Limited Kenya company). The study concluded that the strategic response enables organizations to adapt to the changing business environment, with an important positive relationship between the used strategies in the markets and response to those changes.

According to the researchers (Denis et al, 2001), the strategic response is that the company is able to maintain its position, and link itself to the environment to ensure the continuity of its success and secure itself from the surprises that are caused by the environmental change. Thus, the survival and organization's success occurs when it maintains a match between its strategy and environment, and between its internal capacity and strategies (Grant, 2003: 1).

Moreover, (Awuor, 2014) conducted a study on assessing the effects of the commercial environment disturbances, and the extent to which these banks responded to the disturbances, the developing products and creating a new market, the banks were positive in dealing with those disturbances and

pressures through the use of the cooperative strategies (the strategic alliances and business acquisition) as a response to the changing business environment (Alukonya, 2021:8).

The strategic responses include several options in terms of the direction in the strategy with which the organization can be able to move and the methods that can be followed for the application. There are options in terms of how the organization seeks to compete at the business level.

This provides the organization with interactive opportunities that may be attractive, and these opportunities are a possible way to invest (AWERO, 2011:4).

Therefore, it is considered as a part of the competitive strategies that the companies develop as an attempt to confront the competition, as well as overcome the competitors (Nyokabi, 2018:1) and also a set of values related to the flexible, reliable performance (Heizer et al, 2017: 39). The organizations that adopt the strategic responses have better performance compared to those that fail to implement the strategic responses (Kathanya & Oringo, 2020). It is possible to identify and realize two types of responses, the reactive response and proactive one, and both types are followed by the developmental processes, where the interactive response relates to develop the product features or allocate the resources, while the proactive response represents the targeting of a specific market, new customers, or launches a new product (Triaa, 2016: 65).

(Salman, 76:2022) sees that "the strategic response isn't happened during the crises, but it is an advance preparation and readiness to avoid the losses and achieve a market share in light of the competition and change in the environments, with achieving an innovation and diversity in products.

Thus, there are three important areas of the company's strategy to determine its responses to the environmental challenges, including (the setting goals, the vision and mission with a competitive strategy) (Awero, 2011: 5), and the company must follow Six effective steps to achieve an executable strategic response, (Aleburu, 2018: 1):-

1. Preparation: By developing a pre-plan with clear steps adapted to the environment and its changes.
2. Define the identity : It is the ability of the organization to detect the potential incidents through several methods, including the environment monitoring besides the dependence and response to obtain an information to ensure the speedy processing.
3. Response: The criterion, for this, is the speed of the response to the environmental challenges with the minimal losses.
4. Analysis : Here comes the role of experts and analysts in analyzing and collecting data and solving the problems and obstacles that prevent the achievement of the goal.
5. Benefiting from the information: By making the necessary settlement after the analysis process.
6. Commitment: Identifying all environmental threats through monitoring the rules, and verifying all alerts and indicators that the environment causes and which reflect the organization's internal ability to adapt and prepare for the challenges.

Strategic response dimensions:

(Goyette, 2029) put three strategic response dimensions which were also mentioned by (Mahmoud, 2021: 163-170) and including as follows:-

1. Strategic flexibility: It means the ability to adapt and continuously agree on the strategic direction in the business environment. The challenges faced by organizations and their leaders as a result of the technological developments and climate change made it imperative for those organizations to develop their flexibility to face the expected and unexpected challenges and changes that come from the external environment, and were considered inevitable for the growth, the survival and to bear risks.

The importance of strategic flexibility lies in many aspects, including its positive effects in supporting the innovation and technological capabilities, carrying out the new activities, improving the plans and responding quickly to the environmental challenges. It is embodied in each of the strategic sensitivity, the collective commitment and flow of resources.

2. Strategic Sensing: (Diete-Spiff, 2021: 35) defined it as "the ability of the organization to survey and develop the knowledge about its context, and internal evaluation of its capabilities, behaviors, and functions, in a manner that ensures the achievement of its goals." It is a continuous process to seize the opportunities faster than other competitors, and here it defines the role of the sensing in analyzing the different types of the information to understand the environment and its expectations to make the effective decisions, to determine the appropriate change and anticipate the external environment in which it operates and to treat cases of environmental uncertainty.

3. Collective intelligence: It means the participation of a group of individuals to improve and innovate a new concept. The concept has received great attention from the researchers because it is linked to the word "intelligence", this means, the ability to learn, understand and adapt to the environment, whereas the term "collective" refers to a group of individuals who are under certain circumstances and situations, which may not be similar among those individuals. It is also a reasonable thinking to deal with the environment effectively, and it may go to more than that, as it is the ability of the human societies for an intellectual cooperation that may lead to the creativity, as stated in (Peters et al, 2019).

Organizational prestige:

The organizational reputation occupies a great importance as it reflects the prestige and good reputation in the eyes of many stakeholders. Although (March and Simon) were the first to discover the concept of the organizational prestige through their research in 1958, but, (Meal & Ashforth, 1992) were the first to conduct a comprehensive research on it (Yidiz, 2018:277). (Taylor, 1999) suggested that the workers usually tend to get a sense of the recognition through associating with the reputable organizations, because the contact with such organizations increases the self-esteem and thus provides a source of self-enhancement (Hussain & Hasan, 2015: 615), whereas (Carmeli & Freund, 2002) go for more than that, by putting the institutions and employees under one description that is the prestige, which means "it is estimating the institutions and employees to the parties that show respect to them directly and indirectly." In other words, employees evaluate their organizations by taking into account the individuals' opinions outside the organization (278-Yidiz, 2018: 277). Therefore, the organizational prestige does not only refer to the set of values that the organization possesses and the views of its representatives, but also refers to everyone's interest, connection, and awareness of the issue that has a direct or indirect relationship with the organization (M. Fikret et al, 2017:277).

