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## Strategic Alignment and its Impact on Organizational Prosperity

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### Abstract:

**Purpose:** The current research aims to measure strategic alignment (SA) in its dimensions (communications, value, and efficiency of information technology (IT), governance, infrastructure, human resources skills) and its impact on organizational prosperity (OP) in its dimensions (organizational awareness, organizational capacity, organizational commitment, leadership support, empowerment).

**Theoretical Framework:** In light of what was suggested by the researchers (Barnes, 2017), (Singh & Arora, 2020), the importance of the study appears through identifying the frameworks and intellectual treatments associated with the study variables (strategic alignment, organizational prosperity).

**Design/Methodology/Approach:** : The study was conducted in the Central Agency for Standardization, Metrology and Quality Control (2024) by distributing (87) valid questionnaires that were analyzed using advanced statistical methods using the strategic alignment model with its dimensions (communications, efficiency and value of information technology, governance, infrastructure, skills) and its impact on organizational prosperity with its dimensions (organizational awareness, organizational capabilities, organizational commitment, leadership support, empowerment).

**Findings:** the most important results reached by the study is the impact of strategic alignment on organizational prosperity.

**Research Implications:** Applying all dimensions of strategic alignment has a significant impact on achieving organizational prosperity within the organization under study, especially the two dimensions (communications, human resources skills), as their application leads to a significant increase in organizational prosperity.

**Originality/Value:** This study aims to identify the importance of strategic alignment and areas for achieving organizational prosperity at various levels of the organization under study, whether at the individual or organizational level. In addition, it contributes to bridging the knowledge gap by identifying the skills and qualities necessary to develop strategic alignment and enhance organizational prosperity.

**Keywords:** *Strategic alignment (SA); organizational prosperity (OP).*

**JEL Classification:** M10, M12, M15, M19.

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## **1. Introduction:**

The concept of (SA) has attracted the attention of many researchers and practitioners as it has become more difficult and complex with the increase in the dynamics of change as organizations of all sizes and structures search for strategies to improve performance without sacrificing quality (Ghonim et al., 2022). Strategic alignment is the alignment between the organization's strategy and its internal and external factors. It can help acquire and develop organizational resources and capabilities (Tassabehji & Isherwood, 2014). There are several types of strategic alignment, including internal, which is the mobilization of tangible and intangible internal resources to implement the organization's strategy, and this is what leaders do, as leaders mobilize members of the organization to contribute to the organizational strategy (Weiling, 2017). It is of two types: the first is horizontal alignment: It is the understanding of each individual in the departments of the processes and procedures and cooperation and communication between them for a common goal that must always be in line with the strategic goal of the organization, and horizontal alignment is related to the alignment of people working from multiple departments within the organization (Brierley, 2018). The second vertical alignment is vertical alignment: Vertical alignment emphasizes alignment within each function and focuses on how different departments direct their functional objectives towards the organization's goals. It is like linking the human resources strategy to the business strategy as an example of vertical alignment (Alagaraja et al., 2015). External alignment means compatibility with environmental changes and external stakeholders and with the external environment's multifaceted and changing expectations, beliefs, and requirements (Volk & Zerfass, 2018). Organizational prosperity is when the organization succeeds and provides security, stability, survival, and long-term sustainability through creativity and competitiveness. Organizational advantage, flexibility, and response speed are some challenges competitor's encounter. It is providing the required services and products (Hussain & Al-samarai, 2023). Organizational financial and social stability, the ability to handle a variety of environmental challenges, the development of sustainable competitive capabilities that enhance the organization's capacity to flourish, endure, and grow, and the promotion of sustainable innovation and creativity through the provision of goods that satisfy consumer expectations are all reasons why (OP) is important. (Mustafa & Turki, 2024). The literature reviews and the theoretical framework of the research variables (strategic alignment, organizational prosperity) will be reviewed, the research methodology, the research results and their discussion, and finally, the research conclusion.

