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THE IMPACT OF STRATEGIC PLANNING ON ADMINISTRATIVE EMPOWERMENT IN HIGHER EDUCATION INSTITUTIONS

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ABSTRACT. This study seeks to recognize the impact of strategic planning on administrative empowerment in the University of Misan. The problem of this study is to answer the following question: What is the effect of the reality of strategic planning on administrative empowerment in the University of Misan? The researcher utilized the questionnaire technique as the main tool for gathering primary data. The main conclusion of this study is that the reality of strategic planning's effects on administrative empowerment in the University of Misan. Specifically for young people, these findings have significant implications for the difficulty of attaining sustainable education and community involvement and action supporting the SDGs in Iraq, particularly for those underrepresented in higher education. Furthermore, because the intervention can be replicated and scaled, the findings also point to the potential for expanding the research scope and the reach of this type of experiential learning intervention to include a broader range of geographies and different generations of community segments.

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Introduction

Sustainable Development Goals (SDGs) are 17 goals set out by the United Nations (UN) to guide the world toward a more prosperous and environmentally sustainable future. On the other hand, the worldwide challenge has been to engage, connect, and empower communities, particularly young people, to comprehend and implement the 17 Sustainable Development Goals. A critical support mechanism for the effective implementation of the Sustainable Development Goals (SDGs) has been highlighted by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) as Education for Sustainable Development (EFSD). In their respective reports, the Organization for Economic Co-operation and Development (OECD) (2020) and the Center for Global Education at Asia Society (CGEAS). In this context, Costanza (2014) emphasizes the importance of critical global competency skills in delivering the Sustainable Development Goals and their achievement by 2030. CGEAS has highlighted

four domains for establishing global competencies: leadership, management, technology, and innovation.

An evaluation of the implementation of the Millennium Development Targets (MDGs), which served as a forerunner to the Sustainable Development Goals (SDGs), revealed that only a limited amount of progress had been made toward the accomplishment of the stated goals (Fukuda-Parr, et al. 2013). Even with the more restricted scope of the MDGs instead of the SDGs (Fukuda-Parr, et al., 2013). The capacity to 'think global, act local,' and engage and empower specific countries and communities to become involved in accomplishing these objectives proved difficult. The inability to interact at the community level or the 'individual citizen' was a major complaint of the MDG implementation process. To put it another way, the Millennium Development Goals (MDGs) were frequently perceived as being "imposed from outside" and therefore not applicable at the local level (Fukuda-Parr et al., 2013). As a result, communities frequently lacked a general understanding of what was being attempted and how they could achieve the Goals. To ensure the successful implementation of the SDGs, three significant difficulties must be overcome. These are (i) Education for sustainable development (Figueiró et al. 2015); and (ii) Climate change mitigation and adaptation (Figueiró et al. 2015). (ii) community engagement: to illustrate the application of the SDGs to local economic, ecological, and social settings; and (iii) community empowerment: to take action to carry out the actions that will help achieve the Goals (Ki-moon, 2016).

Strategic planning is one of the essential topics that serve as a starting point for many studies in management thought. From this point, many studies in management thought are directed to discuss various and contemporary topics to meet the requirements of a changing business environment, such as globalization and outsourcing, after noticing that no studies dealt with the reality of strategic planning and its impact on administrative empowerment. It became a means for developing employees' skills, productivity, and efficiency by giving them confidence and broad authority in carrying out their tasks and decision-making. The researcher decided to conduct his research. Strategic planning has been a central focus of administrative thought for decades. A careful examination of the literature on the subject reveals that it refers to a method of thinking that assists the decision-maker in rationalizing the organization's movement towards the future, as Malekpour et al. (2015) indicate that Strategic planning does not mean future decisions, but the future of current choices. Strategic planning is the decision-making process for determining what the organization's strategic position should be in the future and establishing the organization's existing strategic stance in the present. According to Sarn (2002), strategic planning is how a vision for the organization's future is developed and how to develop the procedures, processes, and capabilities necessary to achieve that vision. This definition is consistent with the description given by Goodstein et al. (1993) for strategic planning as the process by which direct. It integrates all of the organization's administrative and executive activities to achieve the organization's goals. For its part, organizational empowerment is defined as a process in which the senior management of an organization releases the freedom of subordinates by granting them the authority and confidence to perform their tasks freely. To foster a sense of responsibility and pride among aides and create an atmosphere of satisfaction. They can exercise the authority granted and accept responsibility for their jobs and decisions.

1. Literature review

1.1. Strategic Planning For Sustainable Education

Strategic planning is one of the basic concepts that has occupied the attention of administrative thought for decades to this day. Through careful reading of the literature on strategic planning, it turns out that this concept refers to a method of thinking that helps the decision-maker to rationalize the organization's movement towards the future, as Malekpour et al. (2015) explain that Strategic planning does not mean future decisions, but the future of current choices. Strategic planning is the decision-making process for what the organization's strategic position should be in the future, building the organization's current strategic position. In the same context, Poister (2010) believes that strategic planning is the process by which a vision for the organization's future is developed and develops the procedures, processes, and capabilities necessary to achieve that future. It is consistent with Goodstein et al.'s (1993) definition for strategic planning as the process through which direct. It integrates all the organization's administrative and executive activities to build a vision for the future and develop the procedures and techniques required to achieve that future.

