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# **The effect of strategic alignment in achieving organizational ingenuity: An analytical study of a sample from the Iraq tourism authority – Baghdad**

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**Abstract**---The aim of the current study is to show the role that strategic alignment(SA) can play in achieving organizational ingenuity(OI) , partnership, governance, skills, and infrastructure), while the dependent variable had five dimensions (exploration, investment, structural ingenuity, contextual ingenuity, leadership ingenuity), while the method used in the study is the descriptive analytical approach, and a questionnaire was designed to collect the necessary data, A deliberate sample of (113) members was selected, distributed at the level of administrative leaders in the body in question, who are in the position of (general manager, assistant general manager, department manager, division official). Those variables interacted to form the general framework around which the study revolves. Main and subsidiary hypotheses emerged from them in order to reach the aforementioned goal of the study.

**Keywords**---strategic alignment, organizational ingenuity, tourism authority.

**Introduction**

As a result of increasing changes and turmoil in business environment at present time , characteristic of environmental ambiguity, which directly affected the performance of organizations in general, especially tourism organizations(TG) in

particular, which requires the search for more productive techniques to meet these challenges. Intellectual debate among researchers, hence idea of striving to achieve (OI) through its dimensions , tools to reduce this controversy , ambiguity in organizations by employing (SA) methodology, which is one of important tools to achieve high performance in organizations , tourism organizations by establishing it in minds of workers and enhancing self-awareness In the organization towards this direction therefore, these concepts are considered as competitive tools in organization when they are applied by top management an optimal manner.

## **Methodology**

### **Problem of study**

AS result of increasing changes and turmoil in business environment at present time , characteristic of environmental ambiguity, which directly affected performance of organizations in general, especially tourism organizations in particular, which requires the search for more productive techniques to meet these challenges, accordingly, they need to employ effective technologies , technological tools , constantly improve their work by achieving ingenuity Therefore, the role of strategic alignment appears as a strategic path , methodology that contributes to improving organizational excellence, as success or inability of any organization in face of these disturbances or changes depends on awareness, ability investment of opportunities by senior management through inspiration, prediction , deep understanding of the interpretation of phenomena. In organization, on the contrary, it will lead to failure to achieve goals of organization, as it requires the skills and capabilities of senior management to answer any gap that affects the performance of organization. It requires the harmonization between (SA) and organizational ingenuity , their adaptation in activities and procedures of organization. Hence, The problem of field study crystallized through the main question (Does the Iraqi Tourism Authority have an awareness of enhancing (OI) by using the strategic alignment methodology) The following questions emerge from this problem:

- Is there an perception in Iraqi Tourism Authority(ITA) of concept and the role of (SA) in enhancing (OI)?
- Do senior leaders of (ITA) have a clear vision of study variables?
- What is level of availability of strategic compatibility in the Iraqi Tourism?

### **The importance of study**

It consists of following:

- A Statement of intellectual , scientific foundations of study variables (SA, OI) clarifying most important things mentioned in literature regarding these variables.
- Enriching subject of (SA) , (OI) in a simplified manner due to scarcity of studies that attempted to link between two variables, to knowledge of researcher.

- The study derives (IT) importance from value of sector in which it will be applied, which is tourism sector (ITA) , what this sector constitutes of great importance to Iraqi economy. Within environment in which it operates, which will reflect positively on increase in (SA) operations in it.

### **Objectives of study**

- a. To make clear theoretical framework variables, by presenting recent literature that dealt with (SA) , (OI), identifying its intellectual contents and extracting most useful indicators it.
- b. Determining nature of interconnected relationship between (SA) (OI)in Tourism Authority.
- c. Determining impact level (SA) with dimensions (communication, partnership, governance, skills, infrastructure) in achieving (OI) with its dimensions (exploration, investment, (SA), contextual ingenuity, leadership ingenuity) to (TA),

### **The hypotheses of study**

Was research hypotheses were as follows:

H1: There is no significant effect between dimensions of (SA) together in organizational prowess, following sub- hypotheses are branched::

H1a: There is no significant effect of dimensions of (SA) in exploration dimension.

