AVAILABILITY OF SMART CHARACTERISTICS OF ORGANIZATION IN UNIVERSITY: A SURVEY OF SAMPLE OF EMPLOYEES OPINIONS AT TIKRIT UNIVERSITY

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ABSTRACT

This study aimed at identifying the availability of the characteristics of smart organizations in university education and represented (strategic vision, knowledge development, order and compatibility, work pressure, collective commitment). The study was conducted on the University of Tikrit as a model. The study sample consisted of (150) employees, who were chosen in a randomized and accessible way, and the researcher used the descriptive analytical method in analyzing the study data and answering her questions.

The study found that: The level of availability of the characteristics of the smart organization at Tikrit University was variable in its value, as characteristics (collective commitment and knowledge development) were available, while the researched university did not have characteristics (strategic vision, regularity and compatibility, and work pressure). The employees 'level of awareness of the characteristics of the smart organization through the strategic vision was at an average evaluation level from the point of view of the study sample individuals. The sample's evaluation of the level of smart organization practice at Tikrit University came with a level of intermediate practice.

The study recommended several recommendations, the most important of which are: organizing periodic seminars by the college administration in which all employees participate in order to familiarize them with the characteristics of the smart organization and how to exercise it and take care of what the results of the smart organization can bring to the workers. Involve the teachers and students in expressing their point of view towards the future vision in a way that enhances the content of the university's mission to guide it, and develop their experiences towards looking to the future with a strategic vision.

Keywords: Smart Organization, University Education, Tikrit University.

INTRODUCTION

The changes and challenges that organizations are experiencing in the business environment are what necessitates organizations to adapt to these changes in order to take advantage of opportunities by identifying their strengths and avoiding failure by addressing weaknesses, and they should undertake improvement operations on the processes, products and services that these organizations provide to Its customers are constantly, and because it is

necessary for the leaders of organizations to look at relatively recent concepts in management, this study came to address the characteristics of the smart organization.

The focuses on the research and development processes in various organizations, which starts from the nucleus of the organization and then includes all parts of the organization in a holistic way, the concept of the smart organization has emerged based on the frequent changes and disturbances that occur in the business environment continuously, the smart organization is studying the changes that happen in The external environment and adapting it continuously in a way that is more than studying and reviewing the annual plan and what is planned, as it includes continuous processes that include choosing the best strategies in the organization that aim to find a successful compatibility between the organization and the environment by developing the competitive capabilities of the smart organization.

We find that contemporary business organizations face environmental challenges, fluctuations and changes, due to knowledge and technological developments, global openness and transparency, which led to increased opportunities for organizations to increase their smart capabilities that enable them to face these challenges and fluctuations that occur in the business environment, which contributes to achieving value and status for the organization It guarantees its strategic excellence and its pioneering success, through the use of smart methods and procedures that enable the organization to continue, maintain, and remain among competing organizations.

The Study Problem

Organizations are striving to be a smart organization, which requires them to provide requirements that contribute to building distinctive specifications, enabling them to achieve the best results by investing the best capabilities and energies in the individuals working in them to obtain the best organizational capabilities that enable them to achieve distinct results, in Iraqi organizations There is limited knowledge and knowledge of the dimensions of the smart organization, which is what makes it late for international organizations. In light of the foregoing, the study problem can be presented with the following questions:

1   What is the availability of the characteristics of the smart organization in Tikrit University?
2   What is the level of awareness by the employees of Tikrit University of the characteristics of the smart organization?
3   What is the level of workers in Tikrit University practicing the characteristics of the smart organization?

The importance of Studying

The academic importance is embodied in dealing with an important and contemporary topic of the reality of organizations in the third millennium with regard to the theoretical framework for smart organizations and knowledge of their dimensions in a way that enhances opportunities for organizations to achieve progress and keep pace with developments in the business environment, as well as address in the university field where the university represents a function and beacon for the process of scientific research through Its vital role in community service.