## **2. Literature Review and Hypothesis Development:**

### **2.1 literature review:**

Researchers have witnessed the emergence of (SA) in recent decades. (SA) has been defined as the degree of fit and integration between business strategy, IT strategy, business infrastructure, and IT infrastructure (Mohamed Al Khalifa, 2016). It has also been defined as the important elements in the organization that are well connected, which means that they fit together well and reinforce each other. In an aligned organization, all elements support the organizational strategy (Dyer et al., 2020). The concept of alignment is characterized by the integration of well-designed organizational and business strategies that show how every department in the organization is working toward the same main aim or target. The most generally used model of the model is the (SA) Model (SAM), which stands for the conventional viewpoint. It consists of four domains (business strategy, business alignment infrastructure, IT

strategy, and information system infrastructure). The goal is to create functional, organizational, and (SA) (Barnes, 2017). The organization's position determines the alignment needs. The organization's position leads to different alignment needs. Some of these needs are vertical—i.e., shared with organizational units—and others are horizontal—i.e., inter-organizational units (Ecology, 2012). Two main frameworks support (SA) in organizations. Firstly, the ability of an organization to create, develop, and reconfigure internal and external capabilities in response to quickly changing circumstances in order to gain new and creative forms of competitive advantage is known as dynamic capability. (Gerow et al., 2015). Second, co-evolution occurs at two levels, at the macro level, organizations constantly seek to reposition themselves in distinctive positions in a complex and turbulent environment by adjusting their organizational strategy. Thus, the alignment between the organizational strategy and the surrounding environment lies, the micro level requires the possibility of the organization evolving with its environment functional fitness within the organization, especially how the key resources or capabilities are dynamically compatible with the organizational strategy. The alignment lies between the organizational strategy and the key capabilities within the organization. (Copetrol, 2015). Previous books, research, and studies have addressed (SA) in different dimensions, representing the orientations and ideas of their researchers and writers, in addition to the contemporary and emerging problems facing public organizations. The following dimensions were relied upon (communications, IT efficiency, governance, infrastructure, human resources skills) (Barnes, 2017) because they are compatible with the research objectives and suitable for application in public organizations. Communication is more important for all organizations that aim to achieve their goals in the labor market, and its importance is particularly evident in periods of crises, reorganization, launching large projects, and the like. The changes brought about by globalization impose the need to adapt the internal organization in all organizations regardless of their industry and ownership, given the direct connection with the organization's goals and development. (Ristić et al., 2024). As for IT efficiency, IT is a field related to using computers, software, networks, databases, networks, and information systems. It also deals with the way people interact with information and technology. Harahap mentioned that measuring efficiency and value has an impact on (SA) (Prastyaningtyas et al., 2023). Many organizations have difficulty demonstrating business values in terms that the organization understands. Therefore, it can be recommended to have mutually developed dashboards between strategies that demonstrate the value of IT in terms of contribution to the business as well as service levels that are evaluated through business terms translated for IT (Lilja & Tarland, 2016). Governance in organizations emerged as a result of the increasing need to re-adjust organizational structures and adopt new management models by organizations. The management model aims to improve the performance of the organization, i.e., organizational governance practices turn into principles and guidelines that contribute to the quality of organizational management to sustain its economic value in the long term. (Yparraguirre et al., 2023). The basic premise of (SA) is that analyses using traditional methods tend to focus on the extent of alignment between the organization's strategy and the organization's infrastructure (known as strategic fit), or on the other hand, the extent to which the use of information and communication technology supports the business approach. (Eliwa et al., 2022). As for human resources skills, they focus on the type of employees required, motivation, training, education, and culture. An organization can assess whether it is capable of change or not through the ability of its employees to learn quickly or feel personal responsibility towards innovation or whether the organization benefits from the spirit of entrepreneurship among employees (Lilja & Tarland, 2016). As for prosperity, it has been defined as the stage in which the organization reaches success and provides security, stability, survival, and long-term sustainability through its creativity, competitiveness, organizational advantage, flexibility, and speed of response in the face of challenges and competitors. Providing the required services and products. (Hussain & Al-samarai, 2023).

