

Digital intelligence and its role in enhancing outstanding performance

In higher education and scientific research institutions in Iraq

The University of Babylon as a model

Ali Hassan Hadi

Assistant Lecturer, business management, University of Babylon, Iraq
bus.alihasan@uobabylon.edu.iq

Abstract:

This study aims to clarify the role of digital intelligence in enhancing outstanding performance, with a focus on the programs used by the University of Babylon in the application of the level of performance and this digital program is a combination of information systems and tools that contribute to the digitization of educational institutions and their transformation into smart universities, and their contribution to raising the efficiency and quality of performance in Iraqi universities and raising their global ranking, as well as what leads to it in the development of universities and the formula of international cooperation through the strengthening of international partnerships. The importance of this study comes to measure the extent of the combination of relationships between the variables mentioned in this study, digital intelligence in its dimensions (digital efficiency, digital security, digital empathy, digital communication, digital rights) and outstanding performance in its dimensions (excellence of leaders, excellence of subordinates, excellence of organizational culture, improvement of services provided, increase job satisfaction of workers) and its application in the University of Babylon research sample, as intelligence Digital is one of the factors affecting the enhancement of performance, in educational institutions and is critical to ensure the provision of the best modern ways to serve the community where universities in the era of globalization and the business economy and knowledge market competitive market and knowledge race between international universities and Iraq in particular has relied on the researcher in addressing his research on the descriptive approach to address the conceptual aspect and the analytical approach in dealing with the applied side of the research and used the questionnaire form as a tool to collect primary data.

Introduction :

The world is witnessing rapid technological developments, most notably the applications of digital intelligence, which are radically affecting various sectors, including the higher education and scientific research sector. The University of Babylon in Iraq is one of the leading models in adopting this technology and its endeavor to invest in achieving outstanding performance and enhancing its educational and research career .

The first topic: the general structure of the research

First: the research problem

The problem of the study is to ask how to employ digital intelligence to enhance outstanding performance in higher education and scientific research institutions in Iraq, with a focus on the case study of the University of Babylon..

A set of sub-questions emerge from this:

- 1- What is the level of availability of digital intelligence dimensions in the surveyed organization?
- 2- What is the level of availability of outstanding performance dimensions in the surveyed organization?
- 3- What is the correlation between digital intelligence and outstanding performance?
- 4- What is the relationship of influence between digital intelligence and outstanding performance?

Second: The importance of research:

The importance of the current study comes from the importance of the variables that have been addressed, which are digital intelligence and outstanding performance, and this organization under study aims to apply these variables to improve its work, so the importance of the study can be determined, as shown in the following:

- 1- Identifying some dimensions of digital intelligence in the management of higher education institutions, the research sample.
- 2- Identifying the reality of outstanding performance in educational institutions research sample.
- 3- Understanding the relationship between digital intelligence and outstanding performance through higher education institutions research sample.
- 4- Providing recommendations and results from the scientific study through which the possibility of applying digital programs in educational institutions, which reflects positively on outstanding performance.
- 5- Determining how to apply the dimensions of digital intelligence and coordination between the members of the institution and work teams to direct efforts towards achieving outstanding performance.
- 6- Availability of an important database that serves as a guide to the work of the research sample organization in order to face current and future changes .

Third: Research Objectives

- 1- Integrating digital smart capabilities with performance This combination forms the essence of smart digital capabilities and building a dynamic relationship that improves performance to become a distinguished contributor to building a sustainable competitive advantage.
- 2- Technological progress and digitization of information It is possible to convert intensive information into outstanding performance.
- 3- The interaction between digitization and services leads to a great interaction and a positive impact on the level of performance.
- 4- Digital intelligence constitutes strategic integration through big data and cloud computing collectively the infrastructure of the organization.
- 5- Presenting the theoretical frameworks associated with the research variables and clarifying their concepts.
- 6- Trying to provide a set of recommendations in the light of the results and conclusions that will be reached, which would raise the reality of the researched organization for the better.

Fourth: The hypothesis of the study:

Through fair access, enhancing knowledge, using digital skills, and integrating technology in drawing and designing modern management principles commensurate with the employee's potential, raising the level of intelligence and access to outstanding performance.

Based on what is discussed in the introduction and the research problem, the research hypotheses can be summarized according to dependent and independent variables.

In two basic hypotheses:

1- Correlation hypothesis test

A - The first basic hypothesis

H0)) There is no significant correlation between digital intelligence in its dimensions in outstanding performance.

H1)) There is a significant correlation between digital intelligence and its dimensions in outstanding performance.

2- Impact hypothesis test

B - Second basic hypothesis

H0)) There is no significant impact of digital intelligence in its dimensions on outstanding performance. and branching out from this hypothesis

(H1) There is a significant impact of digital intelligence in its dimensions in outstanding performance. and branching out from this hypothesis

Source: Researcher , 2024

Fifth: Study plan



Sixth: Limits of the study

Spatial boundaries: The spatial boundaries of the study for this study are the universities of Babylon and the future in the province of Babylon

Human limits: The human limits of this study are represented by all the heads of deans of faculties and assistant deans for scientific affairs in the two universities mentioned in the study sample

Scientific limits: The dimensions of digital intelligence (digital efficiency, digital security, digital empathy, digital communication, digital rights) and the dimensions of outstanding performance (leadership excellence, subordinate excellence, organization culture excellence, improvement of services provided, increased job satisfaction of employees) were relied upon.