Some define strategic planning as developing and building long-term plans to enable the organization to exploit the opportunities. They exist in the organization's external environment and confront its dangers and threats in light of the sources of strength and weakness of its material, financial and human resources. Achievable, and develop and formulate strategies to achieve them (Wheelen & Hunger, 2012). According to Glaister and Falshaw (1999), strategic planning is how the organization's mission is formulated. Then, future goals are defined, and strategies and policies are developed to secure resources and their distribution to achieve those goals. Burgelman et al. (2018) agrees with this trend and see that strategic planning is a mental and analytical process for choosing the organization's future direction according to the change and development in its external environment and the extent of its ability to adapt and respond to those changes. It begins with analyzing the organization's environment, defining its mission, defining its strategic objectives, developing and developing strategic alternatives, then evaluating and selecting the best ones for the organization. Thus, Burgelman et al. (2018) believes that strategic planning passes through a number of stages, starting with thinking and ending with choosing the best alternative, and Lieder, & Griffiths (2020) agree with this view and says that strategic planning is a creative process, rational analysis, and intuitive human perception, and it is also a continuous dynamic process that seeks to Determining the future direction of the organization, which involves defining the mission, vision, and objectives of the organization, based on the analysis of the organization's internal and external environment with the aim of identifying strengths and weaknesses, exploring available opportunities and current and future challenges, and then developing alternative strategies to enhance resilience, address weaknesses, seize opportunities, and confront Challenges, then study the available alternatives and choose the best option based on objective criteria and considerations, and work on implementing, following up and evaluating it.

Based on the previous concepts of strategic planning, it is possible to reach a general idea of strategic planning that agrees with the objectives of the current study. In light of this, the researcher believes that strategic planning is formulating the organization's vision and future goals by adopting the necessary policies and procedures to achieve them and ensuring their implementation within a time frame. Specific, with the full support of senior management and the participation of all management levels in the organization.

The importance of strategic planning for the organization is crystallized in that it is a fundamental stage of the organization's performance. Strategic planning is a necessary process in the organization's life to predict the organization's strategic direction in the future and take

appropriate decisions to prepare for this future. Several studies in the field of strategic planning indicated that adopting strategic planning provides many benefits to organizations, and these benefits, according to the opinion of many researchers, such as (Torres et al. 2018), are as follows:

1. It Helps organizations focus on issues of strategic importance
2. Develop the strategic thinking habits of decision-makers
3. Helps to meet the strategic challenges facing the organization
4. It improves the organization's ability to quickly adapt to rapid and sudden environmental changes and their impact on the organization's performance and achieve practical survival
5. Improve the competitive position of the organization
6. It helps direct and integrate the organization's administrative and executive activities, as it leads to the integration and cohesion of the organization's goals as a whole
7. Contributes to the efficient allocation and use of resources
8. It helps to distribute tasks and responsibilities at the administrative levels of the organization

In addition to the above, strategic planning objectives for any organization are reflected in how it helps facilitate communication and coordination between organizational levels, directing senior management to prioritize strategic issues (Bryson, 2004). They define the organization's vision, strategic objectives, mission, running its course of action, confronting Obstacles in its work environment. In addition to increasing its ability to adapt to potential changes, support methods for making strategic decisions in the organization in a scientific manner based on the study, analysis, and prediction to choose the best alternative, bringing about significant and fundamental changes in the organization (Borges et al. 2021).

In summary, strategic planning aims to achieve harmony between the organization's vision, mission, and goals with the strategic plans adopted by the organization to achieve its vision, mission, and ambitions. In light of this, strategic planning helps the organization crystallize its future vision, formulate its mission, define its long-term strategic goals and objectives, and deviate from the expected relationship between it and its external environment. It contributes to identifying the opportunities and threats surrounding it, diagnosing its strengths and weaknesses, developing solutions, and making the necessary strategic decisions to achieve the goals. The strategic planning process focuses on studying, analyzing, and evaluating the factors of the organization's internal and external environment alike. It also contributes to raising interaction and constructive dialogue between organizational levels in shaping its future and success and development (Alam et al., 2018). Thus, strategic planning is characterized by a set of characteristics, most notably:

- 1- Long-term effects: where strategic planning covers a relatively long period and makes fundamental changes that entail high financial costs and significant efforts
- 2- Broad participation: The strategic planning process requires wide and active participation in all its stages, starting from the top management, passing through the different administrative levels, and ending with the beneficiaries, the public et al..
- 3- Comprehensiveness and integration: strategic planning requires studying the surrounding environmental factors, whether internal or external and looking at them comprehensively
- 4- Flexibility: The strategic planning process is flexible in predicting changes in the surrounding environmental factors.
- 5- The optimum utilization of the potential energies and resources: strategic planning is characterized by mobilizing all the possible points of the organization and its

available resources and directing them in the correct, correct, and efficient direction towards the desired goals.

- 6- Strategic planning focuses on future goals by mixing past and present data indicators to draw plans.
- 7- Prioritizing options: One of the essential characteristics of strategic planning is its multiple options for the organization to follow in its execution plan. It works to arrange executive programs according to priority and importance.

From the above, it is clear that the most important characteristics that should be available in a successful strategic vision are that the image be realistic and achievable, constitute a state of a challenge for all workers in the organization, and reflect the goals and mission of the organization. In addition, the vision must be characterized by clarity, harmony, coherence, the strength of communication, and flexibility (Thompson & Strickland, 2010).