Where prosperity increases organizational confidence among employees, which encourages them to perform well and achieve the highest levels of efficiency, and thus achieve the well-being of employees that the organization contains to maintain levels of growth and creativity, to gain customer satisfaction continuously, and achieve social and economic stability for organizations and their employees to face all environmental challenges.(Al-mohsen & Jamal, 2023). Organizations have relied on several strategies to achieve their goals and increase their performance, including the organizational effectiveness strategy, the motivation strategy, and the empowerment strategy to achieve (OP)(Manzoor, 2011). Where organization refers to the process of identifying and arranging the work to be done and appointing and delegating authority and responsibility to enable people to work together effectively to achieve goals. The organization will be more effective if all human resources, material or financial resources, or information play an active and fruitful role in achieving the organizational goal(Ansari et al., 2023). As for organizational effectiveness, it is the efficiency with which the organization achieves its results using Its resources effectively. It includes the organization's ability to achieve its goals and community expectations in the short term, adapt and develop shortly, and sustain itself in the long term. (Martins et al., 2023). Motivation can be defined as an administrative process that encourages individuals to work better for the organization's overall benefit by providing them with motivations based on their unfulfilled needs. (Nduka, 2016). Empowerment is considered one of the most effective strategies for improving employee performance and resources, as it concerns the effects of the human resource management system (Ameen et al., 2022). The success of an empowerment program is determined by four principles: The principle of equality between the entity and the organizations that are empowering, i.e., there is a balance in the distribution of power between different groups. Empowerment must be able to ensure harmony and balance that allows employees to obtain job opportunities.(Yunus, 2021) The principle of participation The ability of the subject of empowerment to encourage their commitment to developing themselves; The principle of independence so that there are changes after empowerment internally and eventually they can manage their resources optimally; and the principle of sustainability targeting long-term and sustainable improvements, so that the subject of empowerment can ultimately empower itself.(Rukti Tanaya & Ekyawan, 2020) . Previous books, research, and studies have addressed (OP) in different dimensions, representing the orientations and ideas of their researchers and writers, in addition to the contemporary and emerging problems facing public organizations and reliance was placed on the dimensions (organizational awareness, organizational capacity, organizational commitment, leadership support, empowerment)(Singh & Arora, 2020) Because they are pillars in enhancing organizational prosperity, and the possibility of applying all dimensions in the Central Agency for Quality Measurement and Control, and they were previously applied in public organizations in the study (Mansour, K. N., & Mohammed, 2022) in the Anbar Health Department. . Awareness is the concept through which organizations or consumers are informed of the characteristics of products and encouraged to try them so that repurchase behavior can be built. (Ramli et al., 2023) Individuals with high organizational awareness and social skills can develop their social network more effectively due to their ability to influence others, appear honest, and act more consciously. (Imam et al., 2022). In addition, low education levels, weak organizational awareness, and managerial skills of employees have influenced organizational development(Akinbola & Aturamu, 2021). Organizational capabilities are defined as the need for an organization to absorb knowledge of values and norms in society and integrate these values into the design of its innovations. This requires not only specific skills at the team level but also capabilities at the organizational level.

Three organizational capabilities have been identified: value acceptance, reflection, and expression. Organizational commitment is defined as "the relative strength of an individual's attachment to and participation in a particular organization.(Jabri & Ghazzawi, 2019). Three general stages describe employees' commitment to the organization in which they work: Compliance is when an individual tends to perform only under conditions of observation by the worker; Identification is when an individual tends to perform only under conditions of prominence of his or her relationships with the organization or senior management, and Behavioral or Attitude Commitment is when an individual exhibits behavior "under conditions related to the issue. Regardless of monitoring or prominence, through which (OP) can be achieved, all organizations seek.(Meixner et al., 2021). In order to help workers feel like they belong psychologically at work, empowerment places a strong emphasis on granting members the authority and responsibility to carry out their duties. Empowerment also improves workers' job-related knowledge and skills. Additionally, it is anticipated to strengthen their dedication to the organization. (MARTA et al., 2021) Its importance in organizations lies in that it can make employees work harder and get better performance.(Wu et al., 2023) . Leadership is a management strategy that focuses on both the collective interests of the group and the well-being of its members individually. Leadership affects prosperity by adopting technological innovation and new methods in many sectors, which are flexible enough to accommodate unexpected circumstances in the future (Rasul et al., 2024).