Seventh: Research methodology

The descriptive analytical approach was relied upon in this study, as data were collected through a questionnaire form, and were analyzed using appropriate statistical methods, such as the arithmetic mean and standard deviation, to test the study hypotheses.

Study community and research sample:

The study community consists of all employees of the University of Babylon, numbering ... employees. A simple random sample of 120 employees was selected from them.

Study tool:

A questionnaire form prepared specifically for this study was used, and it included a set of questions designed to measure the impact of digital intelligence on enhancing outstanding performance at the University of Babylon

The second topic: the conceptual framework ,The first requirement: Digital Intelligence

First: The concept of digital intelligence

The researcher found several concepts in the organization literature about the definition of outstanding performance, where there is no specific agreement on a specific definition of it, due to the multiplicity of studies and narrations that researchers looked at as a virtue of the difficulty that indicates the lack of a clear definition of this important administrative entrance after identifying the two parts of the term, researchers and specialists listed several concepts for him as in the table below:

Researcher	Concept
Alshobaki,2017:1	It is a mental framework based on harmony and digital integration and adheres to programmed thinking, the organization may see it as an integrated system of interactive tools and intertwined programs, commensurate with its outputs, and consistent with all its capabilities.
Kineshanko, & Jugdev, 2018:113	It is a new type of intelligence that appeared after the development of technology and is done through the interaction between humans and computers via Internet media.
2018:3Cismaru et al,	It is the ability to understand, analyze and study digital definitions and concepts with the optimal use of digital cognitive technologies and programs via the Internet appropriately, and contributes to solving technical, technological and information problems.
) :32020Solovieva et al,	It is the ability to create ideas, communicate effectively and socialize with a high degree of self-organization. In the same context, nopre2021 is a set of basic socio-cognitive emotional skills in contemporary digital life

(Yasmeen & Jumana 2023:321)	It is the way to use the capabilities of the vast technology and the extent of its contribution to the increase, speed and quality of performance in educational institutions for the purpose of achieving the goal in the procedures of administrative operations without the use of paper and old methods, and this opens us up to a world full of digital developments that humans have identified and invested in well, the possibility and access far to the goals that aspire to reach, as the developed world countries have done that have become today, and it is very difficult to reach what they have reached now of knowledge And technology, economics, management, and even the military aspect, and all this happened because of their possession and employment of knowledge and its optimal uses and its transformations to modern digital
-----------------------------	--

Source: Prepared by the researcher based on the mentioned literature.

The researcher believes in the same context through his study of the literature that digital intelligence is a set of technical competencies and digital programs that the employee applies in his administrative work to distinguish them with the speed and quality of performance and employ them appropriately with the vision of the organization and turn them into high-quality outputs commensurate with the size of competition in the labor market and not only in the way they are used, but also depends on the appropriate time to use them and invest their capabilities effectively and efficiently.

Second / The importance of digital intelligence

1- Microsoft founder Bill Gates stated that digital intelligence (artificial intelligence) may allow the employee to work for 3 days a week (Digital Media Center) and through this statement to the largest businessman in computer technology programs indicates that the era of artificial intelligence contributes to gaining time and earning money also twice what the employee was before the era of the technological revolution.

2- Digital intelligence is the backbone of economic development in the era of the digital economy revolution, which has turned the world into one world due to digital globalization, which contributed to reducing distances, reducing crises and increasing productivity to meet the market need through the speed of communication between the world's companies in trade, marketing and dealers.

3- Digital intelligence is characterized by a set of advantages that contribute to linking the human being to the world of technology, speed of performance, direct response and low cost as a result of the spread of the Internet and networks of all kinds.

Third: Dimensions of digital intelligence

1- Digital competence

A study (3) 2024, (Mainz et al) indicated that the inclusion of digital competence as one of the core competencies is lifelong learning, and its importance is increasing in private life, as well as in professional life. According to Vitello et al., competency is "the ability to integrate and apply contextually appropriate knowledge, skills, and psychosocial factors, such as beliefs, attitudes, values, and motivations, for consistently successful performance in a specific field."

2- Digital security

Oluwatoyin (2024:607) and others indicate that our world today is a set of interconnected digital tools and methods, where data privacy and security have emerged as one of the primary concerns of individuals, organizations and governments alike. This study referred to a comprehensive review of the technologies and challenges surrounding data privacy and security in information technology systems. The study also indicated the identification of the importance of data privacy and security in information technology, and the focus on the spread of sensitive information stored and transmitted across various digital platforms, with the tremendous growth in the collection, storage and processing of this data. Ensuring the confidentiality, integrity and availability of data is of utmost importance, as the review delves into the technologies used to protect data privacy and security in information technology environments. Cryptographic techniques, such as symmetric and asymmetric encryption, play a critical role in data protection. Digital security, cybersecurity, or information technology security are strategies and methods that aim to protect information, devices, networks, software, and data from cyber-attacks, damage, or unauthorized access. Regardless of the definition, the primary goal of digital security is to create a secure environment for transactions, communications, data processing, and storage.

