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Strategies for adopting information technology and its ability to enhance strategic success: an analytical study in some schools of the Nineveh Education Directorate

Yasser Dawood Sulaiman [1], Islam Muhammad Hassan Al-Jabouri[1]
[1] Administrative Technical College, Northern Technical University, Mosul, Iraq

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Corresponding author:
Name: Yasser Dawood Sulaiman
Affiliation :Northern Technical University, Mosul, Iraq
Email:yaser.aldaood@ntu.edu.iq

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A B S T R A C T

Identify the relationship of influence and correlation between information technology adoption strategies and strategic success. The research field was the Nineveh Education Directorate, and the study community was represented by the operators of the EMIS system in the primary schools on the left side affiliated with that directorate, numbering (412) operators. The questionnaire was relied upon as a main tool in collecting data from the research community, where (340) were distributed A questionnaire was distributed to the researched sample, and the number of questionnaires suitable for analysis was (312). The descriptive analytical approach was relied upon as an approved research approach. The Education Directorate adopted the application of the EMIS system The overuse strategy is inferred from its relative importance to the sample studied. The value of this case study lies in its being the first attempt to explore the extent to which information technology adoption strategies contribute to strategic success in the Nineveh Education Directorate

1 Introduction

Many organizations strive to achieve success, and this success is evidence of their ability to manage their resources effectively. However, in their quest to achieve strategic success, the organization seeks to integrate its resources and direct its dynamic capabilities towards this success. The organization's functions that contribute to this success are numerous, including a support function that aims to adopt information technology capable of integrating with the organization's resources to achieve strategic success.

The reliance of organizations on information technology has become a given in the era of the knowledge economy, and the shift to technology has become a basic requirement in all business organizations, as digitization is one of the advantages of the current era. However, the success of this technology depends largely on the strategies adopted by these organizations in adopting information technology, and the combination of strategies is a basic driver towards success, as each technology employed in the organization requires special treatment that leads to achieving success in it.

Educational organizations strive to achieve strategic success by maximizing their various resources and organizational functions. These functions include information technology management and highlighting various strategies that contribute to the successful adoption of this technology at various organizational levels. Furthermore, during a field visit to the Nineveh Education Directorate, the researchers observed the importance of the EMIS system to the directorate, particularly in making it a strategic focus of its strategic plan, which led them to consider its success An effective means of organizing work in its various units, and from this standpoint, different strategies were adopted to ensure the success of the system’s work. To achieve the research’s objectives, it was divided into four axes: the first axis: the research methodology, the second axis: the applied framework, the third axis: the applied framework, the fourth axis: conclusions and proposals.

2 Research Methodology

2.1 Research Problem

Strategic success is a fundamental pillar for an organization to outperform its competitors. This success can be achieved by integrating and redistributing the organization's resources. An organization's ability to achieve the ideal method for enhancing strategic success lies in its ability to deploy and redeploy its resources from this standpoint, an organization possesses highly capable organizational tools and capabilities that can enable it to outperform its competitors through its strategy. Its ability to successfully implement its strategy places it at the forefront of pioneering organizations in this context. Furthermore, an organization's success in selecting a strategy

appropriate to its various functions enables it to enhance its organizational and competitive capabilities. One of these functions is the information technology function. The organization's ability to select a strategy Its suitability will enhance the effective use of this technology, enabling it to organize its internal operations and facilitate administrative procedures, in addition to facilitating access to various information and data from various organizational departments. It is no secret that the Nineveh Education Directorate's schools are geographically dispersed, as well as their large size and number. In its efforts to enhance its work within the framework of adopting information technology, it has sought to integrate the system EMIS in its educational systems, which prompted the researcher to investigate strategies for adopting information technology for the sample studied and the extent to which this reflects on strategic success, as this is the primary goal that the directorate seeks to achieve. Through the exploratory visit the researcher conducted to these schools, it was deemed appropriate to adopt this study to arrive at an effective strategy for adopting information technology, The study seeks to fill a gap in the literature by providing new insights related to this particular context and this category of users. particularly given the advantages the system has achieved in Covering the geographical areas of the schools studied was the primary motivation for undertaking the current study, through a fundamental question: To what extent do information technology adoption strategies contribute to strategic success in the schools of the Nineveh Education Directorate?