The Third Stage: Defining The Strategic Objectives

The strategic objectives represent the pivotal element in the strategic planning processes, and they are the basis of the organization's success, growth, and development, and it is one of the essential tasks and elements that should not be lost on the minds of the organization's strategic leadership (Teece, 2018). It must be noted here that the overlap in distinguishing between goals and objectives, as the goal is a general term describing what the organization wants to achieve without that being specific to a period or being expressed quantitatively, for example, the plan may be to achieve profitability or efficiency. Or growth or reputation and fame. As for the goals, determine what the organization does, when it does it, where it does it, and how much it should achieve (Schoemaker et al., 2018). The organization's goals are the specific and quantified results that the organization aspires to accomplish within a particular period (Hambrick & Wowak, 2021). Madbouly (2001) believes that the strategic objectives represent the link between the strategic level and the next level of planning. The strategic objectives lie between the mission, the vision, and the level of procedural or executive planning. The governing concepts and beliefs are contained in the organization's mission and vision.

According to many foreign researchers such as Uhl-Bien & Arena (2018) indicate that the importance of strategic goals emerges through many aspects, the most important of which are:

1. It draws a detailed picture of the organization's orientation. Next, it lays a strong foundation for the strategic decision-making process. Finally, it is a guide for decision-makers in making decisions appropriate to the situation they are facing.
2. It helps to harmonize the organization's activities with the environment in which it operates.
3. Contributes to achieving balance and integration. Formulating realistic strategic objectives for the organization helps in the proper delegation of authority, adequate coordination between activities and tasks. In addition, it reduces the contradiction and conflict between decisions at different administrative levels.
4. Strategic objectives contribute to evaluating the performance of the organization's employees. They are a tool to motivate them towards initiative and creativity. They are placed at a motivational level that inspires their employees and encourages them to perform outstandingly.
5. The strategic goals determine the legitimacy of the existence of the organization and what it should do, as the goals of the organization must be commensurate with the purpose of its existence as expressed in its mission, and those interconnected goals

and the reciprocal relationship between them must prevail so that each strategic plan is a step towards achieving goals. The organization, and helps determine the future needs of the organization in terms of material, human, financial and information resources

6. Strategic objectives provide the organization with the ability to adapt and adapt to changes and challenges that may occur it operates. Strategic objectives are characterized by flexibility, as the level of goals can be modified or changed if necessary.

Fourth stage: Strategic analysis of the internal and external environment:

The strategic analysis is based on the basis for the organization to reach its specific goals by revealing the strengths and weaknesses in its internal environment. The opportunities and threats in its external environment if strategic analysis means the organization's understanding and awareness of its external and internal environment, and choosing the best and fastest ways to respond to rapid environmental changes, to reach the best possible performance (Thompson & Martin, 2010). On this basis, Klemeš et al. (2020) believe that it is necessary to collect and analyze as much information as possible about the environment to determine its strategic position and then develop and choose appropriate strategies. In the same context, Johnson and Scholes (1997) argue that strategic analysis is a set of tools and applications that the organization's senior management can use to identify the extent of change and development in the organization's external environment. It is also used to identify opportunities and threats and identify features, advantages, and competitive capabilities. It enables the organization to control its internal environment in a way that helps decision-makers in achieving coherence and harmony between the strategic analysis of its internal and external environment, determining its strategic objectives, and choosing the best strategic alternative.

From the above, it is clear that the objective of the strategic analysis of the internal and external environment is to form a clear vision of the strategic position of the organization and to diagnose the main factors that may affect the performance of the organization in the future and to choose the appropriate strategy. The model used to determine the organization's strategic position is known as the quadripartite model to identify strengths, weaknesses, opportunities, and threats, and it is called (SWOT) analysis.

1- Analysis Of The Internal Environment (Strengths And Weaknesses)

Many researchers in strategic planning have tried to provide different definitions of the concept of the organization's internal environment. Despite their differences, they are similar in content. Control and influence it so that it can be changed and modified according to what it needs to formulate its strategic plan and in a way that enables senior management to manage its organization more effectively and more accurately (Torres et al. 2018). In the same context, Stachová et al. (2019) define it as all the internal forces that operate within organizational structures and the material, human, organizational and technological resources. It is worth noting that no organization can develop its strategic plan without an in-depth and accurate analysis of its internal environment and available capabilities. In other words, identifying its actual capabilities in terms of strength or weakness to harness those capabilities and adapt them to achieve their strategic goals (Torres et al. 2018). Therefore, the senior management should objectively evaluate those capabilities and adapt them so that the organization sets its strategic plan in proportion to its actual capabilities.

Accordingly, the process of analyzing the internal environment aims to assess the internal capabilities and capabilities of the organization by collecting data on the organization's performance and exploring it to determine its strengths and weaknesses (Jamal, 2016). Therefore, the organization's internal environment analysis represents one of the essential bases on choosing and selecting strategic alternatives. Furthermore, it aims to achieve the organization's future goals by studying and understanding the internal environment variables. These variables include the organizational structure, culture, marketing factors, production factors, human resources factors, and financial factors. Hence, Viacheslavna & Anatolievna (2020) believe that the importance of analyzing the internal environment of the organization lies in the following:

- Contribute to reviewing and evaluating the available material, financial, human, and moral capabilities and capabilities of the organization
- Determine the organization's strategic position and compare it with other organizations operating in the same industry.
- Identifying and enhancing strengths to benefit from them and searching for the best ways to strengthen them in the future to increase the organization's ability to exploit available opportunities and face potential environmental challenges
- Identify weaknesses in the organization's performance so that they can be overcome and addressed

2- Analysis of The External Environment: Opportunities and Threats

The external environment is all the forces and factors surrounding the organization, which have a direct or indirect impact on drawing the strategic directions of the organization (Mintzberg & Quinn, 1996). In the same context, Saeed et al. (2018) consider that the organization's external environment refers to all the variables and forces surrounding the organization that affect its performance directly or indirectly, which affects its decisions and strategic directions. So the organization's external environment is nothing but the general framework, scope, or environment in which the organization carries out its work and activities. The external environment is characterized by continuous change, complexity, and ambiguity, which is studied and analyzed. What is meant here is to research and analyze the organization's external environment is to diagnose the challenges and opportunities available to the organization in its external environment, And identify the critical elements that significantly affect the organization's success. Opportunities are an environmental trend that positively impacts the organization's performance and gains. At the same time, threats or risks are environmental trends that negatively affect the organization's performance and may lead to losses in light of the increase in those threats (Charles & Gareth, 2010).