3- Digital Empathy

Study (VM Fedorets et al, 2024 :122) indicates that the essence of this concept is the interaction of the cognitive field of human intelligence and artificial intelligence, and is implemented on the basis of the realization and formation of typical cognitive phenomena, and through which these phenomena are viewed in a systematic and multifunctional manner, as relatively independent knowledge interactions, stages, strategies, channels and ontologies. In the same context, (Collins et al, 2024:2) indicated that signals, like expressions that appear on a person's face and body language, can also generate sympathetic states, and some evidence also indicates that social media leads to more sympathetic communication than face-to-face.

4- Digital Communication

Study (2024:244) Marcello Cosa (The inherent complexities of digital transformation, it is critical for companies navigating the contemporary digital landscape. It emphasizes the

importance of strategic adaptations in digital marketing, highlighting the importance of effective digital communication strategies in improving user experiences and conveying value propositions skillfully and objectively, as well as identifying a noticeable gap in understanding strategic adaptations and digital communication amid the complexities of the digital age.

5- Digital rights

A study (UBAYDULLAEVA, 2024:1) indicates that digital rights governing digital databases with the growth of big data have raised many questions regarding ownership and access to this data, and in the same context (AL-BILLEH, 2024:1)) the creation of a legal framework that protects the citizen's personal data and allows the processing and storage of digital data in the digital space.

The second requirement: outstanding performance

First: The concept of outstanding performance

The concept of excellence in general: It is a comprehensive and broad concept that refers to the achievement of the basic objectives of management in contemporary organizations on the one hand, and symbolizes the basic features that must be achieved or enjoyed on the other hand, and the concept of excellence has been used as an expression of performance because of its great importance and link, in the concept of quality and total quality, so outstanding performance can be defined

Researcher	Concept
Qaryouti, 2001: 303	It is the ability to focus on creative output as one of the approaches used in creativity, represented by the amount of productivity and excellence in performance.
Nicole:2006:11	It is the possibility of creating and achieving a necessary benefit and in the finest and most valuable resources available to the organization, namely human resources in order to provide the best sustainable results
Baghdadi and Abadi, 2010: 361	It is more than just a good business achievement as it goes beyond success, as it concerns individuals who do business distinctively and undertake to accomplish the tasks assigned to them exceptionally..
Commune, 2013:39	It is to provide the highest level of performance that characterizes the organization and through which it achieves an integrated and comprehensive knowledge building, and this is reflected in the level of success of the organization and its ability to achieve competition and adapt to the increasing work environment
EL Talala et al 2018:63	It is the uniqueness and superiority of the positive performance of the working individuals and the exercise of controls and services granted to them during their professional practices, which is an advanced stage of effective performance.
Aljuboori ,2021:259	It is imperative for the organization to evaluate performance as it represents, the ability, effectiveness and efficiency to manage its

	activities in all its aspects and in an appropriate manner to increase productivity and raise the level of quality
Amir et al., 2024:8	It is the optimal use of the opportunities available through the strategic planning of the organization compared to its competitors in the labor market and the ability to maintain excellence.

Source: Prepared by the researcher based on the mentioned literature

The researcher believes that outstanding performance is the product of mastery and interaction between all elements of the system depending on mental ability and possession of knowledge that helps to reach excellence and this is what some employees in the organization initiate from the qualities and characteristics that are characterized by intelligence, seriousness, activity and some dynamic balanced behaviors and speed of performance and intuitiveness and all this achieves preference for the organization compared to what competitors offer and the increase in the quality of performance contributes to reaching the provision of performance with distinction using digital technology .

Second: The importance of outstanding performance

Job performance occupies its place within the organization, whatever the type of this organization, and reflects through it the final result of all the activities of this organization, whether at the individual level, organization or state, as the organization is more stable and more competitive when the performance of its employees is distinguished (Ghazzawi, 2012, 35) and we summarize the importance of outstanding performance in several points:

- 1- Enabling the organization to achieve positive results at the social, economic and environmental levels. (Al-Rafi'i, 2018:305).
- 2- The ability to operations and use resources in a manner commensurate with the needs of the organization to reach positive results to attract customers and gain their loyalty through the organization's outstanding performance. (Ovaries, 2013:693)
- 3- Effective contribution to achieving communication between the organization and employees at all administrative and functional levels and in all directions, as well as achieving communication between the organization and the external work environment.
- 4- Achieving the loyalty and satisfaction of employees, thus pushing them to provide more effort and capabilities that contribute to the success of the organization. (Green, 2019:99)
- 5- The organization's ability to achieve the highest levels of competition, face challenges and difficulties, and deal with crises in a professional manner through humanitarian requirements as a necessary source of influence on the behavior and feelings of subordinates and administrative cadres (Al-Otaibi and others, 2024: 296).

6- Expanding the scope of accumulated experience in the work and thus providing the organization through the optimal investment of material and human resources and digital programs owned by the organization and other capabilities of its own to achieve outstanding performance. (Mahmoud, 2024:23)

Third: Dimensions of outstanding performance

1- Leadership Excellence

Leadership is a participatory social impact process that seeks to shape the goals of the organization or group and encourages through its programs to achieve these goals in addition to instilling organizational culture in the hearts of employees and it is necessary for leaders to cultivate confidence and safety to live in a climate suitable for business sustainability as well as to training and educational initiatives that help workers to excel and provide the best service through collective work. (sinha&sengupta'2020:209-210) Jia et al, 2019:6 (Jia et al, 2019:6) also explained that leadership excellence is of paramount importance as it allows employees to participate more broadly in decision-making and knowledge sharing. Tuyet et al,2022:162) stressed that the requirements for success for distinguished leadership in any organization, whatever the field of its workers, is the belief of all its cadres in achieving outstanding success, through the distribution of roles among them professionally and objectively and according to the accumulated experiences.

