

Achieving Organizational Success Through Strategic Renewal

Majdoleen Omar Balawi

Hashemite University

Email: flowermajdoleen@yahoo.com

Prof. Shaker Jaralla Alkshali

The World Islamic Sciences & Education University.

Email: drshaker55@yahoo.com

To Link this Article: <http://dx.doi.org/10.6007/IJAROSS/v12-i6/13343>

DOI:10.6007/IJAROSS/v12-i6/13343

Published Date: 04 June 2022

Abstract

Study design/ methodology: The study aimed to verify the impact of strategic renewal with its dimensions (context, content and process) on organizational success with its dimensions (flexibility, innovation, cohesion and employee selection) at the Hashemite University in Jordan. The researchers adopted the descriptive analytical method in the study. The study was conducted on a sample of 97 managers.

Findings: The results of the study indicated that there are medium levels of interest in the dimensions of strategic renewal and dimensions of organizational success by the university administration. The results also showed that there was a significant impact of strategic renewal on organizational success, and that there was a significant impact of the content and process on organizational success, while the context was not significant impact on organizational success.

Keywords: Organizational Success, Strategic Renewal, Hashemite University, Jordan

Introduction

Success for organizations is the main goal it seeks to achieve. Every organization seeks to achieve success, survival, growth and continuity, and to achieve sustainable superiority over its counterparts from competing organizations. In light of environmental, technological and cognitive developments, it has become imperative for organizations to respond quickly to these changes in order to ensure its continuity, or it was destroyed and disappeared with the organizations that were unable to keep pace with developments and developments, so there is no longer a place for the negligent, so every organization is looking for a way to ensure its continuity within the capabilities and resources it owns, and it is a legitimate right but a duty for every organization to search for it and stick to it, because there is no An organization

looking for failure or failure to achieve its goals for which it was established, so it is necessary to work hard and constantly strive for survival and success.

Strategic renewal is considered one of the modern concepts and philosophies that organizations are adopting in order to distinguish and excel over their competitors by adapting to the external and internal environment, and working to exploit the available opportunities by allocating resources, capabilities and capabilities for this purpose, in addition to exploring new opportunities and trying to invest them also through allocate the necessary resources for this, so that it can work on renewing itself and continue in the fields of excellence and distinction.

In order for organizations to be able to succeed, survive, continue and sustain themselves, and renew themselves strategically, they need to have the tools, methods, capabilities and capabilities that enable them to achieve those goals. Therefore, organizations have been searching diligently to develop their capabilities so that they can keep pace with developments, changes and environmental challenges.

Universities are the same as the organizations that are looking for survival, growth and continuity, whether they are public or private universities. It is no longer a matter that the university is a public university means obtaining a certificate. These universities must work on their progress and development and maintain their success and survival, by raising the quality of performance. The academic, administrative, and service it provides and its social responsibilities, especially in light of the presence of competing universities that work to attract students, and that universities are now interested in the subject of global rankings and their reputation among the ranks of the corresponding universities.

Hence, this study came to focus on the method of the Hashemite University as one of the public universities that has recently been in the spotlight because of its surplus in its budget, in addition to obtaining an advanced rank in the ranking of Jordanian universities within the international classification to try to find out whether it is practicing strategic renewal and its impact, if any, in achieving Success, survival and continuity.

Study Problem and Questions

The researchers noted that the university faces the problem of success and maintaining its survival and continuity as a result of many problems and challenges that have emerged from the rapid changes and global and local environmental developments in all areas of life, which necessitated the need for that university to work to maintain its success and survival. Continuity in line with recent developments, through the renewal of its strategies, activities and educational programs, to enable it to achieve alignment with these changes, and here emerges the role of strategic renewal as one of the most important entrances to maintain survival, growth and continuity.

Based on the foregoing, this study focused on the concept of organizational success at the Hashemite University, based on strategic renewal. Accordingly, the study problem was identified by the following questions:

- What is the impact of strategic renewal on organizational success at the Hashemite University?