H1b : There is no significant effect of dimensions of (SA)in investment dimension.

H1c: There is no significant effect of dimensions of (SA)in dimension of structural ingenuity.

H1d: There is no significant effect of dimensions of (SA) in contextual dexterity dimension.

H1e: There is no significant effect of dimensions of (SA) in leadership skill dimension.

### **Literature Review**

#### **Strategic alignment**

(SA) can be considered at present time as one of main challenges in organizations because they cannot compete without it. Over past twenty years, alignment has been one of most important issues faced by executive managers because of its significant impact on the efficiency of organizations and directing them to achieve more profits in all sectors. Especially in tourism sector, (Alraggas & Alzayed, 2014:40) indicated that “ extent to which business strategies will be enabled , supported by information technology”. And both (Hassan and Mustafa, 2018: 110) saw it as “an organizational process that aims to achieve compatibility between internal environment , changes that surround it in external environment, through strategic leadership.” While (Idris, 2009: 21) defined it as “a necessary case that aims to achieve the effectiveness of organization, as it indicates existence of a common agreement on goals and means, , if we take in this case on a larger scale, (SA) means achieving convergence in goals, and that every part of value chain of organization works towards achieving the same goal.

## Dimensions of strategic alignment

These dimensions are represented in following directions:

- **Communication:** It is not possible to exchange views between departments and individuals working in organization except through effective communication, as the needs , requirements of individuals are discussed , the vision, goals and methods of organization are clarified (Silvius, et al, 2009:7). And (Youssef and others, 2020: 872) defines it as “the process of transferring and exchanging information between individuals working in organization in order to influence their behavior , direct them in a direction consistent with objectives of the organization.”
- **Partnership:** Partnership is defined as a type of cooperative relationship between management , employees to promote mutual benefit, as this type of relationship confirms that most members of the organization cooperate with each other for the common interest, that most beneficial mutual benefit results may come from participation of working individuals in taking Decisions, work design, job security, profit sharing (Chen, 2019:332).
- **Governance:** The word governance came from the Latin verb (Gubernare), governance defined by the Organization for Economic Cooperation and Development as “a set of relations between the organization’s management, its board of directors, its shareholders and other stakeholders. Organizational governance focuses on the structure through which the goals of the organization are determined, then Determine the means to achieve those goals and monitor performance” (Machado & Davim, 2019:3).
- **Skills:** Skills are defined as “things acquired through training programs or experiences that are evaluated through the changing and renewable things provided by individuals working in the organization” (Parvis, 2014: 168). (Hall, 2002: 72) defines it as "the individual's ability to use his experiences effectively in order to accomplish tasks and tasks efficiently."
- **Infrastructure:** Infrastructure is defined as “Basic capabilities needed to work in the organization, which is represented by the presence of organizational structure, the culture of organization, advanced machines and equipment that match the business needs” (Al-Karim, 2020: 53). (Al-Mohammadi, 2020: 64) believes that the infrastructure is the means and tools that organization possesses , necessary for its work, which includes property, systems, processes, machines and equipment that contribute to success of organization and its survival in the market.

## Concept (OI)

In light of pressures exerted on organizations in general , tourism organizations in particular to gain an increasingly competitive advantage, issue (OI) has occupied great importance in administrative research in previous years, as success of contemporary organizations lies in their possession of (OI) , the provision of valuable innovations to organization , society, as It is basis for the development of organizations , progress of contemporary societies, tourism organizations need to be clever to have willingness , inclination to explore new opportunities and invest opportunities available to them in work environment , at the same time, It was mentioned by Gibson & Birkenshaw 2004:209 as "The ability of employees to show

consistency and adaptation simultaneously across business units". Whereas (Venugopal, et al, 2017: 2) emphasized that "the organization's ability to explore , invest to compete in mature technologies , markets in which efficiency, control, gradual improvement are a high value, as it competes in new technologies and markets that require flexibility, independence and experimentation." While (Al-Binaa, 231: 2016) indicated that it is "The ability of the organization to practice gradual , discontinuous creativity at same time in designing structures , all processes , multiple and contradictory cultures within same organization."