OBJECTIVES OF THE STUDY

The study aims mainly to identify the dimensions of smart organizations and the reality of their practice at Tikrit University by achieving the following goals:

1   Building a theoretical framework for the subject of the current study by tracking the achievements of specialized literature in this field.
2   Knowing the level of awareness of the employees of Tikrit University on the characteristics of the smart organization.
3   Knowing the level of practitioners at Tikrit University for the characteristics of the smart organization.

The Limits of the Study

The limits of the current study are clear in light of time, spatial and research limits as follows:

1   Time limits: 1/10/2018 to 1/5/2019.
2   Spatial boundaries: This study was applied at Tikrit University in Salah al-Din Governorate in Iraq.
3   Human frontiers: It included the members of the teaching staff working in Tikrit University.
4   Knowledge boundaries: The current study touched on identifying the dimensions of the smart organization.

Data Collection and Statistical Analysis Tool

In the field side, the researcher used the questionnaire form as a main tool to collect data, and it was presented to a group of experts specialized in various fields in order to test the extent of the apparent and comprehensive validity of the questionnaire questionnaire. For the sample, in order to indicate the availability and ownership of the researched university in order to keep the organization at large.

Study Population and Sample

The study population consisted of all the teaching staff at Tikrit University, who numbered (2611) teachers, and a sample was chosen in a random, accessible way, where the researcher distributed (175) questionnaires to the sample represented by the two teachers, and the number of retrieved questionnaires reached (168) questionnaires, and after emptying the retrieved questionnaire From the data it was found that there are (18) questionnaires incomplete data, thus the number of questionnaires valid for analysis has become (150) questionnaire.

THE THEORETICAL FRAMEWORK FOR THE STUDY

The rapid developments and changes that take place in the business environment led to the emergence of some modern terminology and made organizations strive to employ them and benefit from them in building organizations to keep pace with the changes taking place in the environment, and these terms are organizational intelligence (Organization Intelligent) and Intelligent Organizations), Organizations have sought to attract smart human resources in order

to be among the smart organizations, and be able to take appropriate strategic decisions that enable them to deal with changes and take advantage of the best opportunities available for the continuation, growth and distinctiveness of the organization.

First: The Concept of the Smart Organization

Organizations that have the ability to stay in the business environment and are able to adapt to changes that happen quickly in the external environment are considered smart organizations, by exploiting opportunities and avoiding threats through the optimal use of the organization's internal capabilities (Stonehouse et al., 1999), and in (1998) the concept of a smart organization emerged from a book entitled "Smart Organization: Creating Value Through Research and Development" by the authors (Matheson & Matheson), In their book, they indicated that the organization's ability to make and make smart decisions and its ability to adapt to changes in the external environment quickly is a competitive advantage of great importance in the current century, and that organizations that have the ability to build an organizational culture and take appropriate decisions in The right time, and she can use organizational measures to enable her to create a smart organization (Matheson & Matheson, 2001) Table 1.

Table 1 **THE CONCEPT OF SMART ORGANIZATION ACCORDING TO THE OPINIONS OF RESEARCHERS**		
NO	**Researcher and Sunnah**	**Understood**
1	Teresko,1998,52	An organization with the ability to develop continuously on the basis of products and services superior to competitors.
2	Richards,2002,36	The organization's ability to adapt and learn with the surrounding environment, and learn to be smart by linking all elements related to information management and learning
3	Al-Taie et al., 2013, 132	A purposeful social unit whose manager possesses a high level of knowledge and wisdom to deal with emergency and emerging events, and makes them more able to adapt to the organization's work environment.
4	Marjani & Arabi, 2011,49	The process of sharing knowledge and skill in all the intangible assets that are available in the process of problem solving and decision making within the organization.
5	Al-Abadi, 2012, 862	An organization that provides working people with the tools of success necessary to make their business easier, and helps the organization to survive and continue in the changing business world and thus becomes more efficient
6	Bratiaun, et.al., 2013,76	Organizations with the ability to adapt, learn and develop continuously, and respond quickly to environmental variables compared to competitors, which helps them to survive, continue and grow.