## 2.2 Hypotheses:

**The main hypothesis:** There is a significant impact of strategic alignment in its dimensions on organizational prosperity in its dimensions, and the following hypotheses branch out from it:

H1: There is a significant effect of the communication dimension on (OP).

H2: There is a significant effect of the dimension of the efficiency and value of IT on (OP).

H3: There is a significant effect of the dimension of governance on (OP).

H4: There is a significant effect of the dimension of infrastructure on (OP).

H5 There is a significant effect of the dimension of human resources skills on (OP).

## 3. Methodology:

### 3.1 The Sample:

The descriptive analytical approach was chosen for several justifications, the most important of which is that this approach attempts to study the phenomenon under study from all its aspects. The research seeks to study (SA) and its impact on (OP) from a theoretical and applied perspective. This approach also attempts to obtain descriptive data by using a questionnaire through a survey of the opinions of the research sample and then converting this descriptive data into quantitative data that can be analyzed statistically to reach a set of results that help achieve the desired goals. Research sample The Central Agency for Standardization and Quality Control, one of the Iraqi Ministry of Planning formations, was chosen as a research community. General managers, department managers, and representatives of the divisions were relied upon as a research sample. (106) questionnaire were distributed, (97) were received, and 87 were valid for the practical aspect of the research. A five-point Likert scale was used to measure the variables, and the validity of the data was verified by examining the internal consistency of the scale using the "Cronbach's Alpha" coefficient, as shown in Table (1)