From the point of view of (Ates et al, 2017), the prestige is defined as it relates to how the organization is evaluated as good or bad, especially since the prestige is the term that the social scientists have long used as the reputation arising from the success, and it is the recognized name for achieving the merit (Karim&Abdzaide,201:1651). Therefore, the meaning of it revolves around the social perception, and this social perception is formed in the minds of the external observers.

It is also referred to the perceived organizational prestige as the ideas and beliefs of the employees about the organization. However, the organizational prestige perception refers to a broad belief among the employees regarding how the external stakeholders see their organization (M.Fikret et al, 2017:107). In other words, it refers to the individual perceptions and information about the relayed organization to the workplace attitudes such as the emotional commitment, the job satisfaction as well as the general

emotional well-being of the employees. (Hussain & Hasan, 2015: 615) confirmed this opinion as the employees who view their organizations occupying a prominent position among other organizations, are individuals who enjoy a high degree of positivity and belonging, and this also reflects positively on their organizational identity and provides valuable outputs for their organizations, and here the organization reputation will increase after the qualitative success that the organization can achieve. (Smith & Wang, 2010:210) mentioned that the organizational prestige is interpreted through three indicators, which are the signals theory, the strategy theory, and resource-based theory.

In all cases, the organizational prestige should not be mixed with the organization's image. The image of the organization is a visual image that can be formed in a very short time, while the organizational status is a value that can be determined as a result of the organization's efforts in the long term (Tuzunc, 2005), which is that the organization is evaluated on its prestige according to the information obtained from the various sources, therefore, the employees evaluation and other organizations of an organization may reflect direct or indirect respect that they show, that is, the impressions of the parties outside and inside the organization (M. Fikret et al, 2017:105).

The organizational prestige's importance:

(Rasheed and Al-Ziyadi, 2014: 17-18) indicated that the organizational prestige importance is embodied in:-

1. The maximizing profits possibility.
2. A positive reputation that enhances the organization's effectiveness in achieving the goals.
3. It contributes to attracting the best talent from human resources with increasing the satisfaction and loyalty of the current employees.
4. It enhances the strength of the organization in attracting the new investors.

While (Berl et al, 2020) considered the status and prestige of organizations are important through the following (Karim & Abuziad, 2021: 1652):

1. It can be considered as a quality that an individual possesses and uses in his daily social life.
2. The prestige depends on the self-assessments of others by drawing pictures of the beliefs, the attitudes, the experiences, and values that the individuals and society possess.
3. It reflects the perceptions that the members hold about that organization, whether it is good or bad, whether it is respected or disrespected?
4. Its importance stems from the importance of the workers' sense of the pride and belonging to an organization with a social and high-level thought and its adoption of the self-concepts of its workers.

Organizational prestige types:

According to the prestige concept, the organizations today are required to manage their mental image for two classes, the first one among the beneficiaries, the stakeholders and society, in a positive or even ideal way, which would enhance its value among competitors, and the second is the qualified employees and internal investors, and accordingly, the organizational prestige can be divided into two types:-

1. Inner prestige: It is that "positive feeling that is generated in the working individual's mind to evaluate others, which is embodied in his reputation, personality, and intelligence at work" (Hussein, 2019: 56). It is also expressed in the perceived internal prestige, or (how an individual can look at himself within a group) and according to (Al-Nafakh, 013: 57), its source is the prestige, respect and admiration that the individual enjoys in the eyes of other individuals.

2. External Prestige: It is also called External Perceived Prestige (which concept revolves around the extent to which the employees in the organization realize the view of the external parties towards their

organization such as the stakeholders, the suppliers, the customers and competitors, and thus, the positive outlook gives and develops a sense of pride, belonging and appreciation, whereas the perception of the opposite matter, refers to the opposite negative situation, which leads to the emergence of the negative behaviors towards their organization due to its loss of the social support, and thus it is difficult to enhance its position and success in its business (Banai, 2014: 37).

It also refers to the positive attitude perceived by the working individual through the view of the external parties to the organization (Hussein, 2019: 49) and it is clearly motivates the workers to work in a way that reflects positively on the organization and which direct impact appears on the behaviors and attitudes of the workers (Bannai, 2014: 55).

Second: Research Methodology

Research Problem:

In line with the importance of the strategic leadership behavior of managers in the higher education institutions in Iraq and with responding to the environmental changes and rapid developments that are witnessing today's changing environment and with indicators of uncertainty and addressing challenges with achieving of its goals for the success of the educational and educational process, as well as the lack of studies that dealt with the relationship between the strategic response and organizational prestige, this research came in an attempt to address this problem, which can be formulated through the following questions:

1. What is the level of administrators' awareness and understanding of the concept and importance of the strategic response, especially in light of a complex dynamic environment?
2. What is the extent of the awareness among administrators and decision-makers for the importance of strengthening or building a status and organizational prestige for the educational environment to which they belong?
3. What is the strategic response impact in enhancing the organizational prestige?

Research Importance:

The research importance emerges from the importance of the researched variables in the field of the management, as well as an attempt to identify what these variables are and the degree of strategic response's contribution of the business organizations in enhancing the organizational prestige. Moreover, the vital and important role played by the higher education sector in general and the University of Wasit, which is one of the basic and important universities at the country level in graduating all scientific specializations, the current research sample covered the scientific departments' heads as well as units' officials and people at the Wasit University Headquarters, therefore, the importance revolves around the extent to which this sample realizes the importance of responding to the external environment to enhance the status of their university and ensure its prestige in front of other competitive universities.