### **Dimensions (OI)**

#### **lies in following**

- Exploration: The exploration dimension is related to activities (research, experimentation, and diversity), all of which refer to acquired learning. Through exploration, organizations learn how capabilities based on scientific testing, flexibility, risk-taking and creativity. Creativity is a mental process of thinking external to traditional patterns, which It works to find new ideas of high value that contribute to taking environmental opportunities for organizations (2002: 41 Wang & Ahmed).
- Investment: Investment is an important indicator of ability and skill of management in work that is based on a conscious reading of the material, human and natural capabilities that environment contains, which constitute a basic component of activity of business organizations, as administration faces an important challenge to monitor environment, through which it can invest the existing opportunities. The investment of opportunities is linked to interrelated and interrelated activities such as technology, selection, production, efficiency, application, and creativity activities that focus on improving the market areas for the current products actually. 121:2021).
- (SI): Refers to the relationships that exist between the organizational resources defined by the administration in advance through organizational maps, as well as the relatively stable and purposeful structural linking mechanisms that support the organization's goals and aspirations (Simsek, 2009: 599).
- Contextual dexterity(CD): Contextual dexterity attempts to solve the existing problems at the level of individuals in organization. It is defined as "the ability of organizations to modify the behavior of individuals in order to achieve balance and resolve the conflict between exploration and investment activities, which leads to the ability of individuals within to deal with the two types of activities simultaneously. (Kashkosh, 429:2018)
- Leadership prowess: It means the individual's leadership ability to engage in exploration and investment activities simultaneously (2007: 912Mom, et al). As skillful performance requires leaders to have the skills to implement various plans , tasks simultaneously, and to be able to manage learning processes in order to support exploration and investment activities (Schindler 26, 2015).

## Analyzing Data and method

### (SA)

General, (SA) achieved an arithmetic mean with a value of (3.658), a good level and a standard deviation of (0.466), which indicates lack of dispersion of sample answers, their confirmation of a good presence of (SA) within the tourism authority. The table (1) shows a summary of (SA) variable, as follows:

- Was Results that highest value was at (communication) with an arithmetic mean (3.745) and a good level with a standard deviation (0.576), as its coefficient of variation reached (15,376), as the percentage of availability of the dimension in the authority in general was (74.9%), while the size of the gap was It reached (25.1%), as this dimension came in second level in terms of relative importance.
- As for lowest value, it came in dimension (governance) with an arithmetic mean (3.595), a good level, a standard deviation (0.591), as its coefficient of variation reached (16,448), as percentage of availability of authority in general was (71.9%), while the size of the gap was (28.1%), as this dimension came at fourth level in terms of relative importance.
- It is clear that the (skills) dimension came in first order in terms of dimensions of (SA) variable, as most of the sample answers were in agreement about dimension compared to other dimensions.

Table (1) Summary of the dimensions of the strategic alignment variable

Variable order	Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	Dimensions of the strategic alignment variable	T
Second	25.1	74.9	15.376	0.576	3.745	Telecommunications	1
Third	26.38	73.62	15.749	0.580	3.681	Partnership	2
the fourth	28.1	71.9	16.448	0.591	3.595	Governance	3
the first	27.18	72.82	14.630	0.533	3.641	skills	4
Fifth	27.5	72.5	16.490	0.598	3.625	Infrastructure	5
	26.84	73.16	12.738	0.466	3.658	strategic alignment variable	

Source: program SPSS V.25

### (OA)

In general, organizational skill variable achieved an arithmetic mean (3.632) with a good level, a standard deviation (0.454), this indicates a good presence of (OI) within surveyed tourism authority and in most of dimensions, especially in leadership skill dimension, as table (2) shows a summary of dimensions of the organizational skill variable As follows:-

- The results showed that highest value was at (leadership skill) with an arithmetic mean (3.704), a good level and a standard deviation (0.510), as its coefficient of reached (13.767), as the percentage of availability of the dimension in body in general reached (74.08%) as for size of gap It reached (25.92%), as dimension came at first level in terms of relative importance.
- As for lowest value, it came in (contextual dexterity) with an arithmetic mean (3.535), a good level , a standard deviation (0.561), as its coefficient of variation reached (15.869), as the percentage of availability of dimension in body in general was (70.7%), while the size of the gap was It reached (29.3%), as this dimension came at fourth level in terms of relative importance.
- It is clear that dimension (leadership skill) came in first order in terms of organizational skill variable, as most of the answers of sample were in agreement about this dimension compared to other dimensions.