- What is the importance of strategic renewal at the Hashemite University?
- What is the importance of organizational success at the Hashemite University?

Study Importance

- Scientific importance: The importance of the study came from the importance of the variables investigated (strategic renewal, organizational success), and the attempt to discover the effect between them at the Hashemite University, in addition to the fact that this study came as a continuation of the cognitive efforts that dealt with the three study variables, which still need more research and scrutiny. Studies in this field are few, so the researcher hopes that this study will constitute a qualitative addition to fill the shortfall in the Arabic library in this field, especially since this study has combined the two variables together.

- Applied importance: The importance of the study came from the fact that the sample, which included the upper and middle administrations at the Hashemite University, which represents the basic nucleus for making strategic decisions, in addition to the fact that the study took the Hashemite University as a field for it, due to the importance of the role that the university plays in supplying society with the young human energies that work on Supporting the wheel of the economy, which inevitably reflects on the aspects of social and political life, not to mention benefiting from the nature and importance of the relationship between the investigated variables in the development of the Hashemite University and arousing its interest in this aspect in order to distinguish itself and impose itself in the educational field in the Arab world and the region and support its global classification.

Study Objectives

This study mainly aimed to identify the impact of strategic renewal in its dimensions (context, content, and process) on organizational success in its dimensions (flexibility, innovation, cohesion, and staff selection), as well as achieving a set of the following objectives:

1. Identifying the importance of strategic renewal (context, content, and process) at the Hashemite University.
2. Recognizing the importance of organizational success (flexibility, innovation, cohesion, and employee selection) at the Hashemite University.
3. To identify the impact of strategic renewal on organizational success at the Hashemite University.

Theoretical Framework

Strategic Renewal

The complexities of the times have become imposing complex consumer patterns that tend to renewal and do not accept monotony, and therefore neglecting the pursuit of excellence means the organization's exit from competition, and this applies to all large and small levels, if an organization continues to produce a mobile phone, for example, without changing and without distinguishing its products, the consumer will pass it on to others, whatever its name in the market (Abu Saleh, 2016, 18).

Strategic renewal helps the organization build and develop a new type of relationship with some of its markets and with its competitors, by bringing about a radical change in the way of competition (Sultan & Othman, 2021, 143).

Any organization that wants to implement the knowledge integration model must gather the ability to strategically renew to provide new knowledge, which is the creation of new products and business models (Malkawi, 2016, 160).

Al-Shamimiri and Al-Mubarik (2019, 29) define strategic renewal as “a rethinking of the company’s directions and the opportunities available to it”. On the other hand, Wali and Hamid (2021) define strategic renewal as a management philosophy based on investing the available capabilities in general, and the capabilities of human resources in particular, with the intent of exploring and exploiting opportunities by making modifications in structure, culture, and technology, in response to environmental changes, and to achieve the aspirations of the administration.

While Hussein (2016) defines strategic renewal as that process that includes changes in context, content, process, the ability to significantly influence the long-term expectations of the organization, and the recovery or replacement of the features or characteristics of the organization (capacities, structures, processes, and systems), providing a basis for growth or development in the future.

Schmitt et al (2018) see that strategic renewal is the process that describes the procedure that allows the organization to change its course by changing its intentions and strategic capabilities, while William et al (2017) defined strategic renewal is a continuous process of transforming the organization from one state to another instead of isolation.

As for Binnes et al (2015) they defined strategic renewal as a rapid response to changing the business model in proportion to the market and finding innovative ways that add value to the customer.

The researchers believe that the process of strategic renewal is the process of proactive change and change in the strategies followed in line with the expected environmental changes that ensure the survival and continuity of the organization.