The study's problem can be more clearly embodied through the following subquestions:

1. To what extent are the dimensions of IT adoption strategies (overuse strategies, parallel use strategies, and tolerance strategies) present in the organization under study?
2. To what extent are the dimensions of strategic success (adaptation, survival, and growth) present in the organization under study?
3. What is the correlation between IT adoption strategies and strategic success?
4. What is the impact of IT adoption strategies on strategic success?

2.2 The Importance of the Research

The importance of the study, with its independent and dependent variables, stems from its theoretical and field-based approaches, as follows:

1. Guiding EMIS system operators in the study's education directorate toward the study's variables and the dimensions they represent, and how to activate or enhance their reality in a manner that helps achieve strategic success.
2. The importance of the study directorate as a field of study, as the Nineveh Governorate Education Directorate is one of the Iraqi education directorates dedicated to enhancing the educational process in society, particularly by adopting information technology strategies appropriate to its work.
3. Enriching the theoretical aspect regarding the variables of information technology adoption strategies and strategic success.

4. Work to define a set of conclusions based on the results, with the aim of presenting a number of proposals and how to implement them in a manner that helps the directorate under study benefit from the study variables

2.3 Research Hypothesis

In line with the research problem, the research hypotheses can be explained as follows:
First Main Hypothesis: The lack of dimensions of information technology adoption strategies (Overuse strategies, parallel use strategies, and tolerance strategies) in the organization under study.
Second main hypothesis: The dimensions of strategic success (adaptation, survival, and growth) are not present in the organization under study.
Third main hypothesis: There is no significant correlation between information technology adoption strategies and strategic success at the aggregate level, in terms of their dimensions.
Fourth Main Hypothesis: There is no significant relationship between information technology adoption strategies and strategic success at the aggregate level, in terms of their dimensions.

2.4 Research Methodology

The research relies on several approaches that are appropriate for its nature and the researchers' objectives. In accordance with the researcher's objectives in this research, the descriptive analytical approach is considered an appropriate approach for his research, as this approach relies on a theoretical description of the phenomenon or variables being studied.

2.5 The research field and its sample

The research field represented the schools of the Nineveh Education Directorate, and the study community represented the operators of the EMIS system in the primary schools on the left side of the city of Mosul, numbering (412). (340) questionnaires were distributed to that community, and (329) questionnaires were retrieved, and (312) were valid for analysis. Thus, the sample represents the community at a rate of (76%).

2.6 Statistical Analysis Methods:

The research focused on applications, including describing and diagnosing the study variables, based on an analysis of the responses of the respondents, a sample of EMIS system operators in primary schools on the left side of the Nineveh Education Directorate. This was achieved using the statistical programs SPSS V26 and AMOS V24.

3 Theoretical Framework

3.1 The Concept of Information Technology Adoption Strategies

Information technology strategies are technically defined as a set of interconnected elements that include hardware, software, networks, and processes that aim to collect (or retrieve), process, store, and distribute data to support decision-making and control within an organization. They also help in "Information technology strategies rely primarily on computers and other technical means to process available data and transform it into information. [1].

On the other hand, information technology strategies are considered a critical success factor for achieving organizational success, as they facilitate and support the delivery of information to beneficiaries, whether inside or outside the organization, which enhances operational efficiency and improves overall performance [2].

Information Technology Adoption Strategies It refers to the methods organizations use to implement and integrate this technology into their daily operations, taking into account the organizational, cultural, and technical challenges they may face [3].

3.2 The Importance of Information Technology Adoption Strategies

The importance of information technology strategies lies in their ability to improve organizations' efficiency and enhance their competitiveness. Their importance can be summarized as follows. [4, 5].:

1. Simplifying digital procedures in light of the distinction created by the strategy, which enables it to outperform competitors
2. Adopting the strategy helps achieve compatibility between humans and machines by adopting the techno-social approach, which helps achieve compatibility between humans and technology
3. The right strategy helps in acquiring data quickly and collecting it regularly and accurately: "This step is one of the first benefits of technology, as it enables organizations to collect massive amounts of data related to the internal and external environment in an accurate and systematic manner.
4. Adoption strategies provide the ability to reorganize and deploy IT resources within a strategic spectrum that contributes to achieving the
5. Providing the infrastructure that makes technology an essential tool in providing the required information at the right time and in the right place.