The elements of the external environment include two basic levels. The first is the general external environment, the indirect macro environment. It consists of a set of factors and forces that affect all business organizations regardless of the nature of their activities or the industry, field, or sector to which they belong, such as economic conditions, political, demographic, technological, cultural, and social values, laws and other factors. The second level is the industry, competition, or immediate external environment. This environment includes all environmental factors that directly impact the organization's field of activity or the sector it develops, such as suppliers, customers, competitors, new entrants, and alternative products (Thompson et al. , 2010; Dess et al., 2014).

The success of the business organization in achieving its goals depends to a large extent on the study and analysis of the external environment factors to predict their future developments and trends and benefit from them when developing and drawing the organization's plans and strategies. Thus, the analysis of the elements and components of the

external environment is necessary and inevitable when choosing the appropriate strategic alternative for the organization. The results of this analysis help the decision-maker identify opportunities available in the external environment and develop a better perception and understanding of the conditions surrounding the organization in a particular place and a certain period, and determine how to exploit those opportunities to achieve its strategic goals. In addition, the external environment analysis helps identify threats, risks, or challenges that may face the organization and lead to negative results that affect its performance. In addition, the study of the external environment helps to form an early warning system to create the necessary preparations and requirements to ensure confronting potential threats and risks promptly by formulating efficient, proactive strategies capable of addressing these threats and risks. The external environment minimizes their adverse effects on the organization or transforms them positively towards achieving its strategic objectives. Stachová et al. (2019) believe that the study and analysis of the external environment factors help in enabling the organization to identify the following dimensions:

- 1- Setting the strategic goals that the organization should seek to achieve and the scope of these goals, whether at the level of the business organization as a whole or the level of business units, or the level of each function of the organization
- 2- Identify the available resources and how to use them effectively to achieve the organization's goals
- 3- Determining the scope of the stock market and the areas of transactions available to the organization, selecting the goods and services provided by the organization, choosing the ways and outlets for their distribution. In addition, it identifies the restrictions imposed on other organizations, whether these organizations offer the organization, consume its products and services, or contribute with it in its operations and activities.
- 4- Identifying the features and characteristics of the society with which the organization deals and offers its products and services by learning about the system of values, customs, norms, traditions, and culture prevailing in the society.
- 5- The external environment analysis also contributes to identifying the patterns of consumers' production, service, and consumption behavior. They are individuals or organizations who represent the organization's customer sectors. This would enable the organization to determine the characteristics and advantages of its products and services and determine their prices and timing of production and marketing.

The Fifth Stage: The Strategic Choice

It is the stage that follows the process of the strategic analysis of the internal and external environment. In this stage, the strategic alternatives are presented, and the best among them are selected according to criteria that depend mainly on the strategic analysis results. Abdel-Basset et al. (2018) define strategic choice as choosing an alternative among the strategic options available to the organization, representing the best representation of the organization's mission and strategic objectives. Strategic choice is also defined as choosing a strategy from among a set of alternative methods. The decision-makers in the organization believe they are the best to achieve the organization's strategic goals. This selection process must systematically occur without leaving the matter to luck or chance. Otherwise, the organization may fall under the insignificant costs of omissions and negligence. Thus, the strategic choice represents the best available alternatives that guarantee the achievement of the organization's desired goals. Therefore, the key to achieving success for the organization and enhancing its competitiveness is its accuracy in determining and choosing its strategic option.

The study and analysis of the internal and external environment effectively contribute to identifying and selecting the appropriate strategic alternative to the organization's reality. The chosen option is the plan to adapt to its external and internal environment and achieve its strategic objectives (David, 2011). Where the strategic alternative is chosen that depends on strengthening and enhancing the strengths of the organization and helps to overcome or reduce its weaknesses, and helps to exploit the available opportunities and mitigate the effects of the environment surrounding the organization, and achieves the desired goals of the organization (Tamliah, 2012). Thus, the strategic choice is that choice resulting from the interaction between the internal strengths and weaknesses of the organization on the one hand and the opportunities and risks that exist in its external environment on the other hand (Abdel-Basset et al. 2018). In the sense that many factors can affect the strategic choice and must be taken into consideration, and these factors are (Wheelen & Hunger 2012):

- 1- **Internal factors:** they include all the capabilities and capabilities available in the organization, from material and human capabilities, the organizational structure, and the organization's culture, as they represent the strengths and weaknesses based on which the strategic alternative is selected a scientifically correct manner.
- 2- **External factors:** they include the set of forces, variables, and events that fall outside the boundaries of the organization and have a relationship with it and affect the organization's activity directly and indirectly, and that impose opportunities and risks, and therefore the organization must choose the strategic alternative that enables it to exploit opportunities and avoid threats.
- 3- **Unique factors:** They are among the most critical determinants of strategic choice, including the personal, administrative, behavioral, and cultural values of decision-makers.