2- Excellence of subordinates

He pointed out in his study (Naz et al.2020:3) that institutions focus mainly on the possibility and how to attract workers who have high efficiency and the possibility of retaining them for several reasons, including bridging the increasing gaps in supply and demand, and through which it is also possible to reach the highest level of performance by providing an appropriate and effective work environment by stimulating and reducing work pressure, which in turn contributes to creating outstanding performance, and in the same context, (hmad&raja, 2021:169) Highly qualified employees can help an organization in one way or another to succeed and compete, as Odinokova et al. 2018:2 emphasized that organizations face these challenges of defining the characteristics of new forms of leadership.

3- Distinguish organizational culture

He showed through his study ianingrum,2022:106-161) (The concept of organizational culture has an effective and significant impact on employee performance based on a set of common values, behaviors, beliefs and assumptions that affect the way employees behave, behave and feel internal, and also pointed out) Siti et al.2022:41 In his study, effective leadership and organizational culture is very important for organizations and helps them to continue in the existing competitive environment. He also explained (Muhammad et al.2021:1-2) in his study that in the era of the digital revolution, business organizations face great internal and external

challenges, and they must overcome these challenges to maintain their continuity and survival in the labor market and keep pace with competition. Increasing.

4- Improving Offered Services

Improving the service provided is one of the important factors that the organization must understand and follow in its footsteps, and this is what helps it with excellence and sustainable competition, and this is achieved only after achieving several things, as improving the service is one of the things that all organizations seek to achieve, and this is what led researchers and academics to refer to it, and this depends on the quality of services and improving them on a large scale, relying on the concepts of total quality and human genie practices in order to obtain superior work outputs. Quality of employees. Chen & Chen, 2008:16).

5- Employees Job Satisfaction

Scientists and company heads have shown that human resources are the main element in achieving competition between companies (Morin et al., 2023), and that the performance of employees is the most important and companies that try to succeed and compete in the market must keep pace with development and use appropriate strategic planning for them (Bashkirova et al., 2023:141) and to benefit from the skill and abilities of employees with the organizational roles assigned to them must be consistent and compatible with each other (Farooqui & Nagendra, 2014:123) (Nielsen & Montemari, 2012:145) states that human capital is the resource through which material and intangible resources are realized, and through which organizations will be able to improve their performance.

Fourth: Factors affecting the achievement of outstanding performance

Employee Characteristics	Job characteristics	Characteristics of the organization
<ol style="list-style-type: none"> 1. The qualities possessed by the individual, including psychological and social formation. 2. Scientific qualification and training. 3. Cognitive, behavioral and leadership skills and abilities. 4. Ambition and personal goalscorers. 5. Willingness to professional growth and his desire for career development and advancement. 	<ol style="list-style-type: none"> 1. Work, its nature, impact and components. 2. The psychological and social circumstances surrounding the individual that accompany the job. 3. Functional standards in terms of time, cost and quality. 4. The employee's relationship with the work assigned to him within the organization. 5. The relationship between the job and the external 	<ol style="list-style-type: none"> 1. The nature and activity of the organization and its internal and external objectives. 2. The essence of the organizational structure. 3. The financial position of the organization and its competitive position in the labor market. 4. The economic situation of the organization and its effects. 5. The technical and digital

6. Accumulated experience.	environment of the organization. 6. The means and techniques used by the employee within the organization to perform the job.	level possessed by the organization.
----------------------------	--	--------------------------------------

Source: Manasriya, Rashid, 2012:151

Some studies, including (Okasha, 2008: 36) and (Al-Ghussein, 2012: 40) (Al-Sharif, 2013: 33), also mentioned that there are factors that have an impact on the level of performance that must be taken into account as they are real and exist and may create an excuse for the deterioration of the level of performance, represented by physical conditions, light, arrangement and cleanliness of the place, the level of tools and technical methods, temperature, education, policies and procedures, organizational level, training and cooperation, all of these factors are added to the factors that negatively affect the level of job performance.