Research Objective:

The current research aim is to determine the strategic response through its dimensions (the strategic flexibility, the strategic sensing, and collaborative intelligence) to a competitive environment to ensure its prestige through (an internal organizational prestige and external organizational prestige). We can derive the desired goals to address the problem as follows:-

1. Arousing an interest in the two subjects of the research and determining the level of availability of the elements of the strategic response by the sample members, along with determining the level of the prestige for the university.
2. Testing the relationship between the strategic response and organizational prestige.
3. Examining the strategic response's impact in its dimensions for enhancing the university's organizational prestige in the research community.

Research Methodology:

The descriptive-analytical approach was adopted to distinguish this approach with the requirements and needs of the descriptive research, in addition to distinguish it with a holistic view and link the description of the case with its analysis, besides the possibility of drawing the results and indicators as well as showing their indicators.

Measure Tool:

An approved measurement tool was designed for obtaining data on the research variables in order to enrich the field side, which is the questionnaire with its paragraphs based on what was obtained from the previous and sober scientific studies after its paragraphs were used in the direction that serves the current research and the purpose for which it was put, where the study of (Mahmoud 2021), was depended, which is based on the dimensions of (Goyette, 2020) to build the paragraphs of the independent variable with its sub-dimensions. as for the dependent variable (prestige) and its sub-variables, the study's scale of (Hussein, 2019) was adopted, which is based on the study of (Bannai, 2014) and Al-Yasiri, 2015). and (Abbas, 2016).

Research Hypothesis:

The research adopts two main hypotheses:

1. There is a positive statistically significant correlation between the strategic response and its dimensions (the strategic flexibility, the strategic sensing, and collaborative intelligence) and organizational prestige.
2. The strategic response and its dimensions (the strategic flexibility, the strategic sensing, and collaborative intelligence) affect the organizational prestige in a statistically significant manner.

The research hypothesis model:

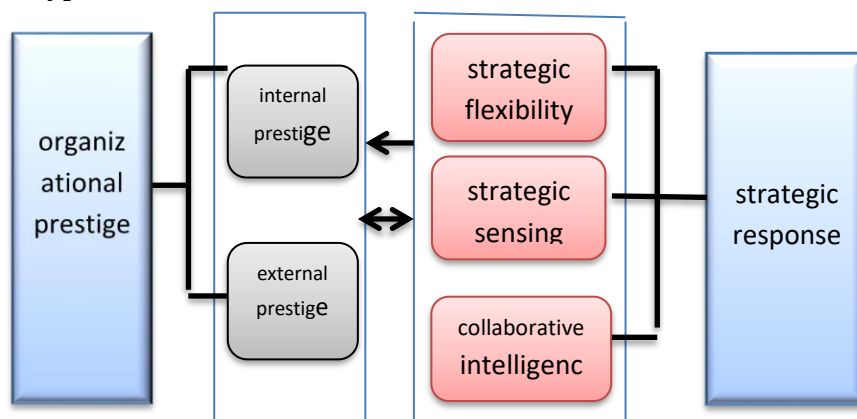


Figure (1) research hypothesis model

Third: results interpretation and analysis:

In this section, the validity and reliability tests of the questionnaire and the normal distribution of the study variables will be presented, then followed by the presentation and analysis of the results and the testing of the research hypotheses. For this purpose, it is used a set of statistical methods by adopting the statistical analysis program (SPSS V.28), and this included three parts as follows:

The first part: testing questionnaire validity and reliability

The second part: presenting and analyzing the descriptive analysis results of the study variables.

The third part: testing the link and impact of the strategic response and organizational prestige.

The first part: testing questionnaire validity and reliability:

The honesty and reliability are among the conditions that must be met in the questionnaire to become eligible for use in the analytical study, as the validity test is used to confirm the degree of efficiency accuracy of the thirty-seven paragraphs of the questionnaire in representing the subject of the tagged research (the strategic response effect in supporting the organizational prestige / an analytical study in a university).

- Testing the questionnaire stability and validity: the stability means that if the scale is applied to the same group of the individuals after a period of time, it will give the same results. The coefficient (Cronbach's Alpha) was used to determine the stability coefficient in order to achieve this purpose, and the stability coefficient value was (0.92), which is much higher than the acceptable minimum of (60%). This means that the research questionnaire with its various scales is of high stability and can be adopted at different times for the same individuals and gives the same results, and since the value of the stability coefficient, which was extracted by (Cronbach Alpha) = (0.92), the questionnaire validity = (0.96), which is an excellent ratio and a reassuring coefficient that confirms the scale validity.

The second part: presenting and analyzing the field research results:

The researchers review the of the descriptive statistical analysis results for the research variables in this part, where the research shows the sample's response level through the matrix of the respondent's response strength, which represents an estimated scale according to the five-point Likert scale, and as it is shown in detail in Table (1), where we note through it that if the value of the weighted arithmetic mean ranges from (1 to less than 1.8), then the strength of the response means "totally disagree", but if the value of the weighted arithmetic mean ranges between (1.8 to less than 2.6) the strength of the response means "disagree", while if the value of the weighted arithmetic mean ranges (from 2.6 to less than 3.4), then the strength of the response means "neutral", while if the value of the weighted mean was recorded within the category (from 3.4 to less than 4.2), then the strength of the response means "agree", where as if the value of the weighted mean was recorded within the category (from 4.2 to 5), then the strength of the response means "totally agree".

Table (1) Matrix of the respondent's response strength on the questionnaire items

The response level by the respondent	The response strength to the questionnaire paragraphs	The value of the weighted arithmetic mean is within the period	category
very low	Totally disagree	From 1 to less than 1.8	The first
low	Disagree	From 1.8 to less than 2.6	The second
natural	Neutral	From 2.6 to less than 3.4	The third
high	Agree	From 3.4 to less than 4.2	The forth
Very high	Totally agree	From 4.2 to 5	The fifth

Source: Karnilev ,Sergey Sergeyev , (2002), Multiple Regression , 1st Ed. , Publishing Honse Statistic Science Library , Moscow , Russian Federation , P :27 .