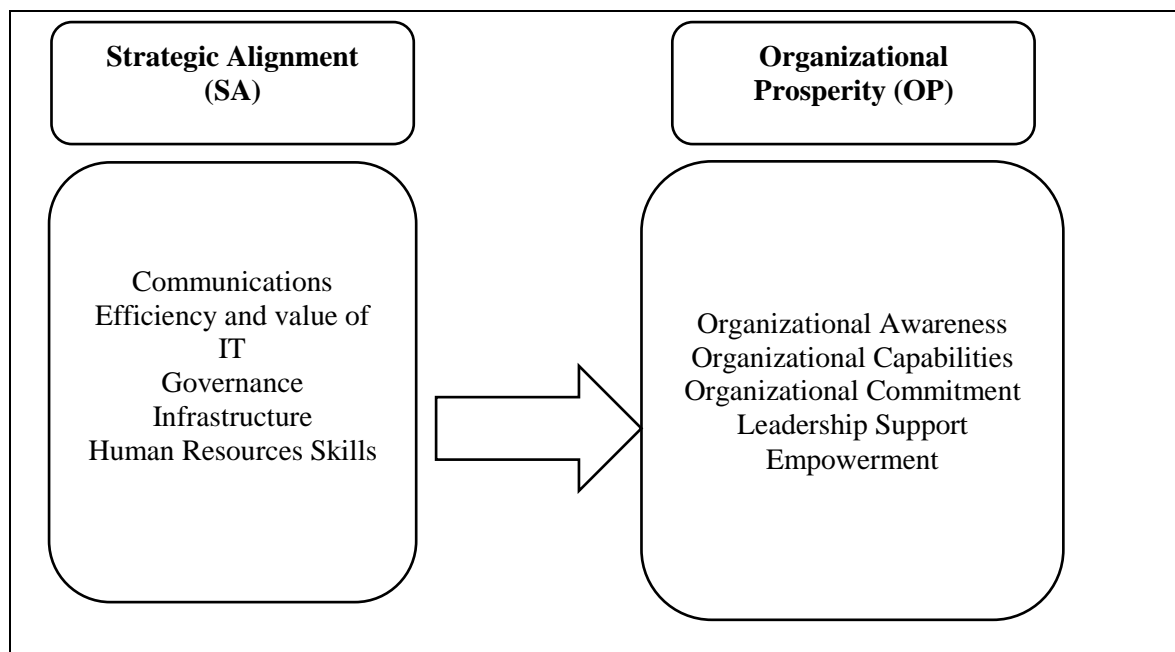


**Table (1)** Response of the sample

	Distributed	Non-refundable	Not valid for analysis	valid for analysis
Number	106	9	10	87
Percentage	100%	9%	9%	82%

### 3.2 The hypothetical scheme of the research.

The hypothetical plan shows the image that expresses the basic idea of the research and clarifies the nature of the relationship of influence between the main variables of the research and its dimensions.



**Figure 1:** Hypothetical outline of the study

## 4. Result:

### 4.1 Descriptive statistics:

#### 4.1.1 Interpretation of study variables:

In general, Table (2) shows the summary of the results for the dimensions of Strategic alignment The (SA) variable achieved a mean value of (2.529) with a weak level, a deviation of (0.589), and a coefficient of variation of (23.28), as the percentage of agreement on this dimension reached (50.57%). In comparison, the percentage of disagreement reached (49.4%). Therefore, this indicates a decline in the levels of (SA) or a decline in achieving the goals sought by the organization under study with a decline in the levels of efficiency and a decline in creativity and innovation among employees, which will negatively affect the overall performance of the organization under study. The results also revealed that the dimension with the highest total arithmetic mean, communications, was 2.750 with an average level of deviation of 0.748 and a coefficient of variation of 27.20. The percentage of agreement and disagreement on this dimension, respectively, was 55.00% and 45.00%, respectively, and it was ranked in the (third) order of relative importance among the dimensions of the (SA) variable. The results indicated that the lowest total arithmetic mean was at the dimension (governance), which amounted to (2.201) with a weak level with a standard deviation of (0.759) and a coefficient of variation of (34.46), as the percentage of agreement on this dimension amounted to (44.02%), while the percentage of disagreement amounted to (55.98%), because, in terms of the relative

relevance of the dimensions of the (SA) variable, this dimension appeared in the (fifth) order. The dimension (infrastructure) came in the first-order dimensions, the most crucial dimension compared to other dimensions. as shown in Table (2):

**Table (2)** Summary of the dimensions of the Strategic Alignment variable

Dimensions of Strategic Alignment <i>the</i> variable	Arithmetic mean	deviation	coefficient of variation	Agreement rate	Disagreement rate	Dimensions arrangement
Communication	2.750	0.748	27.20	55.00	45.00	3
Competency and Value Measurements	2.509	0.668	26.65	50.17	49.83	2
Infrastructure	2.603	0.626	24.04	52.07	47.93	1
Governance	2.201	0.759	34.46	44.02	55.98	5
Human Resource Skills	0.581	0.756	29.31	51.61	48.39	4
Strategic Alignment	2.529	0.589	23.28	50.57	49.43	

As for (OP), it achieved an arithmetic mean of (2.781) with an average level and deviation of (0.690) and a coefficient of variation of (24.82), as the percentage of agreement on this dimension reached (55.62%). In comparison, the percentage of disagreement reached (44.38%), which indicates the lack of dispersion of the sample's answers and their confirmation of the existence of a decline in the levels of (OP), i.e., the existence of a decline in the levels of performance and quality of work and weak morale and motivation of employees. The results showed that the highest overall mean was at (organizational commitment) as it reached (2.922) with an average level with a standard deviation of (0.841) and a coefficient of variation of (28.77), as the percentage of agreement on this dimension reached (58.45%), while the percentage of disagreement reached (41.55%), as this dimension came in the (fourth) rank in terms of the arrangement of the dimensions of the (OP) variable. The results indicated that the lowest overall mean was at the (organizational capabilities) dimension as it reached (2.612) with an average level with a standard deviation of (0.719) and a coefficient of variation of (27.53), as the percentage of agreement on this dimension reached (52.24%). In comparison, the percentage of disagreement reached (47.76%), as this dimension came in the (third) rank regarding the arrangement of the dimensions of the (OP) variable. It is clear that (leadership support) came in the first rank in terms of dimensions as it was the most crucial dimension compared to the other dimensions. as shown in Table (3):