Source: The table prepared by the researcher, relying on the sources mentioned in the table.

In light of the foregoing, it can be said that the smart organization is the organization that has the ability to invest the minds in the organization in order to take strategic decisions and implement them.

The Importance of the Smart Organization

Many studies have highlighted the importance of the smart organization, because it is concerned with the use and investment of the minds it has in addition to the use of information technology in a way that facilitates the exchange of information away from the hierarchical system, it is concerned with the owners of multiple experiences and skills and determining the responsibility of each person working in it (Al-Anzi et al., 2015), and we find that many large organizations such as Dow Chemical and Skania have developed a set of systems that enable them to invest the high knowledge capabilities of their organizational cadres in order to adapt quickly to the external environment in order to ensure that they remain in an environment It is characterized by instability, and these organizations encourage their employees to exchange information and work collectively With the provision of modern and advanced means of communication is one of the important parts that provide a distinct educational environment and a good means of sharing knowledge and information in the organization environment (Stonehouse et al., 1999), and that the most important of these organizations came as a result of meeting the basic needs in the organization, and we find that there is Significant differences between organizations that continued to operate and were able to achieve success and organizations that were unable to continue to operate and thus failed, this difference indicates the basic and high level of work for the smart organization (Al-Anzi et al., 2015).

The Characteristics and Advantages of the Smart Organization

Smart organizations have the ability to adapt and change with the surrounding environment, and their employees are in coordination between the goals that they set in order to achieve them in addition to the flexibility of organizational structures and ongoing training for them (Rojas, 2013; organizations that are not unaware of the changes that take place in The external environment has the ability to respond to threats and avoid them and works to acquire and exploit opportunities and has the ability to learn from the mistakes of other organizations that work with them in the same environment, these organizations will be characterized by intelligence, while organizations that do not have the ability to respond quickly to external changes And do not learn from the mistakes of other organizations that are more likely to fail and collapse (Veryard, 2000) And that smart organizations have the ability to exploit as much of the tacit knowledge that exists among their workers, and that there is a full commitment for workers in the learning and training program, and that the organization has the great ability to adapt to rapid and unexpected environmental variables, and that the organization develops the existing intellectual capital It has (Brătianu et al., 2013). And the characteristics and advantages of smart organizations is the participation of workers with information about the organization's strategies and goals in terms of empowerment and freedom of initiative Which in turn stimulates innovation and creativity, ideas and proposals, as well as strengthening work teams to take risks and solve problems and enhance the spirit of cooperation, and that there be equality between workers and diversity and a system of incentives and fair compensation and the existence of continuous learning and training systems for workers. Figure (2) shows the characteristics and advantages of the smart organization (Stefanescu & Popa, 2009).

The Dimensions of the Smart Organization

The topic of smart organizations is one of the contemporary and relatively recent topics in administrative thought, and it is considered an important topic because of its specificity in dealing with the dimensions of organizations that are dimensions that have a fundamental role for the success of smart organizations. The researchers differed in determining the dimensions of smart organizations. The organization works with it, and the following dimensions have been highlighted because it is closer to the reality of the researched organizations:

A: Strategic Vision

The strategic vision is the basic building block in the work of the higher management of all organizations, and that the strategic vision is a future vision for the management of workers in smart organizations and has the ability to gain their loyalty and their sense of collective belonging to the organization, it has deep meanings and broad prospects and direct the wheel of time towards the future (Al-Issawi et al., 2012) and that the strategic vision drives the organization towards development and the possibility of the organization expressing the purpose of its presence in the business environment, in addition to that it enables leaders to develop the concept of success and how to achieve it (Al-Atawi & Amer, 2009), and the strategic vision is the future Qiqi organization should be characterized by realism, because it determines the strategic direction of the organization by searching for answers to a number of What are the future of the organization? What will it be? And what should it be? These questions indicate the direction the organization wants to follow in the future, and where the organization will end if it continues in its current activities (Harrison, et al., 1998) and we find that the strategic vision is the starting point for starting the organization's work and putting it on the right course of action. Providing a positive work environment through which workers can provide their maximum efforts, ideas and serious work that achieve this vision.