Researchers in management sciences point out that there are different dimensions of strategic renewal, as the researchers did not agree on the same dimensions, but there was a disparity among them in terms of identifying these dimensions that were addressed in their studies. There are some researchers who dealt with the phenomenon of strategic renewal as a one-dimensional conceptual structure, and it can be visualized through multiple phrases that can be circulated in the organization (Tushman et al., 2013; Martinez & Gonzalez, 2011). While others see that strategic renewal is based on a multi-dimensional conceptual structure (Kwee et al., 2011; Agrawal & Helfat, 2009; Volberda et al., 2001), and based on the previous studies, the researcher has adopted the last classification, which shows that strategic renewal is a multi-dimensional concept in conducting this study, and it has shown the dimensions of strategic renewal as addressed by most of the studies in context, content, and process.

- 1. Context:** The context reflects the extent to which the organization interacts with its external environment, as the organization determines the path that it will follow when conducting the strategic renewal process, which is often either an exploration of new opportunities, or the exploitation of existing opportunities (Hopkins et al., 2013). The

context refers to the subject of strategic renewal, and what is the nature of the environments in which organizations operate, which indicates that strategies do not arise from an organizational vacuum, but rather as a result of the organization's interaction with the environment, as the context works with the mechanism of the organizational structure that will be selected for the renewal project, as if the question posed is answered: What is the extent of integration of activities in the organization? (Schmitt et al., 2018).

Summut and John (2014, 355); Volberda (2001); Neely et al (2005) have found that for the purpose of measuring the context of the strategic renewal carried out by organizations, the strategic actions are divided into external actions, such as alliances, mergers, joint ventures, and cooperation agreements, in contrast to the internal actions represented in the internal organizational context, which appears by developing internal processes of knowledge, capabilities, and systems which creates the environment that is developed for the practice of organized business, and contains developmental or foundational investments that lead to the entry of new businesses and the launch of new products.

2. Content: The content refers to how the process of strategic renewal takes place by focusing on the two characteristics, exploring opportunities, exploiting opportunities (Shin & Perez-Nordtvedt, 2020), which is called exploratory and exploitative strategic renewal procedures (Votila et al., 2009). Activities related to exploring opportunities aim to develop a new product, or create new innovative products (operations or services), which reflects the organization's ability to move quickly towards exploring opportunities, and adapting to meet the fluctuations of markets, new customers, and new markets, which requires new knowledge. It differs from the one that the organization currently owns, and is characterized by difference and flexibility (Al-Fatlawi et al., 2016). While exploitation demonstrates the learning gained through internal research, refinement of existing capabilities and models of the organization, and re-use of existing capabilities to achieve close and predictable returns (Baum et al., 2000). Exploiting opportunities represents the ability of the organization to improve activities capable of creating long-term value. It is designed to meet the needs of current customers in the current markets, and seeks to expand current knowledge and skills, in addition to distributing current products in light of the currently available distribution channels (Kwee et al., 2010).

3. Process: The process means the repetition of renewal work within the organization on the one hand, and the volatility and repetition of renewal work on the other hand, in terms of exploring opportunities and entering new markets, depending on creativity and innovation (Al-Baghdadi et al., 2018). The process also deals with the time required to implement renewal procedures the strategy (Kwee et al., 2010). As the repetition of the actions taken in the strategic renewal depends on the timing of this response to environmental changes, and an assessment of the volatility of the strategic renewal measures, and this reflects the amount of keeping pace the organization adopts with the changes in its work environment (Dislers et al., 2016), and on the extent to which the senior management understands the threats it faces, and the importance of the opportunities that it should exploit in a timely manner (Hopkins et al., 2013).

Organizational Success

Researchers and writers are still searching for a clear and specific concept of organizational success, as they find themselves in front of a moving picture shrouded in ambiguity and the lack of clarity of its methodological and procedural frameworks, as its concepts are intertwined, because it overlaps with a number of terms mentioned in the management literature, so their vision is mixed about this important concept. Some of them see it as an organizational success, and others find it a competitive success or a strategic success, and some of them referred to it as long-term success, while others described it as an operational success, but in the end it refers to the success of the organization in a comprehensive sense (Mahmoud, 2017; Al-Saadi, 2010). As success is considered the highest goal that organizations seek to achieve, through their individuals and organizational units, and by using and applying many administrative and technical methods to reach it (Al-Enezi et al., 2019, 80). Organizational success is of great importance to organizations, through which they can achieve their desired goals, be able to compete and stay ahead of competing organizations (Ali, 2018).