Table 2 ) Summary of the dimensions of the organizational virtuosity variable

Variable order	Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	organizational prowess variable	ت
Fifth	27.32	72.68	16.147	0.587	3.634	exploration	1
Third	27	73	15.630	0.570	3.650	investment	2
Second	27.3	72.7	14.781	0.537	3.635	Structural dexterity	3
the fourth	29.3	70.7	15.869	0.561	3.535	contextual dexterity	4
the first	25.92	74.08	13.767	0.510	3.704	leadership prowess	5
	27.36	72.64	12.507	0.454	3.632	organizational dexterity variable	

Source: program SPSS V.25

Table (2) , show fig. ( 1) a summary of research variables in general, as follows:

- As results showed that highest value was at ((SA)) with an arithmetic mean (3.658), a good level and a standard deviation (0.466), as its coefficient of variation reached (12,738), as the percentage of availability of the variable in body in general was (73.16 percent). The gap reached (26.84%), as this variable came in second level in terms of relative importance.
- As for lowest value, it came at the variable (organizational skill) with an arithmetic mean (3.632) a good level with a standard deviation (0.454), as its coefficient reached (12.507), as the percentage of availability of the variable in authority in general reached (72.64%). As for the size of the gap, it was It reached (27.36%), as this variable came at first level in terms of relative importance.
- It is clear that the (organizational skill) came in first order in terms of research variables, as most of sample answers were in agreement about this variable compared to the other variable.

Table (3) summary of research variables

Variable order	Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	search variables	T
Second	26.84	73.16	12.738	0.466	3.658	strategic alignment	1
the first	27.36	72.64	12.507	0.454	3.632	organizational dexterity	2

Source: program SPSS V.25

### Analysis of first main hypothesis

To test hypothesis that stipulates the following (there is no significant effect of (SA) on organizational prowess), analysis will be done according to a simple linear regression model, as follows:

$$(OA) = 0.577 + 0.835 (\text{Strategic Alignment})$$

The value of (F) calculated between (SA) was recorded in organizational prowess (306.420). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject null hypothesis, accept the alternative hypothesis, which states. This indicates that strategic alignment has a clear and influential role in achieving organizational prowess, meaning that body in question, more it contributed to interest in communications within the body, and worked towards achieving partnership, activating skills of employees, advancing infrastructure whenever this contributed to increasing effectiveness of body, thus achieving organizational ingenuity. value of corrected coefficient of determination ( $R^2$ ) achieved a value of (0.732), this indicates that (SA) explains (73%) of the variables that occur in organizational prowess. Also, the calculated value (t) of marginal slope coefficient of (SA) (17.505) was recorded. It is greater than tabular value (t) of (1.660) at level of significance (0.05), this indicates the significance of marginal slope coefficient of (SA) variable. One will increase organizational prowess by (83%). value of constant (a) in equation (0.577), meaning when (SA) is equal to zero, organizational skill will not be less than this value.

### Analysis Test sub-hypothesis

To test that states following (there is no significant effect of communication in organizational prowess), analysis will work according to a simple linear regression model, as follows:

$$(OA) = 1.649 + 0.529 (\text{communication})$$

The computed (F) value between communication dimension achieved organizational proficiency (90.959). And it is greater than tabular value (F) of (3.94) at the level of significance (0.05), and accordingly we reject null hypothesis and accept the alternative hypothesis, which states. This indicates a significant effect of communication on organizational virtuosity. That is, whenever body in

question seeks to pay attention to organizational communication and between employees and facilitate the process of transferring information, this will have an active role in achieving organizational ingenuity. The value of the corrected determination coefficient ( $R^2$ ) was recorded at (0.445), which indicates that the communication explains (44%) of variables that occur in organizational prowess. The value of (t) calculated for the marginal slope coefficient of the communication dimension was (9.537). And it is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates significance of the marginal slope coefficient of communication dimension. One will increase organizational prowess by (53%), The value of constant ( $\alpha$ ) in the equation is (1.649), meaning when the communication distance is equal to zero, the organizational skill will not be less than this value.

