



THE IMPACT OF STRATEGIC LEANS IN BUILDING A SMART TOURISM ORGANIZATIONS: AN EXPLORATORY STUDY IN THE TOURISM AUTHORITY

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Article history:	Abstract:
Received: May 28 th 2022 Accepted: June 28 th 2022 Published: August 2 nd 2022	The aim of study To role of role played by strategic lens in building smart tourism organizations(STO) and resulting from intellectual meetings as a result of interactive layout variables of their dimensions (stakeholders, resource mobilization, knowledge development, culture management), variables of (STO) (participation, strategic vision)For sample of leaders in Iraqi tourism body by analyzing chain of leaders of Commission , reality of the60(AGR), (ADM), Director-General, heads of divisions, people's officials) as well as personal interviews with managers in body, information was collected through questionnaire and the researcher was adopted by the transition , provision of statistical interface, the middle-class statistics, the criteria of standard , the multi-registration of a status of statistical means, the most prominent conclusions reached by study of strategy of strategy and the intensive (STO).

Keywords: strategy Lens (SL), (STO).

1- METHODOLOGY

1-1:problem of study

As a result of changes in business environment in our present time and have directly affected all organizations, particularly tourism, so that organizations require developing strategic strategies in accordance with failure to be paced in line with those fluctuations, tourism sector was selected as one of sectors operating in that environment should have most important sectors in organizations to use their active role in building intelligent tourism organizations and effectively in achieving the WFP's organization , strategies that have the organization's workforce Organization, labor force and sovereignty of the management of Organization will lead to need for need to be aware of Organization's performance , possibility of any organization affecting performance of the Organization , to face these challenges that require proper strategy ,intensive tourism organizations to be adapted to activities and procedures aimed at building organizations to build (STO),Hence the problem of studying through the main question (whether the Iraqi tourism body contributes to the construction of smart tourism organizations by using (SL) This problem is established by following questions

- Does Iraqi tourism body realizes the concept role of the (SL) in Building (STO)?

- Do you have higher leaders In Iraqi tourism body Is clearly over the variations of study?
- What level of availability The (SL) in Iraqi tourism body?

1-2: The importance of Study

It contributes scientific contribution to standing in level of impact of the change in the (SL) in (STO).

Reduce gap between theoretical and practical side of tourism organizations Today.

Show dimension Which Contribute to Of Which the (SL) abuilding (STO) a Tourism Authority Community Studying.

1-3: Aim Study

Try to draw the attention of tourism workers for subject (STO) The impact of (SL) Upon Construction.

Give priority in interest Dimensions Study variables as well as determining the level of availability. Literature of importance lens The (STO) In the undermining of negative trends and behaviors in Tourism Authority., So view the search chart