In the process of the descriptive data analysis, the researchers rely on the weighted arithmetic mean measures, the standard deviations, and relative applied importance to each paragraph of the questionnaire and to all paragraphs of the marketing channels decisions (the independent variable) and marketing leadership (the responsive variable) and the analysis results were as follows:

First: Describing and diagnosing the paragraphs and criteria of the strategic response dimensions (the independent variable):

1. Describing and diagnosing the paragraph (strategic flexibility):

Table (2) shows the arithmetic mean, standard deviations, and relative importance according to the sample's description of flexibility and its paragraphs:

	Item University leaders work on:	Weighted arithmetic mean	standard deviation	Relative importance	arrangement
Q1	Enabling beneficiaries and those wishing to obtain education services with wide flexibility.	4.14	0.889	82.8%	1
Q2	Proactively adjusting its strategies to keep pace with the environmental changes and requirements.	3.95	0.975	79%	4
Q3	Having the flexibility to redistribute the knowledge resources to achieve the maximum benefit from them.	3.86	0.990	77.2%	6
Q4	Bringing together representatives from different departments within our university on a regular basis to discuss all issues of long-term importance.	4.00	1.18	80%	2
Q5	Providing opportunities to easily obtain various data about the educational institution.	3.91	1.09	0.782	5
Q6	The information of long-term importance is circulated when obtained by any of the university's departments to other departments.	3.98	1.19	0.796	3
X1	The arithmetic means, standard deviations, and general relative importance are for the strategic flexibility.	3.97	0.728	79.4%	

Source: The results statistical analysis results using the spss program. 28.v

This dimension was measured through the paragraphs (Q1- Q6), and table (2) indicates the arithmetic mean, the standard deviations, and relative importance related to the point of view of the researched sample regarding the strategic flexibility. The above mentioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3), as it reached (3.97), and the standard deviation reached (0.728), and the relative importance reached (79.4%), and this indicates that there is an agreement in the sample's answers about the strategy flexibility dimension. As for the paragraphs of this dimension, the paragraph (Q1) which stated that the (university leaders are working to enable beneficiaries and those wishing to serve education to obtain it with wide flexibility.), has achieved, the highest arithmetic mean by (4.14) and with a standard deviation of (0.889). This means that there is a homogeneity in the sample's answers with a relative importance of (82.8%), which reflects the existence of a high agreement in the answers of the sample, and this indicates (the university leaders are orientating according to a flexible perspective to enable the beneficiaries and those wishing to receive

the education service), Whereas the paragraph (Q3), which stated that the (university leaders work to possess the flexibility of redistributing the knowledge resources to achieve the maximum benefit from them) has achieved the lowest arithmetic mean at the level of this dimension, which reached to (3.86) and with a standard deviation of (0.990), and with a relative importance of (77.2%). This reflects the existence of an agreement in the answers of the sample members regarding this paragraph, and this indicates that (the university leaders have the flexibility to redistribute knowledge resources to make the most of them).

2.Describing and diagnosing the strategic sensing paragraph

The table (3) shows the arithmetic mean, the standard deviations, and relative importance according to the sample members' description for the strategic sensing and its paragraphs:

Table (3) the statistical measures of the strategic sensing items n = 43

	Item University leaders are keen to:	Weighted arithmetic mean	standard deviation	Relative importance	arrangement .
Q7	Enabling the beneficiaries and those wishing to obtain the education services with a wide flexibility	3.98	1.08	79.6%	3
Q8	Proactively adjusting its strategies to keep pace with the environmental changes and requirements	4.12	0.793	82.4%	1
Q9	Possessing the flexibility to redistribute the knowledge resources to achieve the maximum benefit from them.	4.05	0.950	81%	2
Q10	Bringing together the representatives from different departments within our university on a regular basis to discuss all issues of long-term importance.	3.93	0.936	78.6%	5
Q11	Providing the opportunities to obtain various data easily about the educational institution	3.95	1.17	79%	4
X2	The standard deviations, the arithmetic mean, and general relative importance are for the strategic sensing dimension.	4.01	0.785	80.2%	

Source: Statistical analysis results using spss v.28

This dimension was measured through the paragraphs (Q7- Q11), and table (3) refers to the arithmetic mean, the standard deviations, and relative importance related to the point of view of the researched sample regarding strategic sensing, where the above mentioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3), as it reached (4.01), and the standard deviation reached (0.785), and the relative importance reached (80.2%), and this indicates that there is an agreement in the sample's answers about the leaders' interest at (Wasit University) in the strategic sensing. As for the paragraphs of this dimension, the paragraph (8 Q), which stated that the (university leaders are keen to modify their strategies proactively to keep pace with the environment changes and

requirements), has achieved the highest arithmetic mean of (4.12) and with a standard deviation of (0.793), and with a relative importance of (82.4%), which reflects the existence of a high agreement in the respondents' answers, and this indicates that (the leaders have a high sense of sensitivity that enables them to modify their strategies proactively to adapt to the changes that occur in the environment.), while the paragraph (10 Q), which stated that (the university leaders are keen to gather the representatives of the various departments within our university on a regular basis to discuss all issues of long-term importance) has achieved the lowest arithmetic mean at the level of this dimension, which reached (3.93) and a standard deviation of (0.936), with a relative importance of (78.6%), which reflects the existence of an agreement in the answers of the sample members regarding this paragraph, and this indicates that the (university leaders are interested in collecting visions and ideas regarding the issues of long-term importance that concern the university on a regular basis to achieve the greatest amount of knowledge and awareness concerning these issues).