**Table (3) Summary of the dimensions of the Organisation Prosperity variable**

Dimensions of Organisation Prosperity the variable	Arithmetic mean	deviation	coefficient of variation	Agreement rate	Disagreement rate	Dimensions arrangement
Organizational Awareness	2.776	0.747	26.91	55.52	44.48	2
Organisational Capabilities	2.612	0.719	27.53	52.24	47.76	3
Organisation Commitment	2.922	0.845	28.77	58.45	41.55	4
Leadership	2.790	0.845	30.27	55.80	44.20	1
Empowerment	2.805	0.749	26.72	56.09	43.91	5
Organisation Prosperity	2.781	0.690	24.82	55.62	44.38	

The results indicated that the highest overall mean was for the variable (organizational prosperity), which amounted to (2.781) with an average level with a standard deviation of (0.690) and a coefficient of variation of (24.82), as the percentage of agreement on this variable amounted to (55.62%), while the percentage of disagreement amounted to (44.38%), as this variable came in the (second) place in terms of arrangement.

The results showed that the lowest overall arithmetic mean was for the variable (strategic alignment), which amounted to (2.529) and at an average level with a standard deviation of (0.589) and a coefficient of variation of (23.28), as the percentage of agreement on this variable amounted to (50.57%), while the percentage of disagreement amounted to (49.43%), as this variable came in the (first) order in terms of relative importance, as shown in Table (4).

**Table (4) Summary of research variables**

Search variables	Arithmetic mean	standard deviation	coefficient of variation	Agreement rate	Disagreement rate	research variables
Strategic alignment	2.529	0.589	23.28	50.57	49.43	1
Organizational prosperity	2.781	0.690	24.82	55.62	44.38	2

## 4.2 Hypothesis testing:

### 4.2.1 main hypothesis:

There is a significant effect of Strategic alignment on Organizational prosperity Table (5) shows the results of the analysis of the effect between Strategic alignment and Organizational prosperity. The calculated (F) value between (SA) and OP was achieved (196.473). It is greater than the tabular (F) value of (3.92) at a significant level of (0.05). This result provides sufficient support to accept the main hypothesis: (there is a significant effect between (SA) and (OP)).



Table (5) Statistical indicators between the dimensions of (SA) and (OP) using multiple linear regressions

Dimensions of the (SA) variable	( $\alpha$ )	( $\beta$ )	(t)	Sig.	(R)	(R <sup>2</sup> )	(R <sup>2</sup> ) Adj	(F)	Sig.
Communications	0.380	0.304	4.240	0.000	0.867	0.752	0.736	49.041	0.000
Measuring the efficiency and value of IT		0.070	0.847	0.399					
Governance		0.151	1.882	0.063					
Infrastructure		-0.007	-0.077	0.939					
Human resource skills		0.416	5.835	0.000					
F tabular					2.422				
t tabular					1.984				
Number of influential (acceptable) dimensions = 2									
Number of ineffective (acceptable) dimensions = 3									

Source: SPSS V.28 outputs

#### 4.2.1.1 Testing the first sub-hypothesis:

There is a significant effect of communication dimension on organizational prosperity. The calculated (F) value between the communication dimension in (OP) was (99.798). It is greater than the tabular (F) value of (3.92) at a significance level of (0.05). This result provides sufficient support to accept the first sub-hypothesis of the second main hypothesis, which states (that the communication dimension significantly affects (OP)). This indicates that communication has a significant effect on (OP). meaning that when the organization has effective communication, this will lead to improved internal communication, enhance trust and the spirit of cooperation among employees, and improve communication with customers, which will lead them to achieve organizational prosperity.