### **Analysis Test Second sub-hypothesis**

To test that states following (there is no significant effect of partnership in organizational prowess), will be done according to a simple linear regression model, as follows:

$$(OA) = 1.829 + 0.490 (\text{Partnership})$$

The value of (F) calculated between the partnership dimension in organizational prowess got a value of (71.102). And it is greater than tabular value (F) of (3.94) at level of significance (0.05), and accordingly we reject null hypothesis and accept alternative hypothesis, which states. This indicates that the partnership has an effective , clear impact on achieving organizational ingenuity, especially when there is an understanding , an exchange of views and proposals between superiors and subordinates. value of the corrected coefficient of determination ( $R^2$ ) recorded a value of (0.385), and this indicates that the partnership dimension explains (38%) of variables that occur in organizational prowess, while the remaining percentage (62%) is due to other variables that are not included in research model . It also achieved the calculated value (t) of the marginal slope coefficient of partnership (8.432). It is greater than tabular value (t) of (1.660) at the level of significance (0.05), this indicates that marginal slope coefficient of the partnership dimension is significant. 49%). The value of constant ( $\alpha$ ) in equation (1.829), meaning when partnership dimension is equal to zero, the organizational skill will not be less than this value.

### **Analysis Test sub-hypothesis**

To test hypothesis that stipulates the following (there is no significant effect of the governance dimension in organizational prowess) and as follows:

$$(OA) = 1.532 + 0.584 (\text{Governance})$$

calculated (F) value was recorded between governance in organizational virtuosity (152.070), which is greater than tabular (F) value of (3.94) at level of significance (0.05), and accordingly we reject null hypothesis , accept alternative hypothesis that states. moral for governance of (OI)) This indicates that there is an active , influential role between the governance , in organizational prowess. This indicates

that when , authority implements principle of governance and clarifies all procedures and instructions, especially for customers,

this will reflect positively on auditors' acceptance of authority's policy, as well as in raising the levels of organizational ingenuity. value of corrected coefficient of determination ( $R^2$ ) achieved its value (0.574). It is clear that governance explains (57%) of the variables that occur in organizational prowess. calculated value (t) of the marginal slope coefficient of the governance dimension (12.332) was recorded. It is greater than tabular value (t) of (1.660) at level of significance (0.05), this indicates significance of marginal slope coefficient of the governance dimension, as shown by value of the marginal slope coefficient ( $\beta$ ) of (0.584). An increase in governance by one unit will lead to an increase in (OP) by (58%). The value of the constant ( $\alpha$ ) in equation is (1.532), meaning when governance is equal to zero, organizational skill will not be less than value.

#### **Analysis Test Fourth sub-hypothesis**

To test hypothesis that states (there is no significant effect of skills in organizational prowess), analysis will be conducted according to a simple linear regression model, as follows:

$$\text{Organizational prowess(OP)} = 1.219 + 0.663 (\text{skills})$$

value of (F) calculated between skills (OP) was (169.212). , it is greater than tabular value (F) of (3.94) at level of significance (0.05), accordingly we reject null hypothesis , accept the alternative hypothesis, which states. This shows that the presence of skills , attention to them through training courses and motivating distinguished students, will reflect positively on achieving (OI). value of corrected coefficient of ( $R^2$ ) achieved its value (0.600), which indicates that skills explains (60%) of variables that occur in (OP). It also achieved the calculated value (t) of marginal slope coefficient for skills (13.008). It is greater than tabular value (t) of (1.660) at the level of significance (0.05), this indicates the significance of marginal slope coefficient of skills dimension, as it is evident through the value of the marginal slope coefficient ( $\beta$ ) of (0.663). An increase in skill dimension by one unit will lead to an increase in (OP) by (66%). value of constant ( $\alpha$ ) in equation (1.219), meaning when skill is equal to zero, organizational skill will not be less than this value .