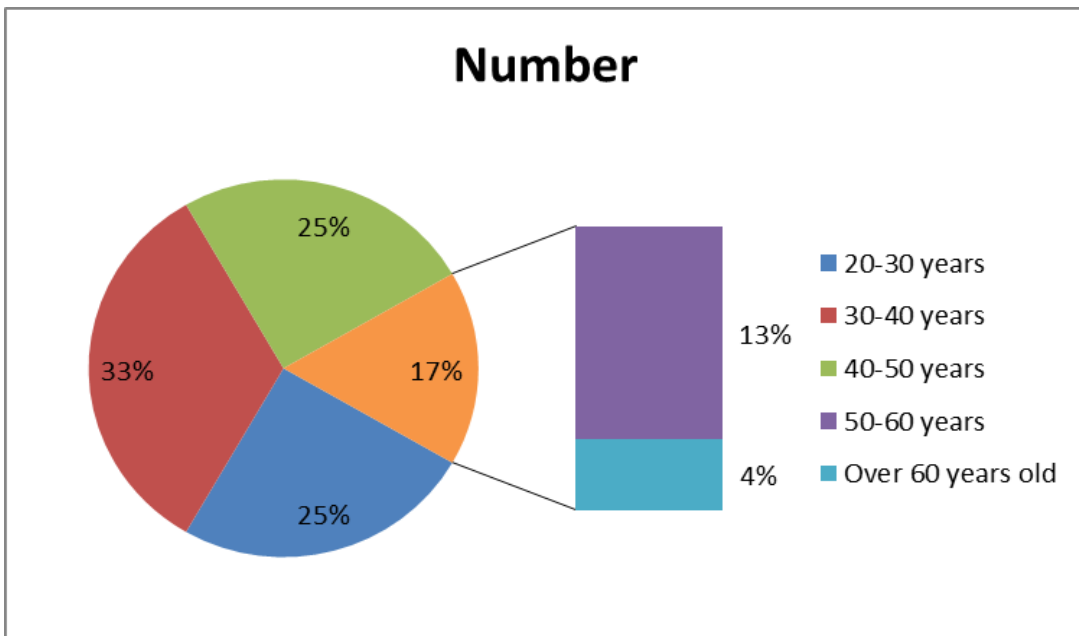
The third topic: the practical framework

This section begins by shedding light on the practical framework of the study, by defining the research methodology followed, and presenting the study population represented by the employees of the University of Babylon, with determining the sample size of 120 employees. The study tool used in data collection and analysis will also be addressed, in addition to presenting the results obtained through the use of digital intelligence at the University of Babylon, and how it contributes to enhancing outstanding performance.

Section One: Demographic Data

- **lifetime**

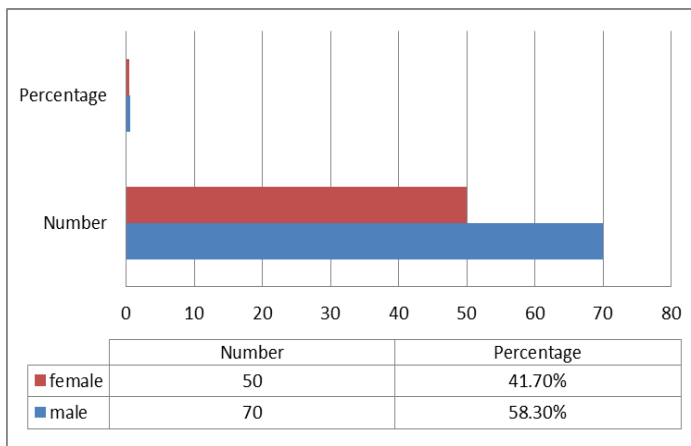
Category	Number	Percentage
20-30 years	30	25%
30-40 years	40	33.30%
40-50 years	30	25%
50-60 years	15	12.50%
Over 60 years old	5	4.20%



- **Age:** Most of the respondents are concentrated in the age group 30-40 years, which indicates that a large segment of the employees at the University of Babylon are young and with average experience.

Sex :

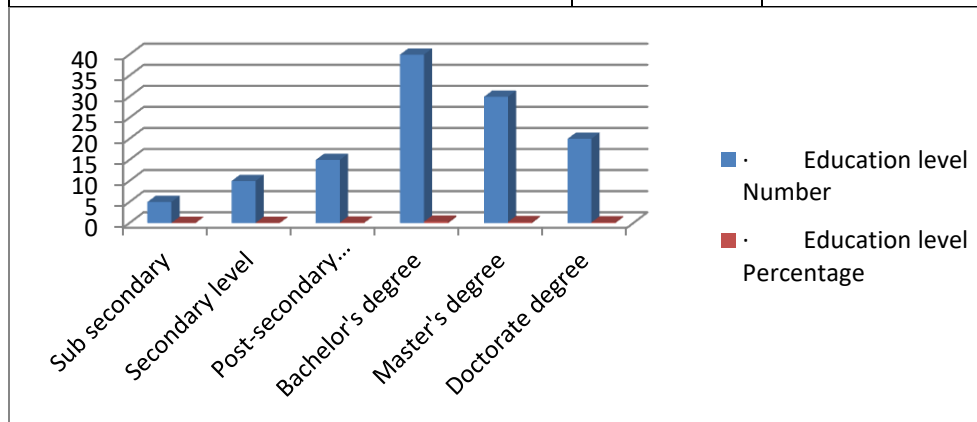
Category	Number	Percentage
male	70	58.30%
female	50	41.70%



Gender: The sample shows a relative gender balance, with a slight tendency in favor of males.

- **Education level**

Category	Number	Percentage
Sub secondary	5	4.20%
Secondary level	10	8.30%
Post-secondary diploma	15	12.50%
Bachelor's degree	40	33.30%
Master's degree	30	25%
Doctorate degree	20	16.70%