B: Knowledge development

Knowledge is the main point on which the efforts of workers and managers present in the organization are based and is one of the most important resources that the organization possesses in order to provide goods and services to customers and that intellectual capital is the basis of the competitive advantage that makes the organization to the fore (Mcshan & Glinor, 2007,13), and it is a product Intangible measurement, and insufficient physical enough to determine the possibility of trading knowledge as a commodity that can be sold but is standardized to a degree that allows competition, and the tangibility in it is being traded on a large scale and is the focus of attention of organizations that rely on knowledge (increases, 2008, 21), And this process is c A portion of operations Knowledge management as it focuses on developing and increasing the existing capabilities, skills and competencies of workers in the organization, and this in turn leads to the organization's commitment to investing human capital that leads to increasing the value and merit of the organization, enabling it to attract and attract workers who have a broad knowledge field in the labor market that is distinguished With global competition, it should also provide training programs continuously and work to enhance the capabilities and skills of workers through team work teams and focus on organizational learning that drives workers

towards creativity in providing their best in order to increase the efficiency of the organization (Sabri, 2011).

REGULARITY AND COMPATIBILITY

The organization has an organizational structure and a set of rules, instructions and policies for its purpose in order to ensure its work is carried out regularly and consistent with its goals and its general purpose, and in some cases what happens is a collision between the individuals working in it and the administration, without these rules and instructions collision and conflict occurs within the organization significantly, it is It is necessary to lay the foundations, rules and instructions that divide the tasks, tasks and responsibilities between the individuals working in it and to ensure collective work in a coordinated manner that ensures their interaction with the environment, and that these structures, rules and policies guarantee no collision and direct resources in a way that serves their general purpose Atwi, 2009, 70), And that the rules, policies, and structures, in turn, either work to create an environment of cooperation between the administration and the individuals working in it, as well as between the workers themselves, or lead to the creation of conflicts and conflicts by imposing restrictions that lead to the failure to achieve the goals. Regularity has been defined as a set of rules and methods of work adopted by the organization and committed to individuals within the organization aiming to coordinate the work of individuals and unify their efforts in a manner commensurate with the work of the organization and avoid collision. Likewise, compatibility has been defined as the alignment and control of differences and differences between policies, structures, procedures and work rules, and making them a process of repetition and duplication of efforts made (Al-Taei et al., 2013).

Work Pressure

Organizations rely mainly on the workforce in them, as the employees working in the organization are the basis of their success through the effort that they make, it is necessary to increase attention to them, follow them and determine their needs and know their level of performance and the pressures they suffer in a way that makes them feel the spirit of cooperation, which increases their level of performance and morale And that the large number of changes and the speed of developments that occur in the environment in which the organization operates require effort and high performance on the part of the employees to keep abreast of these events, which causes great pressure on the employees in the organization as a result of their anxiety and tension, which leads to a decrease in Wei performance (Hussein, 2015), We find that these pressures differ from one organization to another and from one individual to another according to the source and location of these pressures, whether in universities or factories or other professions, and work pressures are one of the important aspects of the modern work environment, as employees face persistent pressures that cannot They get rid of them (Al-Shuqairat et al., 2003). He defined (Ivancevich & Kono, 2006) the pressure of work as a subjective experience that leads to a psychological or organic difference in the individual such as nervousness and permanent anxiety or frustration as a result of factors in the individual himself or the environment in which works at.