3.3 Objectives of Information Technology Adoption Strategies

Studies identify three main objectives that motivate organizations to adopt information technology strategies, particularly organizational social networking systems [6]:

1. Functional objective: To promote effective knowledge flows among employees and increase visibility of knowledge content within the organization, which enhances rapid information exchange and increases employee efficiency
2. Transformational Objective (Work-to-Data): Involves collecting and recording employee work data in organizational memory, supporting better strategic decision-making based on this data, which may be difficult to obtain by other means.
3. Monitoring Objective: goes beyond monitoring employee efficiency to include monitoring the organization's 'mood,' providing managers with tools to understand organizational trends.

3.4 Challenges and Impacts of Adopting Information Technology Strategies

The literature suggests that the excessive use of IT strategies, such as social networking, promotes the dativization of work, giving managers additional power and control over employee performance and organizational [7] However, some studies ignore issues of power and control, focusing on the automatic recording or self-reporting of employee work, without addressing the mandatory use of tools such as SNSs, leaving the problem of low adoption unresolved [6].

The adoption of new IT strategies depends not only on their functionality and effectiveness, but also on employees' perceptions of the organization's motivations behind their implementation. Studies show that employee reactions transcend hierarchical logic, helping managers optimize the introduction of new tools based on understanding these responses [7] User attitude is a crucial factor in the acceptance and diffusion of IT strategies. Theories such as the Technology Acceptance Models (TAM1, TAM2, TAM3) rely on user attitude as a primary determinant. A positive attitude promotes computer use and supports performance, while a negative attitude can be a barrier to technology diffusion, affecting motivation and performance [8]

3.5 Information Technology Adoption Strategies

In the past two decades, information technology strategies have taken on new business roles, and many organizations have tailored their strategies to these technologies. Therefore, IT adoption strategies—such as enabling new business processes and boundary-spanning activities, generating new products and services, increasing customer engagement, and facilitating innovation— Here, we can explain a number of IT adoption strategies [9]:

Overuse Strategy: This is a basic strategy based on the compulsory use of the organization's approved system, whereby the organization only allows information transfer through that system. For example, in Alpha's experience, some employees were enthusiastic about using the new system, but they used it in unexpected ways, such as sharing personal posts The human resources department intervened to regulate this use, suppressing some options (such as competency descriptions) due to their incompatibility with contracts As a result, this strategy generated resistance from some employees, who reverted to the "old ways" of working, suggesting that

imposing a system without taking users' needs into account could lead to rejection of the tool [7]

Tolerance Strategy: This strategy relies on the organization's tolerance of employees' use of its own or other systems for information transfer or communication [10] However, adopting this strategy has not helped bridge the gap between organizational cultures (technical and non-technical). For example, technical staff continued to use informal tools, while non-technical staff followed the formal path, resulting in conflict with institutional practices [7]

Parallel use strategy: Relies on the organization's use of its own systems while allowing the unrestricted use of other systems [11]. In some cases, employees viewed this strategy as a means of enhancing control over them, especially if they developed their own collaboration tools outside management's "radar." For example, at Alpha Company, young employees developed communication tools without management's permission, creating parallel circles, but these were not without risks [7] These strategies (tolerance, overutilization, parallel utilization) help analyze data and improve logistics operations help the organization perceive external changes and exploit opportunities by reorganizing resources and enhance competitiveness [12]

3.6 The Concept of Strategic Success

The term "strategic success" is a newly used term. It is a business term used to describe any element that is desirable for the successful achievement of an organization's mission and goals. An organization should use it as a means of identifying the elements critical to its success [13]

Strategic success is defined as an organization's ability to achieve its leadership and objectives. It relates to the level of goal realization and realization [14]. It is also defined as the ability to achieve pre-determined objectives using all available means [15]. In the Arabic dictionary, success is defined as achieving the desired thing and realizing the goal [16] The Oxford Dictionary also defines it as success and attainment of the target [17].

3.7 The Importance of Strategic Success

Many organizations strive for a primary goal of strategic success. From this perspective, the importance of strategic success can be explained as follows [17-18, 19]:

1. Strategic success is a key driver for exploiting resources, achieving competitive advantage, and ensuring the organization's survival in the face of environmental changes
2. It drives organizations to comply with laws and attract stakeholders, while also leveraging intellectual capital to adapt to change
3. It is an indicator of an organization's ability to effectively utilize its resources to produce outputs that meet customer needs, compete with competition, and adapt to new business realities

3.8 Dimensions of Strategic Success

Strategic success is a fundamental concept that enables an organization to focus on the goals it has set for itself, paving the way for it to excel in multiple markets. This explains its dimensions as follows:

Survival: It is the core of strategic success, as an organization's ability to survive is measured by its ability to remain competitive under changing circumstances. This requires allocating resources efficiently to reduce risk and ensure [20] Organizations that do not adopt long-term strategies are more vulnerable to emergencies, forcing them to rely on strategic planning to address changes [21]. It represents the organization's ability to maintain its existence and continuity in a given environment. This requires the organization to be able to confront external challenges and shocks, such as economic or competitive changes, without losing its ability to operate effectively. Survival depends on several factors, including organizational flexibility, which enables organizations to quickly adapt to rapid changes in their surrounding environment. [22].