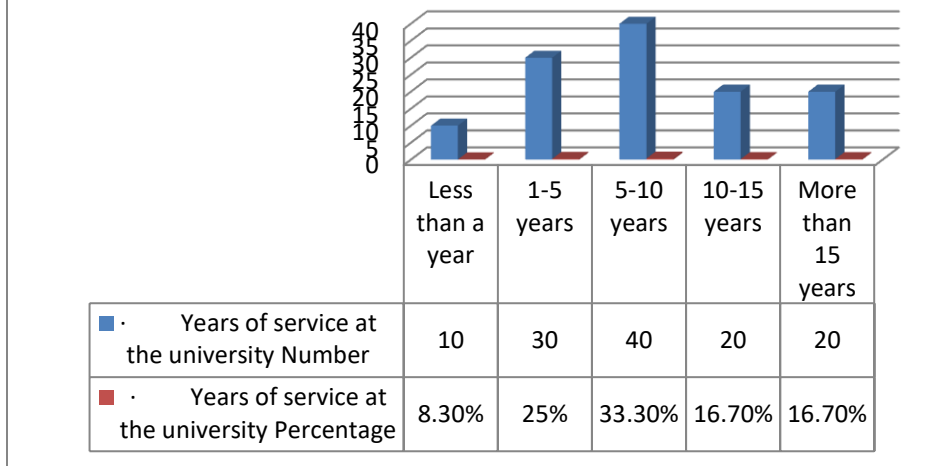


Educational level: Most of the respondents have university degrees, which reflects the high educational level of the employees of the University of Babylon .

- **Years of service at the university**

Category	Number	Percentage
Less than a year	10	8.30%
1-5 years	30	25%
5-10 years	40	33.30%
10-15 years	20	16.70%
More than 15 years	20	16.70%

Years of service at the university



- **Years of Service:** Years of service are distributed relatively evenly among the different groups, indicating a diversity of expertise within the university.

First: Cognitive Intelligence

We will perform the second part of the questionnaire analysis into five-point Likert scales, as shown in the table below.

I strongly agree	Agree	Neutral	I don't agree	I strongly disagree
1	2	3	4	5

1- Digital Competence:

Paragraph	1	2	3	4	5	Average
• I have the skill in using digital programs and applications	60	40	15	5	0	4.2
• I can extract information and knowledge data from various digital programs	50	45	20	5	0	4.1
• I can transfer human expertise to the computer to perform instead of me.	30	40	30	15	5	3.7

• I have the ability to analyze digital data	40	45	25	10	0	4.0
• I have the ability to make decisions in digital situations	50	40	20	10	0	4.1

- In general, the staff at the University of Babylon have a good level of digital proficiency, as evidenced by the high average answers to most questions..
- Some challenges arise in the "transfer of human expertise to computers", which may require customized training in this area.

Productivity:

Paragraph	1	2	3	4	5	Average
• I am committed to the official working hours and times specified for me	70	30	15	5	0	4.3
• I am willing to get more work done than is required of me in my field of specialization	50	40	20	10	0	4.1

- Employees at the University of Babylon show a good level of productivity, as they are punctual and willing to go the extra mile.

Organizational Culture:

Paragraph	1	2	3	4	5	Average
• I respect the time of entry and exit at work	80	20	15	5	0	4.4
• I can work overtime and extend my work time to complete my tasks	60	30	20	10	0	4.2
• I get recognition and respect from my co-workers	50	40	20	10	0	4.1
• I provide creative ideas for the development of business processes	40	40	30	10	0	4.0
• I have the courage to take innovative work and endure its results	30	40	30	15	5	3.7

- The organizational culture at the University of Babylon is characterized by respect and appreciation, as well as encouraging innovation.
- There is room for improving "the courage to take innovative action and bear its results," which may require programs to encourage creativity and experimentation..

Excellence of the services provided:

Paragraph	1	2	3	4	5	Average
• The university administration seeks to improve the quality of service provided	60	35	20	5	0	4.2
• The university administration contributes to providing its services on time	50	40	25	5	0	4.1
• The university administration is keen to provide its services that exceed the expectations of the references	40	45	25	10	0	4.0
• The university administration has modern technical equipment and methods to provide its services	50	35	25	10	0	4.1
• The university administration is keen to provide comprehensive and integrated services	60	30	20	10	0	4.2

- The University of Babylon seeks to provide distinguished services that meet the needs of auditors and exceed their expectations.
- There is an opportunity to improve "the delivery of its services beyond the auditor's expectations", which may require studies to measure beneficiary satisfaction and determine their expectations..

Third Theme: Conclusions and Recommendations

First: Conclusions

Digital intelligence: The results showed that employees at the University of Babylon have a good level of digital proficiency, represented by their ability to use digital programs and applications, extract information and analyze data. However, there is a need to enhance their ability to transfer human expertise to the computer.

Outstanding performance: The results showed that the employees of the University of Babylon are characterized by a good level of productivity, commitment to work schedules, and willingness to make an extra effort. The organizational culture is characterized by respect, appreciation and encouraging innovation. The university seeks to provide distinguished services that meet the needs of auditors.

Second: Recommendations

Enhancing digital competence: It is recommended to provide specialized training programs to enhance the skills of workers in transferring human experience to computers.

Encouraging innovation: It is recommended to develop programs to encourage creativity, experimentation and risk tolerance among employees.

Improving beneficiary satisfaction: It is recommended to conduct studies to measure beneficiary satisfaction and determine their expectations in order to provide services that exceed their expectations.