Many main factors must be taken into consideration when developing a strategic plan. These factors are considered essential and can control the success or failure of strategic planning (Torres et al., 2018). Among the most critical factors that contribute to the success of the strategic planning process are:

1. **A positive organizational climate's** availability of a clear and appropriate organizational structure. The managers with experience in strategic planning and management information systems and who believe in strategic planning cooperate and are ready to devote additional time to the strategic planning process.
2. **Availability of will and enthusiasm on the part of the senior management team:** The success of strategic planning requires confidence and will on the part of the senior management team, and a willingness to make an effort in the strategic planning process, as the success of strategic planning depends to a large extent on the extent to which members of the senior management team are aware and interested in everything that helps their organization to achieve its goals of survival, continuity, and growth in light of continuous changes
3. **Availability of an efficient strategic information system:** The strategic information system represents a strategic weapon for organizations that enable them to face challenges by providing the necessary information for the strategic planning process.
4. **Participation:** One of the most critical factors for the success of the strategic plan is to involve all employees in the organization in the process of formulating it to ensure their interaction upon implementation so that they are fully convinced of the size of the benefits resulting from the performance of the strategic plan.
5. **Realism:** Strategic planning must be based on an integrated, realistic system that includes a detailed analysis and study of all issues related to implementing the

strategic plan, studying the market and competing organizations, and benefiting from experiences in making future forecasts.

6. **Flexibility:** The strategic plan must be subject to change and development to face the problems and difficulties that may arise suddenly due to the instability of the external environment of the organization
7. **Harmony:** The strategic plan must be consistent with the organization's strategy and objectives, suit its unique characteristics, and fulfill the need of individuals and societies for self-development and development.
8. **Comprehensiveness:** complete awareness of all the problem or phenomenon that is intended to be studied, so it is not permissible to take aspects and leave aspects
9. **Integration:** The strategic plan should link the different types of projects (operational and financial).
10. **Ability to evaluate, follow-up, and control:** The strategic plan must be capable of evaluation, follow-up, and authority to ensure no deviation during implementation.

1.2. Administration Empowerment at Higher Education Institutions

The essence of the idea of administrative empowerment is that the senior management of the organization releases the freedom of subordinates by giving them the authority and confidence to perform their tasks freely. It consolidates the spirit of responsibility and pride among assistants. It creates an atmosphere of satisfaction that enables them to exercise the authority granted and take responsibility for their jobs and decisions. Management empowerment gives subordinate superiors sufficient power to make and implement decisions to make them more able to serve their organization effectively (Robbins, 2001). Administrative empowerment is the creation of all conditions that facilitate the exercise of subordinates' competence and their cognitive and practical ability in controlling their jobs and tasks, which enhances the spirit of initiative and encourages them to perform meaningful tasks (Cook & Hunsaker, 2001). Thus, empowerment is seen as the situation in which the interactive and supportive work environment encourages subordinates in the organization to search for and implement the best ways to perform work (Herrenkohl et al., 1999).

Administrative empowerment gives subordinate superiors greater authority, authority, and freedom to participate and express their opinion in decision-making and enhance the spirit of initiative, creativity, and development to achieve excellence in work performance.

Many researchers addressed the importance of empowering subordinates in the organization, as this topic found great interest from them due to its reputation and positive impact on the performance of employees and the organization as a whole, as it contributes to achieving the following:

- 1- Accelerate the decision-making process
- 2- It contributes to job satisfaction, motivation, and more significant job commitment. In addition, the administrative empowerment of subordinates leads to improving their psychological status and making them feel good about themselves through appreciating and valuing their performance (Mullius, 2007).
- 3- Contributes to the development of workers' sense of responsibility and enhances their organizational loyalty (Schermerhorn et al., 2000)
- 4- It works on stimulating the creativity and innovation capabilities of the employees of the organization (Mullius, 2007)
- 5- Contributes to achieving the requirements of total quality management through its contribution to providing high-quality products and services, flexibility in fulfilling customer requirements, reducing costs, and speed of response (Daft, 2001).

A set of dimensions represent the essential foundations for the successful application of the concept of administrative empowerment. For this study, the focus will be on the following sizes:

1- **Delegation and freedom of action:** It is one of the main pillars in the process of administrative empowerment, where the president grants some of his powers and authorities to assistants or subordinates without directly interfering with how to perform or accomplish tasks that fall under those powers or rules, and under this delegation, the assistant is granted Freedom of action concerning these tasks is the one who makes decisions and issues orders Ettorre (1997) believes that administrative empowerment is giving subordinates the ability. Confidence and independence in decision-making and acting as stakeholders and partners in the work, focusing on the organization's lower organizational levels.

2- **Possession of knowledge:** The possession of knowledge and skill by subordinates is one of the essential foundations for the success of empowering workers

Empowerment methods: Administrative empowerment aims to create adequate administrative, organizational levels that work efficiently to achieve the organization's goals by giving room to subordinates while delegating them with sufficient powers and authorities to carry out the tasks assigned to them effectively and efficiently. From this standpoint, many methods of administrative empowerment emerged, including:

1- **Leadership style:** Kanter (1989) and Bennis (1999) argue that administrative empowerment is one of the contemporary leadership methods that will increase the capacity and effectiveness of the business organization. The central pillar of this method's success is the boss's role in empowering subordinates. This method is based on delegated powers and authorities to lower administrative levels.

2- **Individual empowerment method:** The philosophy of this method is based on an important principle, which is self-empowerment, meaning that administrative empowerment is a personal experience of the individual, which reflects control, control, responsibility, independence, and ability to invest information and resources.