A: Collective Commitment

Collective commitment is an important issue, whether in everyday life in general or in organizations in particular. The need to study and learn about human behavior in organizations has increased in order to increase his commitment and motivate him to perform his duties in the best way, and the concept of commitment includes all individuals working in The organization is composed of academics and managers, so we find that the individual or employee who is more committed to his organization is more serious in achieving the goals (Al-Ajami, 1999), and that the collective commitment indicates that there is a desire among employees to work with the spirit of one team in order to exert the highest levels of effort in work Emerging from true faith Meet organizational goals and values and can provide more than they are required to perform (Hanouneh, 2006, 2), That the collective commitment works to achieve many results, such as increasing the cohesion of the employees working among them and increasing their confidence in the organization, which achieves organizational stability and pushes to raise production rates, increase performance, low rates of work turnover and absenteeism, and get rid of problems and disputes that occur between employees (Al-Taei, 2007); (John, 2010) defined collective commitment as the feeling of the strong connection and integration and passion of the organization in which the group operates by believing in its goals and values, and the desire to exert more effort and preserve it.

The Second Axis: The Results of Data Analysis:

First: the method and procedures:

A Kurt-Khamisi scale was used in answering the study questions and indicating the content of the questionnaire, which consists of five weights (5 to 1).
Level = (upper limit of the scale - the lower limit of the scale) / number of levels
Level = (5-1) / 3 = 1.33; thus the levels are as follows:
Low = 1- Less than 2.33; Medium = 2.33- Less than 3.67; High = 1- 3.67

Second: The validity and consistency of the study tool:

Al-Dhahri Al-Thahri: The questionnaire was presented to a group of arbitrators from the faculty members in Jordanian universities in the field of economics and administrative sciences. A paragraph that measures the subject of the study.
The stability of the study tool: The researcher used the internal consistency test (Cronbach Alpha) to measure the consistency in the answers of the individuals of the researched eye to each question found in the questionnaire. (Sekaran & Bougie, 2010) and Table (2) show the stability factor of the study instrument.
Table (2) shows that the stability values (alpha) for all dimensions of the smart organization were greater than (0.60), and the value of the stability factor for the tool as a whole (0.771), and the above indicators indicate that the study tool generally has an acceptable stability factor and its ability to achieve the purposes of the study Table 2.

Table 2
STABILITY COEFFICIENTS FOR THE DIMENSIONS OF THE SMART ORGANIZATION

Variables	T	Dimensions	Number of paragraphs	Stability Coefficient (Alpha)
smart organization	1	strategic vision	5	0.624
	2	knowledge development	5	0.61
	3	regularity and compatibility	5	0.682
	4	work pressure	5	0.902
	5	collective commitment	5	0.707
The tool as a whole			25	0.771

Third: Description and Diagnosis of the Characteristics of the Smart Organization

The first requirement: What is the availability of the characteristics of the smart organization in Tikrit University?

To answer this question, the researcher used (One Sample T-Test) to check the availability of smart organization features, as shown in Table 3.

Table 3
RESULTS OF THE T-TEST FOR THE SMART ORGANIZATION DIMENSIONS

Dimensions	Test Value = 3.00					
	T	Availability Rankhng	Sig.	Mean Difference	95% Confidence Interval of the Difference	
			(2-tailed)		Lower	Upper
Strategic Vision	2.965	3	*0.010	0.653	0.18	1.126
Knowledge Development	3.541	2	*0.003	0.8	0.315	1.284
Regularity And Compatibility	2.433	4	*0.029	0.506	0.06	0.953
Work Pressure	0.668	5	*0.515	0.133	-0.294	0.561
Collective Commitment	7.39	1	*0.000	1.106	0.785	1.427
Smart Organization	4.374	-	*0.001	0.64	0.326	0.953