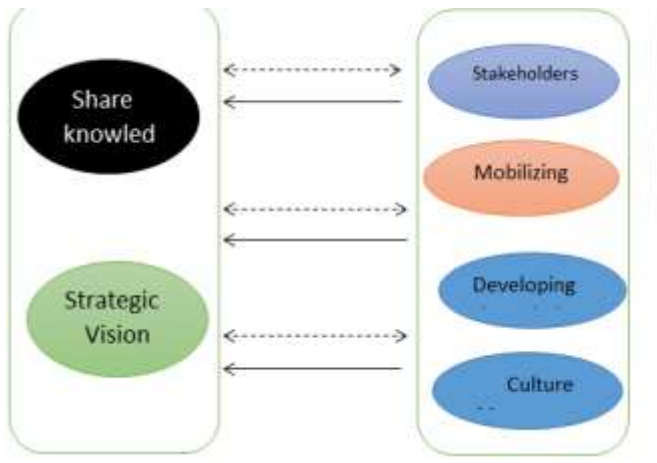


FIG. (1) (SL) (STO) Preparitition study

2-LITERATURE REVIEW

2-1:ST

The concept of (SL): The recent strategic management (SM) has seen many developments, including the strengthening of commander The decision-making process, individual knowledge processes, strategic analysis, as well as recent developments in (SM) practices through the focus on social practices, as a strategy for practice of practices of practices, called strategy established within or outside the Organization (Abadi, & Al- Dhabawi 2017:241) (SL) The Championship appeared as a result of a continuous search for a method of addressing problems, challenges within organizations, particularly, tourist To ensure an integrated vision of opportunities and challenges faced by organizations (feet) Johnson & Scholes) Concept for Concept Strategy Leaders' organizations leadership in formulation of the strategy of a comprehensive perspective (Alwan & Ahmed, 2021:58) The strategic lens defines as "a range of different modalities to consider the strategy of strategy development of a system that is different In order to generate additional visions raises new issues, new statements for strategic problems" (Johnson, et.al 2005: 32), See (Padurean & Lore Dana, 2010: 35) As a "one of modern ways in the field of (SM), a group of angles that could be exposed to strategy, implementation of the Organization's organization, "While he saw (David & zoogah, 2015: 35) It is "systems and steps in improving the performance of directors in the economic faculty", while they refer to them (Lucilaine & Victor, 2017: 20) It is "comprehensive and integrated analysis of all workforce and work on coordination its work."

2-2:goals (SL):

The (SL) is one of important strategies in organizations, particularly tourism, so we will review the most important objectives as they are provided Johnson ET)al, 2008: 212) (. (Dawans & Alter, 2009: 15

Provide a scale Measure the main tasks of workers to adopt modern methods to address unexpected circumstances and future changes to ensure the organization And its development.

Diagnosis of weaknesses, strength, opportunities and threats facing organizations, particularly tourism in order to make decisions

Promoting the organizations and specially for their activities through working on the development and improvement of strategies for the purpose of providing services to all individuals Community.

2-3: Specifications (SL):

A model was adopted (Dawa & Alfer, 2009) (About being a more agreement between researchers, writers, as well as being more in line with the requirements, study targets, which are:

- **Stakeholders:** Calendar of stakeholders in (SM) depends on the management evaluation strategy, which is within a framework for the administration of the administration, stakeholders in organizations, particularly on context of the informed decisions to meet the challenges it faces as well as helping individuals in dealing with the complexity system by using computers and focus on the involvement of different stakeholders in the design of resolutions and contributing to problem solving and evaluating different strategies can lead to improvements in the field of the Organization (FAO) Fulton, et.al, 2010: 1) The stakeholders know as "the main, accused and effective" organization Which has an important role in addressing the social problem and is community society, staff, board of directors" ("Dawans & Alfer, 2009: 9).

- **Resource mobilization (RM):** The mobilization of most important (SL) resources is for issues of value of the Organization and include financial, human, natural and social resources (Dawans & Alfer, 2009: 9), knows that process of management that contains the identification of persons who share the same values owned by the organization and take steps

The management of That relationship (David & Zoogah, 2015: 9) sources from the resources that organizations are based on them, in which they are in the increase in their revenues, that interest in resources management is important to be important to researchers and writers as well as being The essence of competitive advantage because ability of organizations in defending its competitive position depends on a basis on property (Connwe, 1991: 121).

- **Knowledge Development:** The development of knowledge strategy is based on a vision on transformation of existing business On knowledge, knowledge, best known cognitive in the operations of organizations, particularly tourism, is the President's integrity in performance of business organizations and to achieve a



competitive advantage with the restructuring of a strategy for Organization on a basis Adopting the development strategy development to be prompt For functional strategies as a strategy for marketing strategy and strategy , financial strategy, and knows that it is a combination of processes, methodologies, systems, technologies, information and information(Dawans& Alfer, 2009: 0),Its significantly highlights Through attention to the preparation of knowledge and development, and investigations, intimidation and discoveries of the organization As well as contributing to the flexibility of the Organization through its adoption on new types of coordination and design) &(chopsticks ADam:2020:77

• **Culture Management:**

The Culture Management is a comprehensive term comprehensive term with many researchers and writers but looks exciting , the inhibition of the organizational command capacity in culture management and work to assess the effectiveness of organizations, especially on the change in Organization's change, development of organizations depends on basis of creating strong integrated cultures that are the management of the culture to be enhancing the effectiveness of each of the organization and performance The culture management is in the most organized Effective Yeh ,(O'Donnell & Boyle, 2008: 1)And knows that it is "a group of values and habits rules of conduct and standards governing the group as well as the minds of individuals indicating by individuals about their organizations to achieve their own," (Alabatat .(2005:15)