Sources

1. Ahmad, M. R., & Raja, R. (2021). Employee Job Satisfaction and Business Performance: The Mediating Role of Organizational Commitment. *Vision: The Journal of Business Perspective*, 25(2), 168-179.
2. Al-Billeh, T. N. (2024). Legal Framework for Protecting the Right to Private Life in the Digital Space: The Extent to which Jordanian Constitution and legislation Takes into Account International Requirements. *Revista de Investigações Constitucionais*, 11(1), e258.
3. Aljuboori, I., & Agha, N. A. L. (2021). The efficiency of Using Attribute and Performance-Based Activity Methods to Raise the Level of Control Deviation A field study in Jaber Bin Hayyan Factory. *Journal of Economics and Administrative Sciences*, 27(130), 256-271.
4. Amelia, T., Desty, F., & Maya, M. (2024). EFL Teachers' Perception toward Integration of Technology in the 2013 Curriculum and Independence Curriculum. *Journal of English Education and Teaching (JEET)*, 8(2), 322-36.
5. Bashkirova, A., Compagner, A., Henningsen, D.M., & Treur, J. (2023). An adaptive modelling approach to employee burnout in the context of the big five personality traits. *Cognitive Systems Research*, 79, 109-25.
6. Chen, J., & Chen, I. (2008). Evaluation Elements for the Traditional Manufacturing Industry Based on TQM by a Fuzzy Analytic Network Process. *Business Renaissance Quarterly*, 3(2), 15-32.
7. Cismaru, D., Gazzola, P., Ciochina, R., & Leovaridis, C. (2018). The rise of digital intelligence: challenges for public relations education and practices. *Kybernetes*.
8. Collins, A. M., Warburton, W. A., Bussey, K., & Sweller, N. (2024). Factor Structure and Psychometric Properties of the Digital Communication Empathy Scale (DCES). *International Journal of Human-Computer Studies*, 183, 103183.
9. Cosa, M. (2024). Business digital transformation: strategy adaptation, communication and future agenda. *Journal of Strategy and Management*, 17(2), 244-59.
10. Dostál, J., Wang, X., Steingartner, W., & Nuangchalerm, P. (2017). Digital intelligence- new concept in context of future of school education. In *10th International conference of education, research and innovation*, Seville, SPAIN, 3706-12.
11. El Talla, S. A., Al Shobaki, M. J., Abu-Naser, S. S., & Farajallah, A. M. A. (2018). The Reality Of University Performance According To The Models Of Excellence In Palestinian

Universities. *International Journal Of Academic Multidisciplinary Research (Ijamr)*, 2(10), 62-77.

12. Elshobaki, N. (2017). Organizational Excellence In Palestinian Universities Of Gaza Strip. *Faculty Of Engineering And Information Technology, Al-Azhar University, Gaza, Palestine*.
13. Farayola, O. A., Olorunfemi, O. L., & Shoetan, P. O. (2024). DATA PRIVACY AND SECURITY IN IT: A REVIEW OF TECHNIQUES AND CHALLENGES.
14. Farooqui, M. S., & Nagendra, A. (2014). The impact of person organization fit on job satisfaction and performance of the employees. *Procedia Economics and Finance*, 11, 122-9.
15. Fedorets, V. M., et al. (2024). Cognitive aspects of interaction in the “Human —Artificial Intelligence” system. *Journal of Physics: Conference Series*, 2871(1), 012023.
16. Jia, J., Yan, J., Jahanshahi, A., Afshar, A., Lin, W., & Bhattacharjee, A. (2019). What makes employees more proactive? Roles of job embeddedness, the perceived strength of the HRM system and empowering leadership. *Asia Pacific Journal of Human Resources*, 1-21.
17. Kineshanko, & Jugdev, K. (2018). Enhancing Digital Intelligence Through Communities of Learning. In *On the Line business education in the digital age*.
18. Mainz, A., Nitsche, J., Weirauch, V., & Meister, S. (2024). Measuring the Digital Competence of Health Professionals: Scoping Review.
19. Morin, A. J. S., Gillet, N., Blais, A.-R., Comeau, C., & Houle, S. A. (2023). A multilevel perspective on the role of job demands, job resources, and need satisfaction for employees' outcomes. *Journal of Vocational Behavior*, 141, 103846.
20. Nicole, M., & Young, MSW. (2005). Qualities a High-Performance Organization.
21. Nielsen, C., & Montemari, M. (2012). The role of human resources in business model performance: the case of network-based companies. *Journal of Human Resource Costing and Accounting*, 16(2), 142-64.
22. Nobre, A. (2021). Educational Practices Resulting from Digital Intelligence. In *Handbook of Research on Teaching with Virtual Environments and AI* (pp. 43-60). IGI Global.
23. Odinkova, T., Bozhinova, M., & Petrova, M. (2018). Promotion of Innovative Entrepreneurship Under Sustainable Development. *E3S Web Conferences*, 41, 1-6.