Organizational success, according to Kaliannan and Adjovu (2015) reflects the organization's ability to survive, continue and perpetuate, and achieve goals, through management and workers performing the tasks and duties entrusted to them in the best way. While Vayyavur (2015) finds that the concept of organizational success refers to the existence of an effective strategy for organizational resource planning in order to gain competitive advantage, and that organizational factors act either as an aid or as an obstacle to successful resource planning. Fleck (2009) emphasizes that organizational success refers to the ability of organizations to achieve their goals by owning human resources, which are characterized by the skills high and integrated, through its ability to exchange ideas during work, so that they are united by one goal and common goals, which enables the organization to reach excellence.

Organizational success is a multidimensional concept according to Kose et al (2019) considers that organizational success can be determined from two aspects, quantitative and qualitative, in terms of planned goals, duties, and activities, through interactive integration between all parts of the system, and despite the possibility of measuring success in absolute and relative terms, but there are different types of success, there is administrative success, organizational success, technical success, and economic success. The organizational dimension of success is often evident in organizational, environmental, and human factors, which the management function achieves, and the essence of the production factor are individuals, and accordingly the administration must integrate the efforts of individuals with resources other to achieve its organizational goals. From Salah's (2019) point of view, the success of the organization depends on its ability to manage well, which enables it to obtain renewable knowledge, experiences, building ideas, successful analysis of experiences and skills, and the organization's competitive history in the same sector.

From the researchers' point of view, the concept of organizational success reflects the organization's ability to harmonize between its internal and external environment, its exploitation of its resources, and its ability to create additional value for its customers, which leads to its survival and continuity in a changing and highly competitive environment.

All organizations of different types, objectives, and activities need to use different criteria to judge their success, so it has become recognized that there is no single global standard specific to judging the success of organizations, it is difficult for an organization to be successful in all aspects, or a failure in all aspects (Hareem, 2010, 129). Organizations must be based on criteria that show the extent of their success in achieving their goals (Al-Karkhi, 2010, 36). Organizations whose performance cannot be measured are ineffective in managing their business, so any organization must necessarily in setting its plans and policies, and based on its skill in implementation on criteria that show the extent of its success in achieving its goals (Razouki, 2019, 65). The researcher chose four dimensions to measure organizational success:

1. Flexibility: The concept of flexibility refers to the organization's ability to adapt to the requirements of the surrounding environment, whether internal or external. It has the ability and impact on developing management capabilities and absorbing emergency variables that make the organization more responsive to change. It includes the speed and quality of response appropriate to the situation or the prevailing conditions and emergency situations and surprisingly (Shalender, 2015; Madhani, 2013). Flexibility is a multi-dimensional concept that includes operational, tactical, and strategic flexibility, each of which includes internal flexibility represented by the organization's ability to adapt to the requirements of the environment, and external flexibility represented by the organization's ability to influence that environment (Omair, 2019; Al-Silanti et al., 2018), which helps the organization to deal with cases of uncertainty and direct the organization's operations in a way that enables it to mobilize and adapt its resources towards rapid adaptation, respond to emergency changes, and return to balance and the correct course of the organization when exposed to crises and sudden fluctuations. (Zaki, 2019); Maghribi (2018, 106) believes that flexibility represents the organization's ability to adjust its organizational structure to meet the changes that occur in the volume of employees. As for Saadi (2019, 434), finds that flexibility is the organization's failure to accept the existence of fixed and one structures, without accepting change and modification according to changing environmental conditions and expected organizational complexity. According to Dreyer and Granhuag (2004); Dibrell et al (2007), the importance of flexibility lies in maintaining the efficiency and effectiveness of the organization in light of the circumstances, environmental changes and the difficulties it faces.