3-4: (STO)

2-4-1:Concept of (STO): The smart organization is the world's twenty-first century, which is characterized by rare expression, advanced progress , generate knowledge, alternatives and attention to the human element, enables him to give confidence , stimulating it to learn, dismissal, participate in the formulation of the vision, the principle of strategy and decision-making. human element is one of assets that can not be tapled by them in the construction of organizations, especially tourism, and make it smart (Abu Matab,2018:27(T) tourism organization of other organizations consists of procedures, activities and activities related to employees, oversight , implementation for all activities of Organization, nature of actions of completion of business. (STO) is known as "that organization of the value through the strategic research and development and use of all available resources, collection and analysis The appropriate knowledge of suppliers, customers and competitors using the recent technologies successfully become more intelligent in all the main activities (Lazarevi& Lukic, 2015: 257), While pointed out (El

Talla.et.al, 2017: 8)As "those organizations that have emerged as a contemporary concept that confirm on R & D sees in various organizations then take This concept is to include the development of the Organization fully in the need of acquired within among organizations so as to be comprehensively represented by Smart Organization, "Opinion(Al Shitake, Et.al, 2018: 54) It is "product of continuous operations combining scientific and development of work performance through the exhumation between the Organization and environment it works and to place a competitive advantage based on strategy to promote and knowledge-based integration and integration of working groups," as well as her knowledgeable(Ghorbanifar, et.al, 2019: 2"These organizations using long-term strategies in order to achieve a sustainable strict position."

Based on what we see see that (STO)is it(Organized)Capacity-defined all parts of the organization, which is the possibilities and skills in the analysis of the organization's organization structure to reach the form of the new organization and the level of internal and external support).

3-4-2:The importance of (STO):

Smart tourist organizations have greatly backed by researchers and writers It helps to achieve sustainability and respond to changes in the environment of the organizations, particularly tourism, so we must have to know their importance as indicated by both (Mohammad, 2015: 218()Lazarevic & Lukic, 2015: 258),(Abu Al Ata,: 201829), (Mohammed,2019:68)

- Generate knowledge, storage, dissemination and distribution of employees,
- Continuous strivings for improvement and meet the customer's needs.
- Employees feel that the organization is the profitable way through which they can be creative.
- Building teams capable of dealing with different crisis conditions
- The ability to sustain and stay.
- Investing of human resources and technologies to score their objectives Strategy

3-4-3:The (STO)

• **Knowledge:** The participation of the knowledge of one of the main knowledge management processes is therefore necessary to refer to the concept of knowledge known as "the acquisition and use of resources to create an environment that provides information to individuals, gaining Individuals are that information and use them in developing their own knowledge, and are enabled and encouraged To apply their knowledge of the accountability of the Organization in Organization(Kadhim,2020:172(In the opinion of (Ibrahim,2021:102(IHAR) participation of knowledge in tourism organizations expressing



preparedness of individuals to exchange ideas , information with their colleagues in action according to an interactive intervention between them and transforms their implications for the explicit knowledge of Organization to achieve their objectives , support the creativity to provide best tourist services.

• **Strategic Vision:** The concept of vision points The strategy to determine the path of the organizations, particularly tourism for investigating their short and long-term mission in the competitive environmental conditions and each organization requires an exhibition and an organizational base (Baudelaire, et.al, 2014: 101) Way sees (El Talla, Et.al, 2017: 8) The strategic vision must be clearly the objective of the Organization to see him and see,) Al (Karaawi, 2018:129) IHATE, The future lobby that determines the direction and wishes of the organization, as well as a real picture of what can be achieved in the future and the organizations aims, especially tourism by forming its vision to their mission and objectives.

3-4-5: Tutoring lones

• **Search hypotheses**

To see the questions about the raised search and achievement of its basic goals , a harmonic model, It was drafting The nature of relationship describes Variables Studying, my agency:

H1: States that there is a moral link between (SL) Slits three dimensions in (STO),About this hypothesis Four Subsidy of subsidiary,

H1a:There is a moving link relationship between Stakeholders and (STO).