#### 4.2.1.2 Testing the second sub-hypothesis:

There is a significant impact of the dimension of value and efficiency of information technology on organizational prosperity. The calculated (F) value between the dimension of measuring the efficiency and value of IT on (OP) was (51.407), which is greater than the tabular (F) value of (3.92) at a significance level of (0.05). This result provides sufficient support to accept the second sub-hypothesis of the second main hypothesis, which states (that there is a significant effect of the dimension of measuring the efficiency and value of IT on (OP)). This indicates a practical effect of the efficiency and value of information on (OP). That is, when the Central Agency for Standardization and Quality Control works on information technology, this will lead to improving operational efficiency and improving the quality of services provided, while achieving ease in enhancing communication, cooperation and quality of decision-making, which will consequently lead to reaching levels of organizational prosperity.

#### 4.2.1.3 Testing the third sub-hypothesis:

There is a significant impact of governance dimension on organizational prosperity. The calculated (F) value between the governance dimension and (OP) reached (81.248). It is greater than the tabular (F) value of (3.92) at a significance level of (0.05). This result provides sufficient support to accept the third sub-hypothesis of the second main hypothesis, which states (that the governance dimension significantly affects (OP)). This means that governance has a practical effect on (OP). This is because governance is considered one of the essential elements for achieving organizational prosperity, as it contributes to providing a healthy and sustainable work environment, which enhances performance and helps achieve organizational prosperity.

#### 4.2.1.4 Testing the Fourth Sub-Hypothesis:

There is a significant impact of the infrastructure dimension on organizational prosperity. The calculated (F) value between the infrastructure dimension in (OP) was (49.250), which is greater than the tabular (F) value of (3.92) at a significance level of (0.05). This result provides sufficient support to accept the fourth sub-hypothesis of the second main hypothesis, which states (that the infrastructure dimension significantly affects (OP). This confirms the existence of an effective effect of infrastructure on (OP). The presence of a healthy work environment will provide the fertile ground that will allow employees to advance in their organizational levels and thus achieve organizational prosperity.

#### 4.2.1.5 Testing the five Sub-Hypothesis:

There is a significant impact of the dimension of human resources skills on organizational prosperity. The calculated value between the human resources skills dimension in (OP) was (132.271). It is greater than the tabular (F) value of (3.92) at a significance level of (0.05). This result provides sufficient support to accept the fifth sub-hypothesis of the second main hypothesis, which states (that there is a significant effect of the dimension of human resources skills on (OP). This confirms that human resources skills effectively and strongly affect (OP). The presence of high-skilled employees, with attention to their organizational levels and the provision of all requirements that would develop the experiences and knowledge they possess, will consequently have a positive impact on achieving organizational prosperity.

#### 5. Discussion of Results:

The results indicate that the descriptive statistics for the communications dimension, as it is clear that it achieved an arithmetic mean of (2.750) with an average level and a standard deviation of (0.748). The answers to the questions of the dimension were between (weak to neutral), and this indicates the weakness of the communications dimension in the standardization and quality control apparatus being studied, as it was clear that there is weak interest in the nature of communications within the apparatus. It was also clear that the dimension of efficiency and value of information technology, as it achieved an overall general arithmetic mean of (2.509) with a weak level and a standard deviation of (0.668). Most of the answers to the questions of the dimension were (weak), and this indicates the weakness of the levels of the efficiency and value of information technology dimension within the Central Agency for Standardization and Quality Control, as there is no actual interest, whether in the value of the information technology function or in measuring its levels. It is clear that the descriptive statistics for the governance dimension achieved an overall general arithmetic mean of (2.201) with a weak level and a standard deviation of (0.759). All answers to the dimension questions were (weak), indicating the clear weakness in the levels of governance within the apparatus. The research results show the descriptive statistics for the infrastructure dimension, as it is clear that it achieved a general arithmetic mean of (2.603) with a weak level and a standard deviation of (0.626). The answers to the dimension questions were between (weak to average), which confirms the clear weakness in the infrastructure of the apparatus under study, as the apparatus does not work to evaluate and apply emerging technologies effectively. The descriptive statistics for the human resources skills dimension show that it achieved a general mean of (2.581) with a weak level and a deviation of (0.756). The answers to the dimension questions were between (weak to average), which indicates the decline in the levels of human resources skills, as despite the presence of competencies and expertise within the apparatus under study, the lack of thoughtful attention to the importance of human resources or the lack of justice among employees often leads to weak human resources skills or leads them towards organizational silence. And isolate themselves. As for the organizational prosperity variable, the organizational awareness dimension achieved descriptive statistics with an overall average of (2.776) and an average level and deviation of (0.747).