Adaptation: It is defined as the ability to anticipate internal and external changes and find solutions to deal with them [23]. Adaptation requires skilled leadership capable of investing resources and developing strategies to address crises, with analytical insight and quick decision-making [23]. It is also the ability to adapt and change to achieve compatibility with the changing environment. This includes altering processes and strategies to achieve goals under new circumstances. Organizational adaptability is essential for sustainable success, as it helps organizations transform challenges into opportunities for growth and prosperity. Resilient leaders also play a significant role in enhancing a team's ability to adapt to ongoing challenges and rapid changes [24].

Growth: It aims to support expansion and maintain market share, and relies on five sources: natural resources, human resources, physical capital, institutional factors, and leadership [20]. It also refers to the increase in the size, activity, or influence of an organization over time. Growth requires the effective investment of resources and the improvement of processes to increase productivity and expand the scope of the business. Growth can be achieved through innovation and continuous learning. Companies develop new products or services to meet changing market needs and improve their overall performance [3].

4 Application Framework:

4.1 Description of the characteristics of the researched individuals

The study sample was characterized according to the data provided by its members through their answers to the first part (general data) of the questionnaire, as shown in the following Table (1):

Table 1. general data

General data	Categories	Number	Percentage
Gender	Male	137	44%

	Female	175	56%
the age	Under 25 years old	19	6%
	25-34 years	134	43%
	35-50 years	119	38%
	50 years and older	40	13%
Academic qualification	Higher diploma	25	8%
	Bachelor's	287	92%
Duration of service	Less than 5 years	90	29%
	5-10 years	100	32%
	11-15 years	50	16%
	16-20 years	60	19%
	21 years and older	12	4%

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=312

The table shows that the percentage of females is greater than that of males, reaching (56%) of those working on the EMIS system, while the ages of operators between 25-34 years and 35-50 years had the highest percentages at (43%) and (38%). This indicates that older ages were chosen to work in this system, and most of them, at (92%), hold a bachelor's degree. The percentage of service between 5-10 years reached (32%), which indicates the need for years of service in order to understand the nature of the system's information.

4.2 Description and Diagnosis of Study Variables

The content of this paragraph describes information technology adoption strategies and their success, and diagnoses them in terms of the dimensions expressed in light of the respondents' responses to the paragraphs embodying each one, as follows:

First: Description and diagnosis of the information technology strategies variable

Based on the above, it can be said that all answers for all dimensions of the information technology strategies variable were higher than the hypothetical arithmetic mean of (3), and that Table (2) shows the relative importance of the dimensions of information technology strategies from the perspective of a sample of EMIS system operators in some schools of the Nineveh Education Directorate Through the values of the arithmetic mean, standard deviation and relative importance, it became clear to us that the most important dimension of the information technology strategies variable is the dimension of the excessive use strategy, as indicated by the value of the arithmetic mean of (3.66) and the standard deviation of (1.00) and with a relative importance of (73.26%), followed in terms of relative importance by the dimension of the parallel use strategy, as indicated by the value of the arithmetic mean The mean (3.52) and standard deviation (0.97) with a relative importance of (70.42%), while the tolerance strategy dimension was shown to be the least important dimension, as indicated by the arithmetic mean value, which was (3.43) and standard deviation (1.04) with a relative importance of (68.53%).

Table 2 Relative importance of the dimensions of information technology strategies

Dimensions	Arithmetic mean	Standard deviation	Relative importance%	Ranking

1	Parallel use strategy	3.52	0.97	70.42	Second
2	Overuse strategy	3.66	1.00	73.26	First
3	Tolerance strategy	3.43	1.04	68.53	Third

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=312

It is clear from the above that the relative importance according to the response of the researched sample is represented by the strategy of excessive use, which is the most relied upon by the Nineveh Education Directorate when it relies on strategies for adopting information technology. Thus, it appears to us from the results of the analysis that the first main hypothesis can be rejected, which states "the lack of availability of dimensions of strategies for adopting information technology represented by (the strategy of parallel use, the strategy of excessive use, and the strategy of tolerance)." In the organization under study, and accepting the alternative hypothesis, the dimensions of information technology adoption strategies (parallel use strategy, overuse strategy, tolerance strategy) are available in the organization under study.