H1b:There is a moving link relationship between Mobilizing resources and (STO).

H1c:There is a moving link relationship between Development Resources and (STO).

H1d:There is a moving link relationship between Culture Management and (STO).

H2:The found a relationship between a moral effect between (SL) th three dimensions in the (STO),This complaint is off our Subsidy of subsidiary,

H2a:There are A relationship Effect Moral Between the owners of Interest And (STO)

H3b:There are A relationship Effect Moral Between the Fill sources And (STO).

H2c:. There are relationship Effect Moral Between the Development Resources And (STO)

H2d:There are A relationship Effect Moral Between the Management The culture And (STO)

3-5: community of researchers

The current research community consists of (150) Person worked in Sections and people , different units Iraqi Tourism Authority, In order to determine the size of the sample Appropriate ,,For the current research

community(150) Employee The, The following equation was used, which was mentioned(Steven K. Thompson, 2012: 59) Special to determine the size of the sample, Based on it appeared that the size of the sample Optimized is (70) Officer ,So have been Distribution (70) answer Using sample method The class, is assembled (65)By a record of (95%) ,the number of valid forms (60) Form, after Disposal(5) Anomaly adoption, which Could know her as In table(1) In below..

Table(2) Volume & society required

Percentage of sample representation	Number of active analysis for analysis	Number of Remart ed Forums	Number of distributi on of forms	Sample size require dn	The size of the communit yN
93%	60	5	70	70	150

Second: Description , diagnose the search variables and initial analysis of results

• **Analysis of sample views Variable Strategic (SL) Lens**

We review Response of sample views Respondents, For a variable (Strategic lens), Shows the table (2) Results related to each paragraph of variable paragraphs (Strategic lens), Which includes the intermediate center and standard deviation, It is clear that the variable mentioned, have a good response, the mid-calculation of the3.37), A higher middle of the middle companion, and the deviation Standard(0.446), Which shows the deviation of values for their arithmetic center, and a percentage of the reached (67.4%).

Table(3) Statistical description of a variable (SL)

The order in	Relative importance	Differentia l factor	Standard deviation	Arithmeti c mean	Variables
The fourth	51.8%	37.4%	0.078	3.6	StakeholdersStakeholders
The second	71.4%	40.7%	0.081	3.6	Resource MobilizationFillResources
The first	72.6%	56.8%	0.098	3.4	Development of resourcesResource Development
The third	73.6%	33.5%	0.078	4.3	Culture ManagementCulture Management
	67.4%	34.2%	0.075	3.73	Strategic lens

Source: Exits programSpss.V.24.

• **Analysis of sample views research Variable (STO)(TO)**

This paragraph showed a response to sample views Respondent ts,For a variable ((STO), Shows the table (3) Results related to each paragraph of variable paragraphs (Smart tourism organizations), Which includes the intermediate area and standard deviation, It is clear that the variable mentioned, have a good response, the mid-calculation of the3.69), A higher middle of the middle



companion, and a standard deviation(0.506), Which shows the deviation of values for their arithmetic center, and a percentage of the reached (73.8%).

Table (4) Statistical description variable (STO)

The order in	Relative importance	Differential factor	Standard deviation	Arithmetic mean	Dimensional
The third	73.8%	21.5%	0.794	3.69	Share knowledge Knowledge Sharing
The second	74.2%	13.9%	0.665	3.71	Strategic Vision Strategic Vision
	73.8%	13.7	0.506	3.69	Smart tourism organizations Sto

Source: Exit TB Sps.V.24.Third: Test hypotheses Search:

Taking into account this paragraph Test search hypothesis Influence, That contains the independent variable (SL), Which includes a number of sub-dimensions With Stakeholders, packing Resources, Development of Resources, Culture Management),The relationship strength will be tested through the level of moral, assumed by the researcher (5%), and that any hypothesis is achieving a less important level, the premise accepts the highest of this ratio of the hypothesis, the results are Collate:

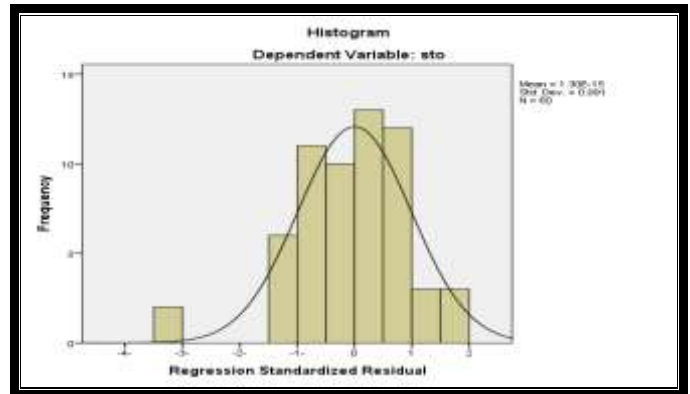
• **Hypothesis First President:** Provides This hypothesis is a link with a significant inter-between (SL) (STO) Shows the table(4), There is a positive link relationship that has been reached 0.45 (It is morality because the level of the sign in the admission area, which is less than 0.05), On the basis of these results, Accept Hypothesis.

Table(5) Matrix links between (SL) (STO)

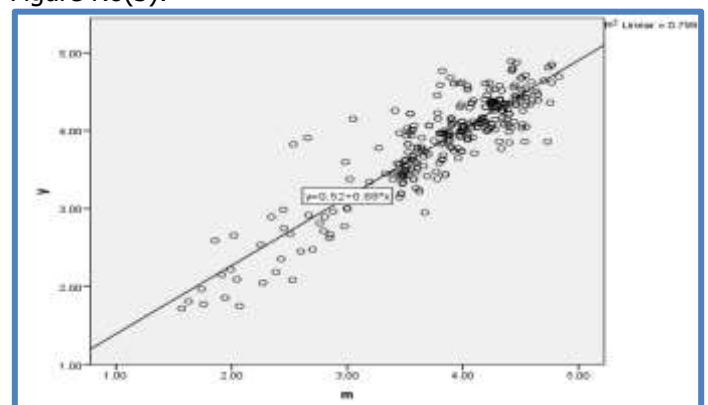
Strategic lens SL	Culture Management	Development of resources	Mobilizing resources	Stakeholders	Diagonal dimensions	Variables
0.445**	0.208*	0.163	0.284**	0.256**	R	Sharing Knowledge
0.090	0.021	0.067	0.002	0.005	Sig.	
3.592	2.310	1.829	3.099	2.812	T	
0.221**	0.129	0.235**	0.267**	0.023	R	Strategic Vision
0.014	0.032	0.009	0.003	0.003	Sig.	
2.449	1.448	2.602	2.932	0.260	T	
0.341**	0.560**	0.400**	0.337**	0.334*	R	Smart tourism organizations
0.04	0.002	0.003	0.000	0.028	Sig.	
4.030	3.118	2.929	3.627	2.177	T	
4	3	3	3	2		Number of relationships
100%	75%	75%	75%	50%		Relationship rate
p** < 0.01		T = 1.96, 2.32		p* < 0.05		n = 130

source: the researcher is set to outbreaks SPSS V.22.

It is illustrated as in Figure No(2):



It is through this Paragraph measurement Relations link Between variables Search The main Dimensions Sub-Strategic lens in smart tourism organizations, multi-stable style was used, results were extracted using a program (SPSS V.20) As the in Table (5) & Fig. (5) Which As follows:- As such It is clear to researcher from the results of the table (5), Having The effect of the effect of a variable (Strategic lens) Upon (Smart tourism organizations), Under the morale level (sig = 0.04) It is less than the value of the significance (0.05), And Value Value (F) Accountable (9.614), It is greater than its tale value (3.841), While test value (T) Accountable (4.640) For the value of β Liquid tilt (Influence), It is the largest of its scheduled value (1.96) At the same level of moral level (0.05), It is all that accepts the hypothesis of the study The main The second (The strategic lens affects its dimensions in smart tourism organizations), The curve was fluently attributed to the 14.4% Of changes that are on Tourist organizations, The remaining the rest of the model is attributed (8.6%) For other variables did not enter into the model of the Test, while the rate of annex. Variable The (SL) (37.9%) In Smart tourism organizations, While the value was fixed (2.136), Any when the value of the libel is equal to zero, or the value of the curve is worth zero, Tourist organizations Smart (2.136), As described by the intermediate linear : **structure** Prediction of the model, Levels of $(Y=)2.140+0.379x$ - It is illustrated as in Figure No(3):