2. Innovation: Innovation is one of the most important concerns of the modern organization, which seeks to achieve something wonderful in one of the previously existing fields, such as administrative coordination, or in a whole new idea (Muslim, 2015, 11). Lam (2004) indicates that innovation in an organization means adopting a new idea or behavior. Tang (2015) sees that innovation in organizations has three types, product innovation (introducing a new product or developing and changing the product radically). Process innovation (related to developing a new method of production or marketing in order to increase quality and reduce costs), and managerial innovation (include changes that occur on organizational structure, and work design). Abboudi (2006, 100) believes that in order to nurture innovation, organizations can encourage individuals to develop their innovative capabilities with attitudes that encourage groups to act innovatively.

3. Cohesion: Cohesion means the intensity of the attraction of individuals within work groups and their desire to stay and continue in them (Ibrahim, 2021). The closeness between the components of the group, morale, union, strength, integration, and teamwork (Al-Najjar, 2013, 76). The group's cohesion and interdependence is one of the important and influential factors in the group's success and effectiveness, which is inevitably reflected on the success of the organizations, as cohesion achieves greater satisfaction for the worker and improves his performance and productivity (Hareem, 2009, 163). Also leads to an increase in the group members' sense of self-confidence. Self-efficacy and personal adjustment, and it affects the enthusiasm of group members in achieving their personal and collective goals (Abu Abbah & Al-Yanazy, 2000, 123).

4. Employee Selecting: Employees are the essence of the organization, and they are seen as an essential part in the production cycle. Therefore, organizations do not take human resources for granted, but rather are keen to choose them carefully, and place the right employee in the right place (Ghazzawi & Accoume, 2014). Al-Douri et al (2011, 388) define the selection of workers as a process of matching the requirements of the job and the conditions of its occupancy with the capabilities and skills of the applicants, with the aim of arriving at an accurate prediction of future performance. As the organization's decisions in appointment play a major role in its ability to survive, grow and continue (Raymond et al., 2015, 168).

Globalization, intense competition, mergers and acquisitions of organizations, especially those that want to re-design their organizational structure, impose the need to ensure that the right people are appointed at the right time on the one hand, and put them in the right place on the other hand, because organizations are unable to bear the costs, bad selection of employees, so it must follow strategies to select the appropriate employees in line with its strategic direction and culture, in order to ensure the highest levels of performance, which requires possessing specific levels of competence (Golec & Kahya, 2007), as the lack of qualified workers is a serious matter for the organization, just like the lack of raw materials for production, investment in workers is no less important than investment in equipment, land, and various assets needed for investment (Bartlett et al., 2002).

Literature Review

In the study conducted by Abd and Saeed (2021), which aimed to test the impact and the relationship between the dimensions of organizational trust as an independent variable and the components of strategic renewal as a dependent variable, by identifying the reality of organizational trust among workers, and the extent of its impact on the components of strategic renewal. The results of the study indicated that there is a statistically significant relationship between organizational trust and the dimensions of strategic renewal, as well as the possession of managerial skills in planning for the future, and presenting new ideas and visions that change reality, with the importance of involving all administrative levels in the company to generate these ideas. As for Al-Sarayra study (2021), it aimed to test and evaluate the relationship between strategic renewal and organizational success. The results of the study indicated that there is a statistically significant relationship between strategic renewal and organizational success, and the elements of strategic renewal are largely available, respectively: exploration of opportunities, consistent strategic action, strategic visualization, investment opportunities, and the formation of new ideas. The surveyed

companies also achieved a high level of organizational success. On the other hand, Ibrahim's study (2021) focused on testing the degree of impact of organizational efficiency on organizational success. The results of the study indicated that there is a statistically significant relationship between organizational efficiency and dimensions of organizational success, as well as the availability of organizational efficiency in a good degree among the respondents, which indicates the positive aspirations and facing the challenges that may encounter them. The results showed that the respondents showed agreement about exploration, which exceeded Their agreement on exploitation, which indicates that the company's policy is directed towards exploiting the available opportunities.