3- **Team Empowerment Method:** This method builds and develops strength through teamwork and effective partnership according to the principle of shared responsibility. Torrington et al. (2005) argue that the team empowerment method is one of the essential methods for empowering subordinates and a justification for developing their abilities and skills and improving organizational performance. In addition, this method expands the scope of supervision and the shift to the horizontal (flat) organizational structure instead of the hierarchical structure.

2. Research Methodology

The study uses the case study method at the University of Misan, located in Misan Governorate, to apply this study and collect the required data through the questionnaire. Valid for statistical analysis after excluding damaged ones. To achieve the study's objectives, the researcher relied on collecting data. A questionnaire was designed to collect data and information on the practical side, including two parts. The first part includes the personal data of the study sample, while the second part includes (20) paragraphs divided into two main dimensions (the reality of the study). Strategic planning and administrative empowerment), where the first dimension contained (11) sections distributed over two axes (the extent of clarity of the concept of strategic planning and the extent to which strategic planning is practiced), while the second dimension (administrative empowerment) contained (9) paragraphs. To come up with accurate scientific results for this study, the researcher used the five-point Likert scale to answer those paragraphs. The "SPSS Statistical Package for Social Sciences" was used to

perform the necessary statistical analyzes and test hypotheses. The researcher used the following statistical tools:

Arithmetic mean is considered one of the most important statistical indicators representing central tendency measures. It is used to describe the inclinations and attitudes of the study sample members towards the expressions contained in the questionnaire. Is it negative or positive, then if the actual arithmetic means is less than the arithmetic mean of the adult (3), this hypothetical direction indicates that their hypothetical answers (these answers) Positive for the phrase means to agree to the words?

Standard deviation is used to find out the level of relative dispersion of the sample answers around the arithmetic mean, as the lower its value, the greater the concentration of the model responds around the arithmetic indicate.

Simple linear regression analysis: This analysis is used to measure the effect of one independent variable on one dependent variable

Multiple regression analysis: This analysis measures the relationship and the effect between several variables.

Validity and stability of the tool

The research is subject to a test of the tool's validity on the logical validity. The researcher presented the questionnaire initially to several arbitrators with specialization and interest in the subject of the study, who expressed some suggestions and opinions about it. Some paragraphs have been modified in light of their advice and opinions. To ensure the stability of the questionnaire and its internal consistency, the researcher used Cronbach's alpha test after trying the questionnaire in its final form on a random sample consisting of (30) employees from outside the study sample. The value of the reliability coefficient for the scale as a whole was (0.914), and this value is fixed and indicates that the tool has high percentage stability;

Descriptive statistical analysis of sample characteristics

In the following, we will discuss the analysis of the characteristics of the study sample according to personal variables:

- 1- It is clear that the age group (from 30 - less than 40) occupied the highest percentage (41%), while the percentage of respondents within the age group (less than 30) reached (28%), and the percentage of respondents within the age group (40) - Less than 50) amounted to (22.8%), and finally, we find that the age group (50 and over) occupied the lowest percentage (8%).
- 2- It was found that (72.5%) of the sample had a diploma or less, compared to (27.5%) of the bachelor's degree holders, while none of the samples had a master's or doctorate. Thus we conclude that the educational levels of the study sample members are low. This is not compatible with the nature of the work of the various administrative departments in the university
- 3- When verifying the years of experience of the sample members, it was found that (48%) of them ranged in experience (from 10 to less than 15), (26%) of them had more than 15 years of experience, and (16%) had years of experience ranging from (from 5- Less than 10). In contrast, we find that (9.4%) of them have less than five years of experience.

The Study model

The independent variable is administrative empowerment and consists of five dimensions (devolution and authority, teamwork, knowledge and skill, incentive and reward system, effective communication system). Variable personal characteristics include (sex, age, educational attainment, years of experience). The following form shows the default study model.

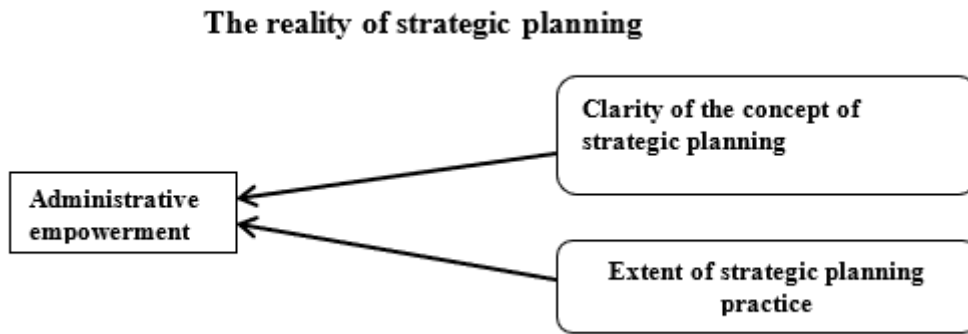


Figure 1. Research Model

3. Results

The following table summarizes the findings from the statistical analysis of the study's variables:

1- Strategic planning in practice at Misan University

The findings from the perceptions of sample members (management staff at The University of Misan) about the reality of strategic planning at the university can be explained as follows in light of the study sample members' understanding of the concept of strategic planning and the extent to which the university practices strategic planning:

- Results of the examination of the idea of strategic planning's clarity axis: the following table 1 data clarifies the results associated with this axis:

Table 1. Sample responses on the clarity of the strategic planning

| Paragraph No. | Paragraph | Arithmetic medium | Standard deviation | Relative importance | Level of admission |
|---------------|--|-------------------|--------------------|---------------------|--------------------|
| 1 | The concept of strategic planning is clear to staff at The University of Misan | 2.03 | 0.77 | 3 | low |
| 2 | Strategic planning is one of the critical leadership skills | 2.35 | 0.66 | 6 | low |
| 3 | Strategic planning is a map that guides the university on the right path between two points, one where it is now, the other where it wants | 2.33 | 0.36 | 5 | low |

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| | | | | | |
|---|---|------|------|---|-----|
| | to be in the future and how it can achieve that. | | | | |
| 4 | Strategic planning is to follow scientific methods and decide how to allocate available resources to reach the desired goals | 1.88 | 0.62 | 1 | low |
| 5 | Strategic planning is an analytical mental process to determine the future status of the university according to its capabilities and capabilities | 2.06 | 0.76 | 4 | low |
| 6 | Strategic planning is a process that begins with identifying and seeing the university's mission, analyzing the environment, setting goals, developing and developing strategies, then evaluating them, and choosing the most appropriate ones. | 1.92 | 0.68 | 2 | low |
| | Clarity of strategic planning concept | 2.1 | 0.64 | - | low |

Source: *own compilation*

Table 1 indicates the calculations of the clarity of the concept of strategic planning among the staff of The University of Misan are limited to (2.35-1.88). The average calculation of this axis (2.1) and the standard estimated b (0.64) deviation are low. The researcher attributes the low level of clarity of the concept of strategic planning among the staff of The University of Misan to a lack of interest in the concept of strategic planning. Paragraph 1 was ranked best with an average account (2.35) and a standard deviation (0.66), whereas paragraph 4 was ranked last with an average calculation (1.88) and a standard deviation (0.66). (0.62).

• The following table summarizes the findings of the study of the axis of the scope of the University's practice of strategic planning: the results of the study of this axis may be summarized as follows:

Table 2. Sample responses to phrases of strategic planning

| Paragraph No. | Paragraph | Arithmetic medium | Standard deviation | Relative importance | Level of admission |
|---------------|--|-------------------|--------------------|---------------------|--------------------|
| 1 | The university's message is well known to employees. | 2.34 | 1.23 | 4 | low |
| 2 | The university's vision is well known to employees. | 2.08 | 0.82 | 5 | low |
| 3 | The University sets clear strategic objectives that it seeks to achieve with the available possibilities | 4.02 | 0.78 | 1 | High |
| 4 | The University analyzes its internal and external environment to identify inner strengths and weaknesses, opportunities and external threats | 3.31 | 0.29 | 3 | low |
| 5 | The university compares and trades between strategic alternatives to choose the best alternative | 3.35 | 0.54 | 2 | medium |
| | The extent to which strategic planning is practiced | 3.02 | 0.732 | - | medium |

Source: *own compilation*

The results of table 2 above show that the calculations of sample members' responses to the second axis phrases related to the extent to which the University of Misan practices strategic planning is limited to (4.02-2.08), where the arithmetic average For this axis (3.02), which means that this axis achieved a medium level of approval. This result indicates that the University of Misan is practicing strategic planning. Still, it is not at the required level, where we also note that paragraph (3) concerning the development of the university's clear strategic objectives seeks to achieve With the available possibilities. It ranked first, with an arithmetic average (4.02) and a standard deviation (0.78) with a high approval score. At the same time, paragraph 2 on how staff knew about the university's vision was last. This paragraph achieved an average account (2.08) and a standard deviation (0.82) with a low approval score.

2- The reality of administrative empowerment at The University of Misan

The results of the respondent's opinions (administrative staff at the University of Misan) on the dimension of the organizational mandate are shown in the following table:

Table 3. Sample responses after administrative empowerment

| Paragraph No. | Paragraph | Arithmetic medium | Standard deviation | Relative importance | Level of admission |
|---------------|--|-------------------|--------------------|---------------------|--------------------|
| 1 | University principals transfer their scientific and practical expertise to employees | 4.23 | 0.85 | 1 | High |
| 2 | The university's management leaders encourage employees to take greater responsibility in achieving the university's goals | 3.65 | 0.57 | 4 | medium |
| 3 | The university's incentive and reward system encourages the administrative empowerment of staff | 1.75 | 0.43 | 9 | low |
| 4 | The University Administration seeks to develop strategic plans to increase the ability of employees to take responsibility and improve their performance | 2.98 | 0.93 | 5 | low |
| 5 | University principals share with staff the information available to complete the work | 3.77 | 0.65 | 3 | medium |
| 6 | University principals respect the opinions, ideas, and proposals of employees | 2.94 | 0.71 | 6 | low |
| 7 | University staff have the freedom to act in power and the powers granted to them | 2.48 | 0.62 | 8 | low |
| 8 | Qualified staff are selected and placed in positions that suit their qualifications and experience | 3.85 | 0.38 | 2 | medium |
| 9 | Higher powers are given to university staff so they can make decisions without complications | 2.87 | 0.80 | 7 | low |

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| | | | | |
|---|------|------|---|--------|
| The reality of administrative empowerment | 3.17 | 0.66 | - | medium |
|---|------|------|---|--------|

Source: *own compilation*

By reviewing the results of table 3 above, it is clear that the mathematical averages of the reality of administrative empowerment at the University of Misan are limited to (4.23-1.75), where the arithmetic average of this dimension (3.17) and deviation A standard estimated at (0.66), and with a (medium) approval score, this result indicates that the level of administrative empowerment at The University of Misan according to the point of view of its administrative staff is not at the required level, where it came to an average degree, and the researcher attributes this result in general to the fact that the researched university does not have Sufficient knowledge of the importance of administrative empowerment as a way to improve the level of performance of the university and achieve its objectives, where we note through the table above that paragraph (1) concerning the transfer of their scientific and practical expertise to their employees has been ranked first, as this paragraph achieved the average arithmetic (4.23) And the standard deviation (0.85) with a high degree of approval, while section (3) on the extent to which the university's incentive and reward system encourages the administrative empowerment of staff in The university ranked last, with the average calculation (1.75) and the standard deviation (0.43) and a low approval score.