Most of the answers to the dimension questions were at (average), which confirms the existence of some decline in organizational awareness in the Central Agency for Standardization and Quality Control, as despite the existence of attempts to reach levels of organizational awareness, they are mostly not very effective. The descriptive results indicate the organizational capabilities dimension, as it is clear that it achieved an overall average of (2.612) and a weak level and deviation of (0.719). All the answers to the dimension questions were between (weak to average). In general, it appears to us that there is weak interest in the organizational capabilities that the agency possesses, and this is a result of the weak interest of senior management in paying attention to the organizational capabilities that it possesses, as it does not work to develop these capabilities, whether through procedures or the means it adopts, as we did not notice the existence of procedures that encourage employees to generate new ideas, or even did not find a clear mechanism that facilitates the process of communication or the distribution of knowledge or the exchange of experiences between employees within the agency. As for the descriptive statistics for the dimension of organizational commitment, it is clear that it achieved an overall average of (2.922) with an average level and a deviation of (0.841). All the answers to the questions of the dimension were at (the average), and this confirms the existence of a decline in the levels of organizational commitment within the organization under study, as we did not find that there is actual interest in generating the desire among individuals to stay and work in the agency and its formations, and we also find that there is a decline in strengthening the sense of belonging and pride among employees. The results of the descriptive statistics for the dimension of leadership support showed that it achieved an overall average of (2.790) with an average level. The deviation reached (0.845). Most of the answers to the dimension questions were at (average), which confirms the existence of a clear decline in the levels of leadership support. The results of the descriptive statistics for the empowerment dimension show that it achieved an overall average of (2.805) and an average level and deviation of (0.749). All the answers to the dimension questions were at (average), which indicates the existence of a low level of interest in the empowerment dimension for employees within the organization being studied.

#### **6. Conclusion:**

The results indicate There needs to be more interest in communications within the agency, especially in providing the appropriate atmosphere for exchanging experiences related to organizational work among workers or between senior management and employees. There needs to be more communication channels for exchanging ideas and knowledge among workers that are consistent with their job specializations. Therefore, the existence of such a decline will negatively affect the effectiveness of communications within the Central Agency for Standardization and Quality Control, as well as the nature of the (SA) that the agency seeks. There has also been a decline in the agency's use of budget measures by linking work measures and IT. Therefore, there was no link between work measures and how to perform them with technology. As it is clear that the agency does not have effective practices for the continuous improvement of IT and work, there is a weakness in the levels of commitment of employees to the legislation or laws governing the agency, and the research concluded that this is a natural result of the negligence of senior management. When we do not find interest in the employee or in the communications that develop the employee's levels or attempt to develop him, the result will be neglect and an attempt not to implement most of the laws that the agency previously sought, with a weakness in interest in human resources and considering it a strategic resource that cannot be dispensed with within the organization. We also find that in most cases, senior management does not see the need for employees to participate in achieving the organization's goals. If this trend continues, it will negatively affect the effectiveness of the organization under study.

There will be a decline in the levels of justice for senior management within the organization under study, as most employees feel this, and this indicates that there is a significant problem that the Central Agency for Standardization and Quality Control suffers from, as the employee's arrival with a sense of injustice will lead him to lose confidence in all decisions issued by senior management, even if they are correct.

#### Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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