3. Describing and diagnosing the collective intelligence paragraphs

The table (4) shows the arithmetic means, the standard deviations, and relative importance according to the description of the sample, collective intelligence, and its paragraphs:

Table (4) the statistical measures of the collective intelligence items 3 n = 4

	Item University leaders work on:	Weighted arithmetic mean	standard deviation	Relative importance	arrangement.
Q12	Activating the collective intelligence and enhancing the cooperation spirit between the individuals	4.12	1.16	82.4%	1
Q13	Making the collective intelligence as an assistant in achieving new facilities at work	3.98	0.913	79.6%	3
Q14	Adapting and responding to the challenges through the collective intelligence	3.95	0.899	79%	4
Q15	Making the collective intelligence as a means of developing the individuals and groups and supporting the innovation	3.95	0.999	79%	5
Q16	The collective intelligence should be a motivation for the development of the vision	3.95	1.07	79%	6
Q17	The collective intelligence should have a role in providing solutions for various problems	4.07	0.768	81.4%	2
Q18	The collective intelligence should be supportive of discovering advanced solutions at the individual and collective level	3.93	1.01	78.6%	7
X2	The standard deviations, the mean, and general relative importance are for the collective intelligence dimension	3.99	0.746	79.8%	

Source: the statistical analysis results using the statistical program 28.spss v

This dimension was measured through paragraphs (Q12-18Q), and the table (4) indicates the arithmetic mean, the standard deviations, and relative importance related to the point of view of the researched sample regarding the collective intelligence, where the above mentioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3), as it reached (3.99), and the standard deviation reached (0.746), and the relative importance reached (79.8%), and this indicates that there is an agreement in the sample's answers on the collective intelligence. As for the paragraphs of this dimension, the paragraph (12 Q), which stated that (the university leaders work to activate the collective intelligence and enhance the cooperation spirit between the individuals.), has achieved the

highest arithmetic mean (4.12) and a standard deviation of (1.16), with a relative importance of (82.4. %), which reflects the existence of a high agreement in the sample's answers, and this indicates that (the university leaders orientation and their high interest are to activate the collective intelligence and enhancing the cooperation spirit between individuals), whereas, the paragraph (18 Q), which stated that the (university leaders work to ensure that the collective intelligence is supportive of discovering advanced solutions at the individual and collective level) has achieved the lowest arithmetic mean at the level of this dimension, which reached (3.93) and a standard deviation of (1.01) and with a relative importance of (78.6%), which reflects the existence of agreement on the sample's answers regarding this paragraph, and this indicates that the (universal leaders are working to find solutions by focusing on the collective intelligence of their employees at the individual and collective levels). As for the description of the independent variable (strategic response) at the overall level, it is clear from the table (5) that the level of responses for the strategic response is as follows:-

Table (5) the responses level to the strategic response dimensions

strategic response	Weighted arithmetic mean	standard deviation	Dimensional arrangement
Strategic flexibility	3.97	0.728	Third
Strategic Sensing	4.01	0.785	First
collective intelligence	3.99	0.746	Second
strategic response	3.99	0.639	

Source: the statistical analysis results using the statistical program 28.spss v

1. Based on the arithmetic mean values for the independent variable dimensions , the independent variable achieved the strategic response at the total level with an average of (3.99) and a standard deviation of (0.639), and this indicates an agreement in the respondents' response to the strategic response items.
2. The strategic sensing dimension achieved the highest arithmetic mean between the strategic response dimensions according to the opinions of the research sample, followed by the collective intelligence dimension, then the strategic flexibility dimension comes in the last place.

Second: Describing and diagnosing the paragraphs and criteria of organizational prestige (the responsive variable)

1. Describing and diagnosing the external prestige paragraphs:

The table (6) shows the arithmetic means, the standard deviations, and relative importance according to the sample's description of the external prestige and its paragraphs

Table (6) the statistical measures of the external prestige items n = 43

	Item	Weighted arithmetic mean	standard deviation	Relative importance	arrangement
Q19	The university has a good reputation in the community	4.58	0.626	91.6%	1
Q20	The university employees are respected and distinguished members of the society	4.26	0.875	85.2%	3
Q21	The university is considered to be one of the best in the country	3.58	0.957	71.6%	9
Q22	Sometimes the university loses credibility compared to other universities with regard to its responsibility towards the society	3.23	1.09	64.6%	10
Q23	The working individuals feel proud when their children enter the colleges and affiliated departments	4.28	1.05	85.6%	2
Q24	The employees are diligent in their work and affiliation to the university because they want to move forward in developing their careers	3.81	0.958	76.2%	6
Q25	The staff seeks to build a self-perceived mental image of the university	4.14	0.675	82.8%	4
Q26	The senior management works to develop the career future for those with creative abilities to provide an organizational reputation	3.70	1.04	74%	8
Q27	The management seeks to reduce the gap between the level of work and the prestige of the organization	3.81	0.852	76.2%	5
Q28	The senior management seeks to adopt technology that matches the level of future expectations	3.79	0.940	75.8%	7
	The arithmetic means, the standard deviations, and general relative importance are for the external prestige	3.76	0.584	75.3%	

Source: the statistical analysis results using the statistical program 28.spss v

This dimension was measured through the paragraphs (Q19- Q28) and the table (6) refers to the arithmetic mean, the standard deviations and relative importance related to the point of view of the researched sample regarding the external prestige, as the above mentioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3), and t reached to (3.76), and the standard deviation reached (0.584), and the relative importance reached (75.3%), and this indicates that there is an agreement in the sample's answers about the external prestige, as for the paragraphs of this dimension, the paragraph (19 Q), which stated that (the university has a good reputation in society.),

has achieved the highest arithmetic mean of (4.58) and a standard deviation of (0.626), with a relative importance of (91.6%), which reflects the existence of a very high agreement in the respondents answers. This indicates that (the the university possesses a positive mental image at a very high level in the mind of society), while the paragraph (22 Q), which stated that (the university sometimes loses credibility compared to other universities with regard to its responsibility towards society) has achieved the least arithmetic means at the level of this dimension, and it reached to (3.23), which is lower than the standard arithmetic mean of (3), and with a standard deviation of (1.09). This reflects the existence of a dispersion in the answers of the sample individuals, with a relative importance of (64.6%), which reflects the presence of neutrality in the answers of the sample members regarding this paragraph, and this indicates that (the university leaders may not have a clear vision of the performance of other universities towards their society as well as comparing their performance with the performance of those universities towards the society).