4.3 Description of the strategic success variable

Based on the above, it can be said that all the answers for all dimensions of the strategic success variable were higher than the hypothetical arithmetic mean of (3), and that Table (3) shows the relative importance of the dimensions of strategic success from the point of view of a sample of EMIS system operators in some schools of the Nineveh Education Directorate, through the values of the arithmetic mean, standard deviation and relative importance, it became clear to us that the most important dimensions of the success variable The growth dimension is relatively strategic, as indicated by the arithmetic mean value of (3.63) and the standard deviation of (0.92), with a relative importance of (72.63%). It is followed in terms of relative importance by the survival dimension, as indicated by the arithmetic mean value of (3.61), the standard deviation of (0.92), and a relative importance of (72.15%), while the adaptation dimension turned out to be the least important dimension, as indicated by the arithmetic mean value of (3.47), the standard deviation of (0.93), and a relative importance of (69.31%).

Table 3 Relative importance of strategic success dimensions

	Dimensions	Arithmetic mean	Standard deviation	Relative importance%	Ranking
1	Survival	3.61	0.92	72.15	Second
2	Growth	3.63	0.92	72.63	First
3	Adaptation	3.47	0.93	69.31	Third

Source: Prepared by the researchers based on the outputs of the SPSS V.26 program, n=312

It is clear from the above that the relative importance according to the response of the researched sample is represented by the growth dimension as the most preferred feature in the EMIS system for the researched sample in achieving strategic success.

Thus, it appears to us from the results of the analysis that we can reject the second main hypothesis which states "the lack of availability of the dimensions of strategic success (adaptation, survival and growth) in the researched organization", and accept the alternative hypothesis that the dimensions of strategic success (adaptation, survival and growth) are available in the researched organization.

4.4 Correlation Analysis

The results of Table (4) and Figure (1) show that there is a direct correlation between information technology strategies and strategic success, as indicated by the value of the correlation coefficient, which appeared equal to (0.88). This relationship is significant based on the probability value (P-value), which appeared equal to (0.023), which is less than (0.05), in addition to the similarity of the signals of both the lower and upper limits of the 95% confidence interval at a significance level of (0.05).

This leads us to reject the null hypothesis and accept the alternative hypothesis, which states that there is a direct correlation between information technology strategies and strategic success. This relationship is positive and significant at a significance level of (0.05>α).

Table 4. The relationship between information technology strategies and strategic success

The first variable	Direction of the relationship	The second variable	Correlation value	95% Confidence Interval		P-value
				Lower	Upper	
Information Technology Strategies	<-->	Strategic success	**0.88**	**0.78**	**0.94**	**0.02**

Source: Prepared by the researchers based on the results of the statistical analysis using AMOS V24 software n=312

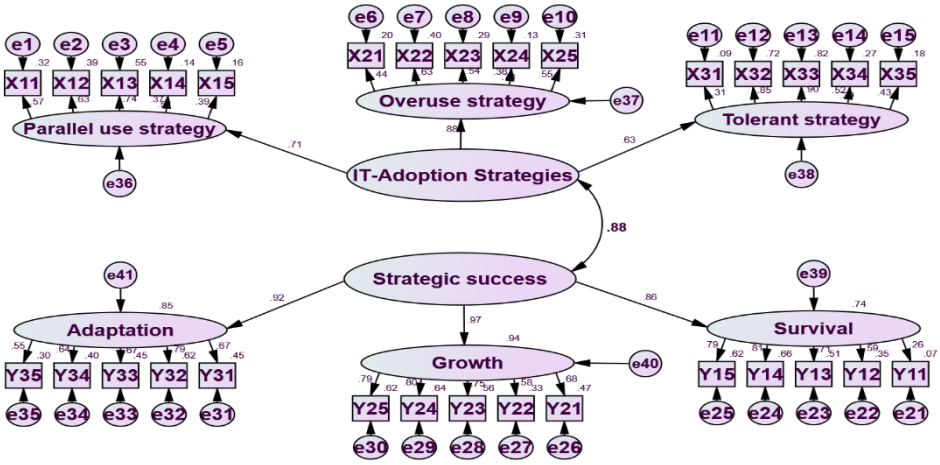

Fig. 1. The relationship between IT strategies and strategic success
Source: Prepared by the researchers based on the results of the statistical analysis using AMOS V24 software n=312