#### **Analysis Test. sub-hypothesis**

To test hypothesis that states following (there is no significant effect of infrastructure in (OP)), analysis will be carried out according to a simple linear regression model, as follows:

$$(OA) = 1.864 + 0.488 (\text{Infrastructures})$$

The calculated (F) value between infrastructure in organizational proficiency was (77.771). It is greater than tabular value (F) of (3.94) at level of significance (0.05), and accordingly we reject null hypothesis , accept alternative hypothesis, which states. That is, activating the infrastructure , paying attention to it will contribute

positively to increasing effectiveness of the performance levels of body in question, thus to the (OP). The corrected coefficient of ( $R^2$ ) achieved a value of (0.407), which indicates that infrastructure dimension explains (41%) of variables that occur in (OP). It also achieved the calculated value (t) of marginal slope coefficient of infrastructure dimension (8.819). And it is greater than tabular value (t) of (1.660) at the level of significance (0.05), this indicates that coefficient of significance is stable. marginal slope of infrastructure, as it is clear from value of marginal slope coefficient ( $\beta$ ) of (0.488) that an increase in infrastructure dimension by one unit will lead to an increase in (OP) by (49%). The value of the constant ( $\alpha$ ) in equation (1.864), meaning when infrastructure is equal to zero, organizational skill will not be less than this value.

Table (4) Analysis of the dimensions of strategic alignment in organizational ingenuity											
the decision	Sig	impact strength	effect size	(t)	(F)	(R <sup>2</sup> ) Adj	(R <sup>2</sup> )	R	Dimensions of the strategic alignment variable		dependent variable
Acceptance of the alternate hypothesis	0.000	Big	0.897	9.537	90.959	0.445	0.450	0.671	1.649	( $\alpha$ )	Telecommunications
									0.529	( $\beta$ )	
Acceptance of the alternate hypothesis	0.000	Big	0.793	8.432	71.102	0.385	0.390	0.625	1.829	( $\alpha$ )	Partnership
									0.490	( $\beta$ )	
Acceptance of the alternate hypothesis	0.000	Big	1.160	12.332	152.070	0.574	0.578	0.760	1.532	( $\alpha$ )	Governance
									0.584	( $\beta$ )	
Acceptance of the alternate hypothesis	0.000	Big	1.224	13.008	169.212	0.600	0.604	0.777	1.219	( $\alpha$ )	Skills
									0.663	( $\beta$ )	
Acceptance of the alternate hypothesis	0.000	Big	0.830	8.819	77.771	0.407	0.412	0.642	1.864	( $\alpha$ )	Infrastructure
									.488	( $\beta$ )	
Acceptance of the alternate hypothesis	0.000	big	1.647	17.505	306.420	0.732	0.734	0.857	0.577	( $\alpha$ )	strategic alignment
									0.835	( $\beta$ )	
Tabular (F) value = 3.89											
Tabular (T) value=1.660											
Sample volume=113											
The number of accepted alternative hypotheses = 6											

## Conclusions and Recommendations

### Conclusions

- The results of the sample answers in (ITA) confirmed presence of good strategic alignment, especially communications for employees, as well as a good presence of (OI) in the authority.

- The results showed that (SA) has a clear and influential role in achieving organizational prowess, meaning that more authority contributes to communications within the authority , works to achieve partnership, activate skills of employees and advance infrastructure whenever this contributes to increasing the authority's effectiveness and thus achieving (OP).

### **Recommendations**

- Working in a team spirit, strengthening bonds of trust , cooperation among employees, and encouraging them to evaluate new ideas and better performance, this embodies the principle on which the (SA) is based.
- Preparing training programs , means that contribute to explaining impact of (SA) in achieving (OI) in order to adopt it as a factor to achieve creativity , excellence in performance

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