As for Al-Baqmi's study (2020), it tried to identify management by values in its dimensions (personal values, organizational values) and their impact on the success of organizations with its dimensions (efficiency, effectiveness), by answering the following questions: What is management by values and when did they arise? What is its importance and steps? What are the elements of applying management by values and its obstacles?, and what is the relationship between the application of management by values and the success of organizations? The study relied on the documentary descriptive approach, by referring to books and literature that dealt with management by values and the success of organizations. The results of the study indicated that management by values constitutes a new type of management, which has brought about profound changes in the management environment and in various organizations, by providing better services to beneficiaries, and better performance for employees. The management by values also provides many techniques that play an important role in achieving success. For organizations by helping them understand the style and philosophy of management, helping to think about partnership in work, and avoiding frustrating factors.

Okoli et al (2021) study aimed to find out the effect of dimensions of transformational leadership (ideal influence, inspirational motivation, intellectual arousal, and individual considerations) on organizational success. The results of the study indicated that the dimensions of transformational leadership had an impact on organizational success. The study also showed that leadership is an important and decisive success factor and can bring about changes in employees. As for the study of Ali et al (2020), it aimed to test the relationship between human capital development (using 15 dimensions) and strategic innovation (using 11 dimensions) and organizational ingenuity (exploration and exploitation) through dynamic capabilities (using 9 dimensions) in small hotels (budget hotels) operating in Tourist destinations. The results of the study showed that human capital plays a positive role in the development of strategic renewal, and that organizational ingenuity mediated the relationship between human capital and strategic renewal. On the other hand, the study of Shin and Perez-Nordvedt (2020) aimed to ascertain the type of knowledge in its two dimensions (the efficiency of knowledge acquisition from key customers, and the efficiency of knowledge acquisition from product development experts) that contributes to promoting the strategic renewal of organizations operating in rapidly changing environments, as well as ensure that frequent strategic renewal is more beneficial than harmful in such environments. The results of the study showed that the organizations that follow the policy of strategic renewal outperform the organizations with lower rates of strategic renewal, as the repetition of strategic renewal mitigates the bad effects of the absence of unsaturated legitimacy with

the support of the franchisor, in addition to the importance of acquiring knowledge to increase the efficiency of organizations.

As for the study Yazici (2020) aimed to test the relationship between the capabilities of the sustainable organization along with administrative maturity and the extent of their contribution to achieving organizational success in its dimensions (internal success measured by the extent of employee retention, vision, bias, and external success measured by market share, and organizational reputation). The results of the study showed that the successful integration between the sustainability capabilities of organizations and administrative maturity plays an important role in achieving organizational success, because the project management capacity supports the impact on sustainability efforts, especially economic sustainability and social sustainability.

Relationship between Strategic Renewal and Organizational Success

Some previous studies indicated the existence of a relationship between the study variables, strategic renewal (the independent variable) and organizational success (the dependent variable).

Al-Khafaji (2019, 21) indicated that strategic renewal leads to organizational success, as she called for organizations' interest in investing their resources and capabilities in pioneering projects, which enable them to achieve success and excellence, through the ability of leaders who possess a pioneering spirit, initiative, and flexibility in thinking and decision. While Abu Saleh (2016, 183) showed that the success of organizations depends on the extent of their ability to make strategic changes related to strategic renewal and modernization. Saraira (2021) indicated in her study the existence of a relationship there is a positive statistical significance between strategic renewal and organizational success. Sultan and Osman (2021b, 127) reported that the success of organizations depends on the effectiveness of the organization in responding to changes and its ability to renew strategies in line with changing conditions. Al-Douri believes (2019, 394) that strategic renewal helps organizations get out of the stage of decline, and continue in the stage of maturity and growth, to reach a competitive position and achieve success.