2. Describing and diagnosing the internal prestige paragraphs

The table (7) shows the arithmetic mean, the standard deviations and relative importance according to the sample's description of the internal prestige and its paragraphs

Table (7) the statistical measures of the internal prestige items n=43

	Item	Weighted arithmetic mean	standard deviation	Relative importance	arrangement
Q29	My manager is better than other managers	4.19	1.01	83.8%	2
Q30	Many people want to be appointed to the university to which they belong	4.56	0.590	91.2%	1
Q31	The employees feel that the university has little value in the society	2.56	1.2	51.2%	9
Q32	The university administration works to achieve an integration between the public relations activities and social network for transactions and internal relations	3.74	0.954	74.8%	6
Q33	The university administration adopts ideas that exceed the expectations of the auditors and their changing demands	3.37	1.16	67.4%	8
Q34	The employee seeks to advance his professional status more than to be associated with his manager at work	3.95	0.950	79%	4
Q35	The employees respect the manager's opinions and ideas most of the time	4.05	0.722	81%	3
Q36	The professional colleagues within the university value unique traits such as the intelligence and talents	3.72	0.934	74.4%	7
Q37	The university administration evaluates the employee's abilities and personal knowledge	3.77	1.16	75.4%	5
	The arithmetic means, the standard deviations, and general relative importance are for the internal prestige	3.99	0.584	75.4%	

Source: the statistical analysis results using the statistical program 28.spss v

This dimension was measured through paragraphs (37 Q29-Q), and the table (7) refers to the arithmetic mean, the standard deviations and relative importance related to the point of view of the researched sample regarding the internal prestige, as the above mentioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3) and it reached (3.99), and the standard deviation

reached (0.584), and the relative importance reached (75.4%), and this indicates that there is an agreement in the respondents' answers about the internal prestige. As for the paragraphs of this dimension, the paragraph (30 Q), which stated that (many individuals want to be appointed in the university to which they belong) has achieved the highest arithmetic mean of (4.56) and with a deviation standard of (0.590), and a relative importance of (91.2%), which reflects the existence of a high agreement in the sample answers, and this indicates that the university is considered the most desirable place where people like to be worked or employed in it and this shows the reputation and positive image that the university enjoys, whereas the paragraph (31 Q), which stated that the (employees have low value toward the university in the society), has achieved the lowest arithmetic mean at the level of this dimension, which reached to (2.56), which is lower than the standard arithmetic mean of (3), and with a standard deviation of (1.2), and a relative importance of (51.2%), which reflects the existence of disagreement in the respondents' answers regarding this paragraph, and this indicates that (the university employees have a high value toward the university in the society).

As for the description of the respondent variable (organizational prestige) at the overall level, it is clear from the table (8) that the level of responses about the organizational prestige is as follows:

Table (8) the answers level on the organizational prestige dimensions

Organizational prestige	Weighted arithmetic mean	standard deviation	Dimensional arrangement
External Prestige	3.76	0.886	Second
Internal prestige	3.99	0.584	First
Organizational prestige	3.84	0.531	

Source: the statistical analysis results using the statistical program 28.spss v

1. Based on the arithmetic mean values of the of the responding variable dimensions , the variable achieved the organizational prestige at the overall level, with a mean of (3.84) and a standard deviation of (5310), and this indicates that there is an agreement in the respondents' answers about the organizational prestige items.
2. The internal prestige dimension achieved the highest arithmetic mean among the organizational prestige dimensions according to the opinions of the research sample, and the external prestige dimension came last.

The third part: examining the link and impact of the strategic response and organizational prestige.

First: Testing the correlations between the research variables

The analysis of the hypothetical research scheme requires testing its main and sub-hypotheses according to their inclusion in the research methodology. This paragraph seeks to determine the nature of the relationship between the independent variable (strategic response) and the responding variable (organizational prestige) and to know the extent of the acceptance or rejection of the first main hypotheses, and their branches, by using the simple correlation coefficient (Pearson Correlation), which

is one of the statistical methods used to measure the strength and direction of the relationship between the two variables by using the ready-made statistical program (SPSS) version 28.

And to analyze the nature of the relationships between these variables, Pearson Correlation coefficients were calculated to examine the existence of the relationship, as in the following table (9):

Table (9) The Pearson rank correlation coefficients to examine the existence of the relationship between strategic response and organizational prestige n=43

hypothesis		Variables		Pearson Correlation	P-Value Sig. (2-tailed)	The strength relationship
		Independent	dependent			
sub	1-1	Strategic flexibility	organizational prestige	0.248	0.109	Weakness not significant.
	2-1	Strategic Sensing	organizational prestige	0.461**	0.002	Medium Significant.
	3-1	collective intelligence	organizational prestige	0.529**	0.001>	Medium Significant.
The first main hypothesis		strategic response	organizational prestige	0.488**	0.001>	Medium Significant.
accepted hypotheses				No.	Three out of four hypotheses	

Source: Statistical analysis results by using spss v.28

Note: The symbol * means that the value of the correlation coefficient is significant at a significant level (0.05), and the symbol ** means that the value of the correlation coefficient is significant at a significant level (0.01)

The table (9) indicates that there is a medium significant correlation at the Sig level of significance (2-tailed) (>0.001), that is, with the confidence limits greater than 99.9% between the strategic response and organizational prestige, where the value of the Pearson rank correlation coefficient was (0.488), and this result indicates that there is a moderate direct correlation between the strategic response and organizational prestige on the overall level, and this result shows that there is a greater interest in the strategic response, and this leads to a rise in the level of the organizational prestige at the university from the point of view of the researched sample, so the first main hypothesis is accepted, which states (there is a statistically significant correlation between the strategic response and organizational prestige), this means it is at the macro level of the basic dimensions.