4.5 Analysis of the impact relationship

The content of this analysis reflects testing the impact relationships of each of the independent variable(s) on the dependent variable, as follows: Table (5) and Figure (2) show a direct impact of information technology strategies on strategic success, as indicated by the value of the regression coefficient Estimate (β), which reached (0.87) The effect is significant in terms of the probability value (P-value) which reached (0.025) which is less than (0.05), and the same result indicates the critical value (C.R.) which reached (4.86) which is greater than the table value (tTab) which reached (1.96), and the value of the coefficient of determination (R-Square) indicates that (77%) of the changes that occurred in (strategic success) are due to (information technology strategies) and the remaining percentage The remaining 23% is attributed to other variables not included in the regression model (the influence model). In other words, we can say that information technology strategies explain 77% of the changes in strategic success. This leads us to reject the null hypothesis and accept the alternative hypothesis, which states that information technology strategies have an impact on strategic success. This impact is positive and significant at the significance level (α>0.05).

Table 5. Results of the impact of information technology strategies on strategic success

Independent variable	Direction of impact	Dependent variable	Estimate(β) Regression coefficient	Standard error of the regression coefficient Se.(β)	R-square	Critical value C.R.	P-value
Information Technology Strategies	→	Strategic success	**0.87**	**0.179**	**0.77**	**4.86**	**0.02**

Source: Prepared by the researchers based on the results of the statistical analysis using AMOS V24 software n=312

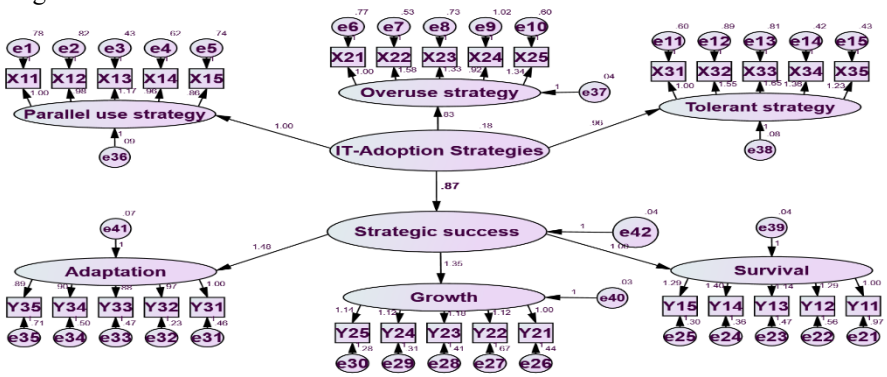

Fig. 2. The impact of information technology strategies on strategic success
Source: Prepared by the researchers based on the results of the statistical analysis using AMOS V24 software n=312

5 Conclusions and Recommendations

5.1 Conclusions

Conclusions can be explained as follows:

1. Check for a correlation IT adoption strategy in the organization under study, with the overuse strategy being the most prevalent, followed by parallel use, and then tolerance strategies. This reflects the Education Directorate's reliance on a diverse strategy for adopting IT.
2. Check for a correlation the presence of strategic success dimensions, with growth being the most important, followed by survival, then adaptation, demonstrating the system's contribution to growth, survival, and adaptation.
3. Check for a correlation revealed a significant positive relationship between the two variables: IT adoption strategies and strategic success. This indicates that the more an IT adoption strategy is adopted, the greater the organization's ability to achieve strategic success.
4. Impact analysis showed a significant direct effect of IT adoption strategies on strategic success.
5. The results also showed that the organization under study relied on these strategies, demonstrating the ambiguity of their adoption, given that the system was recently introduced and the organization was working to achieve the best strategy for achieving success.

5.2 Recommendation

The recommendations can be explained as follows:

1. Adopting a gradual approach to transitioning between strategies, which will enhance efforts to adopt the best strategy within the framework of the partial transition to adopting the EMIS system
2. Increasing the capabilities of the EMIS system, which will enhance its development capabilities to keep pace with the advanced capabilities of the means used to transmit information and data.
3. Intensify training for EMIS operators, develop the system to increase flexibility, involve operators in the development process, enhance cooperation with technical entities, and allocate sufficient resources.

4. Establish a specialized committee to develop IT adoption strategies and create a platform for exchanging experiences among EMIS operators

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