Agrawal and Helfat (2009) have indicated in their study that the critical importance of strategic renewal is not only at the level of success of individual organizations and industries, but is reflected in the success of entire economies. However, strategic renewal does not receive sufficient attention as a distinct phenomenon that goes beyond the common concept, to include a full range of strategies and possibilities for renewal, so that renewal involves continuous incremental changes, as well as intermittent transformations that lead to the success of organizations. On the other hand, according to Tushman et al. (2013) that strategic renewal is not just an event or a set of steps or a program that leads to the success of organizations, but rather it is a social engineering process based on comprehensive ambition and strategic intentions that discover and adapt over time, and that proactive change can be implemented through continuous learning in the organization to promote innovation and change from top-down, bottom-up, a common language and tool for problem-solving and disciplined follow-up through which the senior management team collectively learns how to lead innovation and change and achieve organizational success.

Hypotheses

H1: There is an impact of strategic renewal on organizational success at the Hashemite University.

H2: There is an impact of context on organizational success of Hashemite University.

H3: There is an impact of content on organizational success of Hashemite University.

H4: There is an impact of process on organizational success of Hashemite University.

Method

Sample

Study population consisted of all directors at the Hashemite University, and their number was (121). The researchers used the comprehensive survey method for the study population. After distributing the questionnaire to the managers, (97) valid questionnaires were retrieved for statistical analysis.

Study Instrument

In this study, the researchers used a questionnaire to collect data from managers at the Hashemite University, while the questionnaire consisted of two parts, as follows:

The first part: This part relates to the items that measure the strategic renewal (the independent variable), and the items mentioned in the study (Agarwal & Helfat, 2009; Al-Fatlawi, 2016; Al-Ghalbi & Al-Zubaidi, 2018; Ibrahim, 2021). have been taken advantage of.

The second part: This part relates to the items that measure organizational success (the dependent variable), and the items mentioned in the study (Ibrahim, 2021; Al-Sarayrah, 2021; Asi et al., 2019; Ibrahim, 2016) were used.

Results

Table 1 indicates the results of the descriptive analysis of the dimensions of the study variables. From the table data, it was found that all the means of the dimensions of the strategic renewal were at medium levels, ranging between 3.21-3.34, and the highest for the context was a mean of 3.32. As for the dimensions of organizational success, they are medium in terms of interest, ranging between 2.91-3.44, and the highest average of flexibility was with an average of 3.44. The results indicate that the university administration did not give proper attention to the dimensions of organizational success.

The results of the reliability test for the study variables dimensions items presented in Table 1 show that there is a significant of reliability, where the values of the reliability coefficient ranged between 0.75-0.94 and these percentages are considered acceptable for the purposes of the study, as all of them exceeded the specified percentage 0.70.

Table 4
Descriptive Analysis

Dimension	Items	Alpha	Mean	Std.
Context	5	0.75	3.32	0.75
Content	5	0.86	3.28	0.95
Process	5	0.83	3.21	0.89
Flexibility	5	0.87	3.44	0.95
Innovation	5	0.90	3.28	1.04
Cohesion	5	0.88	3.14	0.91
Employee selection	5	0.94	2.91	1.13

Table 2 shows the results of testing the study's hypotheses using the multiple regression coefficient. The results in the table refer to the results of the H1 test, where the results indicate that there is a significant effect of strategic renewal on organizational success, where the value of the correlation coefficient is 0.83, this means that there is a significant relationship between strategic renewal and organizational success, and the value of r^2 is 0.70. This means that strategic renewal explains 70% of the variance was in organizational success, and the f -value was 70.91 with a significance level of 0.00.