Below there is an analysis of the sub-relationships between the dimensions of strategic response and organizational prestige at the level of sub-hypotheses.

1.1. Analyzing the relationship between strategic flexibility and organizational prestige

In Table (9), we notice that the correlation coefficient value between the strategic flexibility and organizational prestige was (0.248), which is a weak and non-significant correlation at the level of Sig's significance (2-tailed) (0.109), that is, with a confidence level of less than 90%, and this level of confidence is not acceptable in administrative research. This result indicates that there is no significant correlation between the strategic flexibility and organizational prestige from the point of view of the studied sample, so this result does not support the research's first sub-hypothesis emanating from the

first main hypothesis. This means that this hypothesis is rejected, and there is no significant correlation between the strategic flexibility and organizational prestige.

1.2. Analysis of the relationship between the strategic sensing and organizational prestige:

In table (9), we note that the correlation coefficient value between the strategic sensing and organizational prestige reached to (0.461), which is a direct, medium-strong significant correlation at a significant level (0.002) (Sig. (2-tailed), and with a confidence limit of 99.8%. This result indicates that there is a greater interest in the strategic sensing, and this leads to a rise in the level of organizational prestige, meaning that the organizational prestige of the university can be strengthened in general by making simply a positive change in strategic sensing, and this result supports the research's second sub-hypothesis emerging from the first main hypothesis. This means that this hypothesis is accepted, that is, there is a statistically significant correlation between the strategic sensing and organizational prestige.

1.3. Analysis of the relationship between the collective intelligence and organizational prestige

In table (9), we note that the correlation coefficient value between the collective intelligence and organizational prestige reached to (0.529), which is a direct, medium-strong significant correlation at the level of significance (<0.001) Sig. (2-tailed), that is, with a confidence limit of greater than 99.9%, and this result indicates that there is a greater interest in the collective intelligence, so this leads to a rise in the level of organizational prestige, meaning that the organizational prestige of the university can be strengthened in general by making simply a positive change in the collective intelligence, and this result supports the research's third sub-hypothesis emanating from the first main hypothesis, and this means that this hypothesis is accepted, that is, there is a statistically significant correlation between the collective intelligence and organizational prestige.

Commenting on the results of the above tests, it was found that the dimension that achieved the highest correlation coefficient with the responding variable (organizational prestige) among the dimensions of the independent variable (strategic response) was the (collective intelligence) dimension, while it came second after (strategic sensing) with the responding variable prestige organizational, whereas, the dimension (strategic flexibility), it came fourth and last, with a weak and non-significant relationship with the organizational prestige, and this requires the university to pay attention to the continuous positive changes in the strategic sensing and collective intelligence because of their direct positive correlation that in turn leads to support the organizational prestige.

Second: Testing the effect between research variables

This paragraph seeks to test the second main research hypothesis related to testing the effect between the research variables: the strategic response (the independent variable) and organizational prestige (the responsive variable) and its hypotheses by using a simple linear regression analysis.

1. Testing the effect of the strategic response on the organizational prestige: testing the validity of the second main hypothesis of the research, whether there is a significant effect of the strategic response and its sub-dimensions on the organizational prestige in general or not, a simple linear regression analysis was used, and the results were as in Table (10) below:

Table (10) a variance analysis table for the strategic response equation in the organizational prestige $n = 43$

hypothesis		Variables		F- test	P-Value Sig. (2- tailed)	Regression coefficient	Constant	R Square %
		Independent	depende nt					
sub	1-1	Strategic flexibility	organiza tional prestige	2.687	0.109	0.181	3.124	6.2%
	2-1	Strategic Sensing		11.048	0.002	0.311	2.594	21.2%
	3-1	collective intelligence		15.921	0.001>	0.376	2.338	28%
The first main hypothesis		strategic response	organiza tional prestige	12.838	0.001>	0.405	2.224	23.8%
accepted hypotheses			No.	Three out of four hypotheses				

Source: Statistical analysis results by using spss v.28

Table (10) shows the F-test values for the model as a whole, and the value of the F-test for the strategic response in the organizational prestige was (12.838), with the significance level of Sig. (2-tailed) (>0.001), this means that there is a significant effect of the strategic response on the organizational prestige at a confidence level greater than (99.9%), and the value of the constant was ($\alpha = 2.224$), which means that there is an existence of (strategic response) (2.224) in the university under study, even if the organizational prestige is zero, and the value of the β coefficient, which represents the value of the slope of the regression line, is (0.405), which is interpreted as the amount of the change in the value of the responsive variable when there is a change of one unit in the value of the independent variable. This mean that the value increase of the strategic response variable by one unit will lead to a change of (0.405) in the organizational prestige of the university under study. The value of the determination coefficient (R^2) of (0.238), which means that is (23.8%) of the variation in the organizational prestige at the university that is under the study, is an explained variation by the strategic response that was used in the model, and that (76.2%) is an explained variation by factors that were not used in the regression model of the current study, so the second main hypothesis of the research is accepted, that is, there is a statistically significant effect of the strategic response on the organizational prestige, and below there is an analysis of the sub-effects of the strategic response on the organizational prestige, with its individual dimensions, in the organizational prestige at the level of sub-hypotheses.