We note from the results of Table 3 that the level of availability of the characteristics of the smart organization in the university was uneven in its value, as it came first after (collective

commitment), followed by (knowledge development), while it came third (after the strategic vision), followed by after (Regularity and compatibility), and finally came after (work pressure) without a degree of contributions that could contribute to improving the smart organization. The researcher attributes these results to the fact that the university provides the characteristics of the smart organization for employees in different proportions where it was found that (collective commitment and knowledge development) obtained a high degree of availability due to its obtaining a value higher than the value of the weighted medium (3), while (strategic vision, regularity and compatibility Work pressure) obtained a value less than the weighted mean value (3), This indicates a low availability. These results indicate that the university focuses on providing a collective commitment and developing knowledge regarding the educational system by its employees as part of the educational responsibility as the institution is academic, and therefore neglected to pay attention to the issue of employee acquisition of experiences towards setting the vision towards the future of the university, through empowerment and granting Employees have the powers to make decisions aimed at improving the level of the smart organization, while employees have placed more work in their capacity than their organizational capabilities, resulting in low staff levels in self-development and an interest in improving the smart organization. Therefore, the hypothesis is acceptedThe availability of the smart organization (strategic vision, knowledge development) at Tikrit University was high. Except for (regularity and harmony, work pressure, group commitment) was low.

The second requirement: What is the level of awareness of the employees of Tikrit University on the characteristics of the smart organization?

To answer this question, the researcher extracted the arithmetic averages and the standard deviations of the responses of the study sample individuals on the paragraphs of the smart organization's strategic vision dimension, to find out the level of employees awareness of these characteristics, as shown in Table 4. The strategic vision included in the questionnaire on (5) paragraphs, The results of the statistical analysis of the responses of the sample members about the strategic vision dimension.

T	Vertebrae	SMA	STANDERD DEVIATION	IMPORTANCERDE	RATING LEVEL
**Table 4** RESULTS OF THE OPINION OF THE RESPONDENTS ABOUT THE STRATEGIC VISION				
1	The college administration has a clear vision about the future of the university within a strategic perspective	3.73	0.79	2	**Medium**
2	The senior leadership credibly declares the strategic directions of the university	3.72	0.88	3	**Medium**
3	The deans use the content of the university's mission to guide the strategic decision-making process	3.93	0.96	1	**high**
4	The college administration adopts effective measures in developing its future leaders	3.46	1.24	4	**Medium**
5	The working employees are experienced and have insight into the future	3.40	1.05	5	**Medium**
Overall average		**3.65**			**Medium**

We note from Table 4 that the employees 'level of awareness of the characteristics of the smart organization through the strategic vision was at an average evaluation level from the point of view of the study sample individuals, and the first place was the paragraph" The deans use the content of the university's mission to guide the strategic decision-making process "at the highest average An arithmetic of (3.93) with a high evaluation level, while the last rank was the paragraph "Employees are experts with experience and have an insight into the future" at the lowest average arithmetic amounted to (3.40) with an average evaluation level, and these results indicate that university employees adhere to administrative practices Walton Virtualization and the taking process The decision as stipulated by the laws and regulations stipulated in the university circular known as the guidebook, and there is a lack of understanding of the employees working at the university towards the method of relying on the guide to achieve their strategic vision, due to the low level of expertise towards determining the future vision, we do not notice in general The strategic vision at the average evaluation level from the point of view of the study sample individuals. Consequently, the researcher attributes this result to the low level of awareness of workers at the researched university about the characteristics of the smart organization.

The third requirement: What is the level of practitioners at Tikrit University for the characteristics of the smart organization?

To answer this question, the researcher extracted arithmetic averages and standard deviations through the responses of the study sample members of the researched organization, and the smart organization included in the questionnaire on (5) dimensions, and the data obtained for the dimensions were analyzed in order to know which of the dimensions that got the highest importance And evaluation level. As shown in Table No. (5).