With regard to the results of the H2 test, it was found that there was no significant impact of context on organizational success, as the b value was 0.19, the beta value was 0.16, and the t value was 1.83, with a significance level of 0.07 and it is not significant because it is greater than 0.05.

As for the results of the H3 test, it was found that there is a significant impact of the content on organizational success, where the b value was 0.37, the beta value was 0.39 and the t value was 4.15 with a level of significance of 0.00.

With regard to the H4 test, the regression results indicated that there was a significant impact of the process on organizational success, where the b value was 0.38, the beta value was 0.37, the t value was 4.02 and the level of significance was 0.00.

Table 2
Impact of strategic renewal on organizational success

Hypothesis	R	r^2	f	Sig.	
H1	0.83	0.70	70.91	0.00	
	Variable	Unstandardized Coefficients	Standardized Coefficients		
		b	beta	t	Sig.
H2	Context	0.19	0.16	1.83	0.07
H3	Content	0.37	0.39	4.15	0.00
H4	Process	0.38	0.37	4.02	0.00

Discussion

The study focused on investigating the impact of strategic renewal on organizational success at the Hashemite University in Jordan. After the researchers reviewed many previous studies on the study variables, and collected and analyzed the necessary data, it was found that there are medium levels of university administration interest in the dimensions of the study variables. The university administration does not give proper attention to the dimensions of strategic renewal (context, content and process), as it does not care much about building and creating a new relationship between it and its markets and with competitors. It does not benefit adequately from the capabilities of its human resource for exploration and exploitation by making some adjustments in its organizational structure, culture, technology in response to changes that occur in the environment in an effort to transform from one situation to another.

There is a medium interest in the dimensions of organizational success on the part of the university administration, as the university does not care much about planning its human resources, which are characterized by high and integrated skills in order to gain a competitive advantage through its ability to exchange ideas during work. The university's ability to achieve organizational success depends on its ability to obtain renewed knowledge, experiences, building ideas and successful analysis of experiences and skills.

There is a significant impact of strategic renewal on organizational success. This indicates that the university administration's interest in its environment and its ability to respond quickly to changing the business model in proportion to the market and finding innovative ways that add value to the client through exploration and exploitation secures the university the ability to innovate new services and update existing products. It also leads to an increase in the cohesion of the employees and their sense of belonging and loyalty, and their adherence to the university's membership and its standards.

The university's ability to explore, exploit and develop its services in response to meeting the needs of new clients makes it more eager to search for new knowledge that differs from those it currently possesses in an effort to meet the needs of current clients, all of which helps the university in its ability to achieve its goals by exploiting its human resources and units, organizational using innovative administrative and technical methods.

The ability of the university to repeat the strategic renewal processes in terms of exploration and exploitation with the aim of entering new markets depending on the activities of creativity and innovation and the timing of these processes in response to environmental changes enables it to keep pace with the needs of its customers in its work environment, in addition to discovering and avoiding threats and identifying and exploiting opportunities in a timely manner.

Recommendations

1. Increasing the interest of the Hashemite University administration in its interaction with its external environment for the purpose of increasing exploration and exploitation activities, and working to harmonize its organizational structure with new projects that integrate with all activities within it by creating sensors through which to monitor changes that occur in the environment.

2. Increasing the university's quest to develop its services and provide new creative services, enabling it to benefit from its human resources in providing creative ideas that are transferred in the form of services that compete with what other universities offer.
3. Increasing the university's focus on repeating the renewal work in exploration and exploitation, according to the requirements of the environment, in order to keep pace with environmental changes.
4. Increasing the attention of the university administration to how to select its employees so that they are suitable for the requirements of the job and the conditions of its occupancy in order to achieve prediction of their future performance, and this can be achieved by defining a clear strategy for the selection of employees in accordance with its strategic orientation and culture.
5. Focusing on increasing the cohesion of employees which is reflected in the effectiveness of work groups. This can be achieved by involving them in decision-making, as well as increasing the cultural awareness of employees during meetings.

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