3- The Hypothesis test

In this research, a simple and multiple regression analysis was used to test the validity of the study hypotheses, and the following table shows the results of this analysis.

| Statement | R | R ² | F | Level of significance | β | T | Level of significance | |
|----------------------------|-------|----------------|--------|-----------------------|--|-------|-----------------------|-------|
| Administrative empowerment | 0.807 | 0.755 | 88.570 | 0.000 | Clarity of the concept of strategic planning | 0.520 | 4.892 | 0.000 |
| | | | | | Strategic planning practice | 0.410 | 4.434 | 0.000 |

The analysis of multiple regression was used to test the hypothesis of the main study, which is that there is a "statistically significant impact of the reality of strategic planning on administrative empowerment at the University of Misan." The results of table (4) show that the independent variable (the reality of strategic planning) was able to account for 75.5 percent of the change in the dependent variable (the existence of administrative empowerment). In addition, the independent variable (the reality of strategic planning) was able to account for (R²) of the change. Moreover, to test the two sub-hypotheses, the simple regression test was used, as is clear from the results of Table 4 above. As a result, there is a statistically significant impact on the ease of strategic planning ($\beta=0.520$, the value of $T=4.892$) and a significance level (0.000). Thus the first sub-hypothesis, "there is an impact," is accepted. It is statistically significant for clarifying the notion of strategic planning on administrative empowerment at the University of Misan in terms of organizational empowerment. Also evident from the results of Table 4 is a statistically significant impact on the extent of strategic planning practice ($\beta=0.410$,

the value of $T=4.434$) and a significance level (0.000). Therefore, the second sub-hypothesis, which considers "there is a statistically significant impact on how strategic planning practice is practiced on administrative empowerment at the University of Misan," is accepted. Because of these findings, the researcher is more confident in adopting the study's primary hypothesis, which states that the actuality of strategic planning has a statistically significant influence on administrative empowerment at the University of Misan.

Conclusions

In the case of the University of Misan, the reality of strategic planning was unsatisfactory, as evidenced by the study's findings, which revealed that the university's administrative personnel does not have explicit knowledge of the notion of strategy. The process of strategic planning at the institution. According to the study's findings, the level of administrative empowerment practice at the University of Misan was average from the perspective of its administrative staff, and the course of administrative empowerment at the University of Misan received a medium level of approval from the participants in the study. A successful manager who works with excellent efficiency to meet the organization's goals. The findings indicate that the actuality of strategic planning has a favorable and statistically significant influence on administrative empowerment at the University of Misan. However, the administrative personnel at the University of Misan had a poor understanding of the idea of strategic planning. As a result, there was a lack of strategic planning practice at the appropriate level, resulting in an average level of administrative empowerment. For the University of Misan to develop and improve the reality of strategic planning, it must do so in several ways, including:

- developing a set of training programs for its administrative staff to increase their knowledge of the principles and scientific foundations of strategic planning; and
- establishing a strategic planning research center.

Improvement of the practice of strategic planning at the University of Misan by enabling administrative staff members to understand the mission and vision of the university, participate in the development of the strategic plan, and work to spread the culture of strategic planning among them. As a powerful administration tool, strategic planning can assist in adjusting the university to internal and external environmental conditions. To prepare and formulate a strategic plan for the university and evaluate how well the university is doing in executing its strategic plan, it is necessary to consult with specialists in strategic planning.

This means that the University of Misan must create and strengthen the reality of administrative empowerment by implementing the following measures:

- Encouraging administrative leaders at the university to become more knowledgeable about the relevance of organizational empowerment as a technique of strengthening the talents and skills of the administrative staff at the institution.
- Rethinking the system of rewards and incentives to motivate administrative employees to empower the administration and accept responsibility.
- Planning courses and training programs to qualify and prepare the university's administrative staff to perform their tasks more freely and to participate and express their opinions in decision-making to improve team spirit and exchange ideas and experiences to achieve excellence in work performance.

Finally, perhaps most intriguingly, this research revealed that this intervention might be leveraged to achieve a paradigm shift in mindset—a vital leverage point for the systemic change essential to produce permanent improvements. The outcomes of this study, both quantitative and qualitative, reveal that participants experienced a dramatic shift in mentality from 'overwhelmed' to 'understanding' to 'empowerment'. It opens the door for subsequent study on

the application of this form of an integrated intervention to attain, what would be more appropriately described, a sustainable future mentality.' The university of Misan's experience may serve as a baseline for future deepening and widening of environmental and territorial performance, both inside and across production systems, by employing an ad hoc instrument for benchmarking Intra/inter territorial systems. A unique style of adaptive management targeted toward local competitiveness may be produced by applying a strategic planning framework and tailoring the structure of the new form of governance. The most critical factor in successfully transforming the Strategic Planning tool into a guideline for long-term management of the local territorial and environmental system. It considers ecological issues on a regional scale and defines future strategies for sustainable development, which resulted in the definition of a new education goals model.

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