Table 5 RESULTS OF THE SAMPLE OPINIONS OF THE SMART ORGANIZATION					
T	The dimension	Arithmetic average	Standard deviation	Order of importance	Rating level
2	Knowledge development	3.800	0.875	2	high
3	Regularity and compatibility	3.506	0.806	4	Medium
4	work pressure	3.133	0.773	5	Medium
5	collective commitment	4.106	0.579	1	High
Smart organization		**3.640**	0.566	---	Medium

It is shown in Table (5) that the level of assessment of the sample members of the smart organization came with an average of (3.64) with an average evaluation level, and a standard deviation indicating the affinity and homogeneity of the responses of the sample members about the practice of the smart organization in Tikrit University. The (collective commitment) dimension came first with an arithmetic average (3.75) with a high evaluation level, while it came in the last place after (work pressure) with an average (3.13) with an average evaluation level, and these results indicate that the university encourages its workers to practice teamwork and cooperation To get the job done. But there is a level of work pressure that affects the practice

of workers at the researched university and therefore affects the lack of interest of workers in the practice of modern methods represented by the characteristics of the smart organization, and the researcher attributes that to the availability of the smart organization in the university was at an intermediate level as the university administration does not care what matters The results of the smart organization that can be practiced by its employees, and its return on the goals of the researched university.

CONCLUSION AND RECOMMENDATIONS

Conclusion

It is clear from the analysis of the data related to the responses of the sample members of workers at Tikrit University, and the results were as follows.

The results showed that the reality of the availability of the characteristics of the smart organization in the researched university was uneven in its value, as it came first (collective commitment), and in the last rank came (work pressure), and these results indicate that university employees are committed to cooperating and participating in the completion of work, This results from the harmony of their values with those of the university. However, due to the work pressure exerted by the university towards workers, the organization has produced weakness in its use as a smart organization that contributes to coordinating tasks Tasks and duties with experience and merit in line with their capabilities with what is commensurate with the work assigned to them. In general, the university does not have a smart organization from the point of view of the study sample.

In terms of the reality of the employees 'awareness of the characteristics of the smart organization from the point of view of the study sample, the results showed that the evaluation level was average. This result indicates that employees have a weak understanding and knowledge of the strategies on which the organization's future vision is built, and therefore their overall knowledge level overall has weakened towards the strategic vision of the smart organization The researcher attributes this result to the university administration dealing with employees on the basis of decisions that are taken from the higher leadership of the university in line with the content of the university's mission to be guided by, which led to a weakness in the level of the strategic vision of the smart organization due to limited experiences towards looking to the future.

Finally, the results show that the reality of the employees of Tikrit University practicing the characteristics of the smart organization from the point of view of the study sample was at an average evaluation level. Those results indicate that management The university has pressures at work that affect the practice of workers to work, and therefore affects the lack of interest of workers in the practice of modern methods represented in the characteristics of the smart organization, but on the other hand there is an interest in encouraging employees to cooperate and participate and give them space in order to have an effective role in the industry The main decisions, which would affect the level of collective commitment in general.

Recommendations

Through the results reached, the researcher recommends the following: (strategic vision, regularity and compatibility, work pressure).

The current study is a first step to identify the availability of the characteristics of the smart organization in Tikrit University, and therefore similar studies are required in other sectors in order to reach a more comprehensive and accurate diagnosis of the smart organization in preparation for enhancing the principles of the smart organization with a positive impact on improving the ability of employees and their performance.

Organizing periodic seminars by the college administration in which all employees participate in order to familiarize them with the characteristics of the smart organization and how to exercise it and pay attention to what the smart organization results that employees can practice.

Involve the teachers and students in expressing their point of view towards the future vision in a way that enhances the content of the university's mission to guide it, and develop their experiences towards looking to the future with a strategic vision.

Redesigning the organizational structure in a way that makes it deeper and more important to support freedom of organizational and administrative communication between all different levels of information exchange, in order to support, spread and exchange knowledge between all workers.

Reconsidering delegating powers to employees within the principles of regularity and harmony by taking their opinions away from mood and personal considerations, and in a manner consistent with the principle of assuming responsibility, and identifying deficiencies in the negligent.

Educating employees by inculcating the culture of collective action and its importance towards them, and working on the principle of performing their duties collectively through competition in performance between college departments and stimulating the spirit of initiative to work.

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