The shape()Choose the effect relationship between Strategic lens in smart tourism organizations Table (6)The effect of the impact of the strategic lens in smart tourism organizations

Smart tourism organizationsSto						The independent variable
F	T	Sig	R ²	β	α	
5.046	2.25	0.02	0.3	0.19	3.19	Stakeholders
	3	6	2	5	7	
16.39	4.04	0.00	0.4	0.33	2.65	Mobilizing resources
5	9	0	3	7	5	
9.815	3.13	0.00	0.4	0.26	2.82	Development of resources
	3	2	0	7	1	
11.35	3.37	0.00	0.4	0.28	2.84	Culture Management
5	0	1	0	5	9	
21.53	4.64	0.00	0.3	0.37	2.13	Strategic lens
3	0	0	7	9	6	

4-CONCLUSIONS AND RECOMMENDATIONS

4-1: Conclusions:

includes the cognitive conclusions flowing:

- The general level of sample answers the (SL) interest, guidance of goodwill, regardless of (SL) tourism Authority Iraq, the total average sample answers were highly expensive and explained the senior management efforts in adoption (SL) trends and pursuit of their achievement.
- Interest and good care of the administration Upper, Where most of the sample answers were strongly agreed, this gives a clear indicator of the senior administration For the tourism community of the study community Seeking to know the individuals and their own trust of their own experiences.
- The results showed that there Validation in the dimensions of tourism organizations Smart Of Before individuals and personal knowledge ,their participation of knowledge ,their vision.
- The study found a relationship between the study variables
- Proved adopted Management They are boded to promote strategic vision in their organizations Tourist Through Intervention a durable strategic dialogue , different Leadership levels, depending on self-assessment.
- Relating to effect of impact between (SI) And organizations Smart tourists to.
- It is clear through the statistical analysis of a preliminary and moral effect between Strategic lens and smart tourism organizations.
- The Each other The owners of Interesting a Smart tourist organization In the researched organization This is

reflected in the decision and the should be Enhanced the trend.

- Reflected Mobilizing resources in the performance of the smart tourist organization in the body Tourism.
- Reflected After developing resources and the management of culture in improving the performance of the smart tourism organization in the body Tourism From what Reflected self-efficiency in the workplace.

4-2: Recommend

Special recommendations (SL)

- Urge the Upper Management In a Body Tourism on Taking the first-class tourist impression to a manner Improvement Performance, efficiency and increased organizational growth.
 - In the senior management of the human and material resources, the culture of culture to improve its employment and its employment in the areas of interest to the added value of organizations Tourism, Thus, the appropriate adjustment is to address those determinants.
 - Attention to individuals who have specially experienced expertise and knowledge that are consistent with their self-confidence and this will reflect the decision-making in the workplace and urged them to participate in the self-creator with others.
 - The top management should In a body Tourism INTEREST Stakeholders and develop their intellectual knowledge, knowledge In order to, invest in factual knowledge of infrastructure and their own knowledge and their knowledge of their knowledge Other improve their social interaction in the workplace.
- ##### 4-2-2: Recommendations (STO).
- Need to improve Levels and directions The dimensions of the experiences, human and material resources and the city in the areas of its partitioned finding areas of tourism attract new customers and the use of regulatory policies and procedures.
 - Urged the administration Upper And supported the material and moral incentives of their staff with a view to creating a regulatory promotion of a trend to be carried out.
 - The need to develop adoption policies, regulatory procedures contributing to promotion of participation, integration, social interaction among individuals in place Work promote Cultural trends through adoption of training ,spare-time training Advisory Reflected positively to address problems with a possible cost

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