2.1. Analyzing the of strategic flexibility impact on the organizational prestige

To test the validity of the first sub-hypothesis emanating from the second main hypothesis, table (10) shows the F-test values for the strategic flexibility in the organizational prestige, which reached (2.687), with the significance level of Sig. (2-tailed) (0.109), this means that there is no significant effect of the strategic flexibility in the organizational prestige, and this result does not support the first sub-hypothesis, so the first sub-hypothesis is rejected within the second main hypothesis of the research, i.e. there is no statistically significant effect of the strategic flexibility in the organizational prestige.

2.2 Analyzing the strategic sensing impact on the organizational prestige.

To test the second sub-hypothesis validity emanating from the second main hypothesis, table (10) shows the F-test values for the environmental sensing in the organizational prestige, which reached (11.048),

with the significance level of Sig. (2-tailed) (0.002), and this means that there is a significant effect of the environmental sensing on the organizational prestige at a confidence level of 99.8%, and the value of the constant was (2.594 α =), which means that there is an environmental sensing presence of an amount of (2.594) for the university under study, even if the organizational prestige is zero, and the value of β coefficient is (0.311), this means that there is an increase in the value of the strategic sensing by one unit, which will lead to a change of (0.311) in the organizational prestige at the university under study, and the determination coefficient value (R^2) of (0.652), which means that is (21.2%) of the variation in the organizational prestige at the university under study, is explained variation by the strategic sensing that was used in the model, and that (78.8%) is an explained variation by the factors that were not used in the regression model of the current study, so the second sub-hypothesis is accepted within the second main hypothesis of the research, that is, there is a statistically significant effect of the environmental sensing in the organizational prestige.

2.3. Analyzing the collective intelligence influence in the organizational prestige

To test the validity of the third sub-hypothesis emanating from the second main hypothesis, table (10) shows the values of the F-test for the environmental group intelligence in the organizational prestige, which amounted to (11.048), with the significance level of Sig. (2-tailed) (0.002). This means that there is a significant effect of the collective intelligence on the organizational prestige at a confidence level of 99.8%, and the value of the β coefficient reached (0.311), which means that there is an increase of the value of the collective intelligence by one unit that will lead to a change of (0.311) in the organizational prestige of the university under study, even if the organizational prestige was equal to zero, and the value of the β coefficient was (0.311), that means that there is a value increase of the collective intelligence by one unit that will lead to a change of (0.311) in the organizational prestige of the university under study. Then, the value of the determination coefficient (R^2) of (0.652), which means that is (21.2%) of the variation in the organizational prestige at the university under study, is an explained variation by the collective intelligence that was used in the model, and that (78.8%) is an explained variation by the factors that were not used in the regression model of the current study, so the third sub-hypothesis is accepted within the second main hypothesis of the research, i.e. there is a statistically significant effect of the collective intelligence in the organizational prestige.

It is clear from the results of the linear regression test between the variables of the study that the dimension that is most affected in the responding variable (organizational prestige) compared to the rest of the other dimensions of the strategic response, is the (collective intelligence) dimension, where the regression coefficient achieved percentage of (37.6%), and it came within the first rank, while it came within the second rank in terms of effect, after (strategic sensing), with a regression coefficient of (31.1%), which made it to be in second rank, while there was no significant effect of the strategic flexibility dimension on organizational prestige.

Conclusions:

1. It was clear from the statistical analysis results that the strategic response enjoyed by the university in question, increased its ability to adapt to its external environment and the changes in that environment, which raised its competitiveness in the business environment, which will reflect positively on the strategic future of the organization, and gives it the status and prestige that enhances of its long-term survival.

2. The weak correlation and influence of the strategic flexibility in enhancing the prestige of the organization externally and internally reflected in a decrease in the levels of the university's possession of the sufficient flexibility to redistribute the knowledge resources, and in providing the opportunities to obtain data, as well as a decrease in the level of proactively adjusting strategies to keep pace with the changes in the external environment.
3. The results of the statistical analysis showed that the two dimensions of the strategic sensing and collective intelligence were associated with the significant positive relationships and a significant impact for each of them in achieving the prestige of an organization and supporting it, which means that these dimensions clearly participate in the interpretation and support of the prestige if the university responds to the environmental developments in a way that allows it to progress like other advanced universities.
4. The university was able to achieve a level of strategic response at a positive level, represented in the crystallization of the compatibility system, including proving and strengthening its prestige in terms of its goals and values, to enhance the worker's sense of harmony with his university, because he carries his university's characteristics and, that he belongs to it directly and indirectly, as well as his feeling of pride of it in front of others. Moreover, they view their organizations as occupying a prominent position among other universities, and that they are individuals who enjoy a high degree of positivity and belonging, which also reflects positively on their presentation of the valuable outputs to their university.

Recommendations:

1. Working to find a coordination and harmony between the university's possession of the sufficient flexibility of resources with a redistribution in a manner that achieves the maximum benefit from them, with ensuring that the information is circulated to all departments of the university without exception, and this requires authorizing powers to all departments, which allows to a large extent to achieve the effectiveness, the responsiveness and harmony in work.
2. Achieving the organizational prestige depends clearly on the strategic sensing primarily with the collective intelligence and high strategic flexibility. Therefore, the university administration must pay clear attention to the needs and proposals of the society, and the important decisions, especially those related to bearing social responsibility in front of society, require that these decisions serve the objectives of the society and its needs.
3. The need to pay attention to the workers and not to neglect their role and make them feel proud of their belonging to the university to which they belong and encourage them to move forward in developing their professional lives in a way that ensures building a mental image of their university.
4. Emphasizing on increasing the interest of the researched university in developing an appropriate strategy to consolidate the perceived internal prestige in the minds of workers, and to highlight its role in the role of the university and its position in the environment by holding seminars, scientific conferences, panel discussions, and preparing training programs that contribute to consolidate values about the importance of these concepts for all its employees.

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