24. Olaniyi, O. O., Ugonna, J. C., Olaniyi, F. G., Arigbabu, A. T., & Adigwe, C. S. (2024). Digital collaborative tools, strategic communication, and social capital: Unveiling the impact of digital transformation on organizational dynamics. *Asian Journal of Research in Computer Science*, 17(5), 140-56.
25. Radanliev, P. (2024). Digital security by design. *Security Journal*, 1-40.
26. Saber Aljuboori, I., & Agha, N. A. L. (2021). The efficiency of Using Attribute and Performance-Based Activity Methods to Raise the Level of Control Deviation A field study in Jaber Bin Hayyan Factory. *Journal of Economics and Administrative Sciences*, 27(130), 256-71.
27. Sinha, S., & Sengupta, K. (2020). Effectiveness of Training Practices: Case of Indian Information Technology Sector Organizations. *Paradigm*, 24(2), 208-55.
28. Siti, A., Munaya, U., Muhammad, A. R., Eni, W., & Fandi, A. (2022). Kiai Leadership Concept in The Scope of Pesantren Organizational Culture, 40-59.
29. Situmeang, S. M. T., & Jatmika, W. A. (2024, July). THE ROLE OF CYBER LAW IN PROTECTING INTELLECTUAL PROPERTY RIGHTS IN THE DIGITAL WORLD. In *Proceeding of International Conference on Business, Economics, Social Sciences, and Humanities* (Vol. 7, pp. 977-84).
30. Solovieva, O., Palieva, N. A., Borozinets, N., Kozlovskaya, G., & Prilepko, J. (2020). Development of Digital Intelligence among Participants of Inclusive Educational Process. *Journal of Educational Psychology-Propositos y Representaciones*, 8(SPE2), 1-14.
31. Tianingrum, S. A. (2022). The Effect of Leadership and Organizational Culture on Employee Performance. *Aptisi Transactions on Management (ATM)*, 6(2), 158-66.
32. Tuyet, M., Ashish, M., & Pawan, B. (2022). Knowledge hiding in organizational crisis: The moderating role of leadership, 161-72.
33. Ubaydullaeva, A. (2024). Rights to Digital Databases. *International Journal of Law and Policy*, 2(1).
34. V M Fedorets et al. (2024). Cognitive aspects of interaction in the “Human — Artificial Intelligence” system. *Journal of Physics: Conference Series*, 2871(1), 012023.
35. Zohaib, H. S., Chanda, C. T., & Nurulannisa, B. A. (2024). Advancing Educators: Exploring Innovative Strategies for Teacher Training in Pakistan. *Jurnal Ilmiah Pendidikan Holistik (JIPH)*, 3(2), 115-24.

36. Farooqui, M.S. and Nagendra, A. (2014), "The impact of person organization fit on job satisfaction and performance of the employees", *Procedia Economics and Finance*, Vol. 11, pp. 122-129, Elsevier.
37. Ghazi, Rawya Taysir, 2012, Time Management and its Impact on the Performance of Employees in the Civil Status and Passports Department in the Northern Region of Jordan from their Point of View, Master's Thesis, Yarmouk University, Jordan. (Translated from Arabic)
38. Kammounah, Ali Abdel Amir, The Intangibles and their Role in Achieving Outstanding Performance Using the Weighted Scorecard, a Field Study in the Colleges of the University of Karbala, 2013. (Translated from Arabic)
39. Muhammad, A ; Munir, A; Sajid, H; and Muhammad, S. (2021). Expanding competitive advantage through organizational culture, knowledge sharing an organizational innovation,(1-10).
40. Nicole, M., Young, MSW, (2005), " Qualities a HighPerformance Organization ", www.opti-solutions.com.
41. Nielsen, C. and Montemari, M. (2012), "The role of human resources in business model performance: the case of network-based companies", *Journal of Human Resource Costing and Accounting*, Vol. 16 No. 2, pp. 142-164, doi: 10.1108/14013381211284254.
42. Quraouti, Muhammad Qasim, "Principles of Modern Marketing", Second Edition, Dar Wael for Publishing and Distribution, Amman, 2001. (Translated from Arabic)
43. Rafa'i, Ali Aboud, and Abd, Dirgham Hassan. (2018). "The Impact of Strategic Capabilities on Achieving Organizational Excellence", an Applied Study in the Southern Cement Public Company, *Journal of Al-Ghazi for Economic and Administrative Sciences*, Volume XV, Issue.1. (Translated from Arabic)
44. Sharif, Hanin Numan Ali, 2013, The Impact of Administrative Accountability on the Job Performance of Administrative Employees in the Ministry of Education and Higher Education in the Gaza Strip, Master's Thesis, Islamic University - Gaza, Palestine. (Translated from Arabic)
45. Shobaki, Naser. (2017). "Organizational Excellence In Palestinian Universities Of Gaza Strip", Faculty Of Engineering And Information Technology, Al-Azhar University, Gaza, Palestine.
46. Solovieva, O., Palieva, N. A., Borozinets, N., Kozlovskaya, G., & Prilepko, J. (2020). Development of Digital Intelligence among Participants of Inclusive Educational

Process. *Journal of Educational Psychology-Propositos y Representaciones*, 8(SPE2),1-14.

47. Tuyet;M , Ashish; M, and Pawan; B. (2022). Knowledge hiding in organizational crisis: The moderating role of leadership,(161-172).
48. Ubaydullaeva, A. (2024). Rights to Digital Databases. *International Journal of Law and Policy*, 2(1).
49. V M Fedorets et al 2024 J. Phys.: Conf. Ser. 2871 012023 Cognitive aspects of interaction in the “Human —Artificial Intelligence” system *Journal of Physics*
50. Yasmin Abdul Rahim and Jumana Farouk Fikri - (The Role of Digital Transformation in Improving Green Human Resources Management Practices: A Field Study Applied to Egyptian Government Universities) *The Scientific Journal of Commercial and Environmental Studies - Suez Canal University*, Volume 14, Issue 3, 2023, pp. 321-367. (Translated from Arabic)
51. Zohaib, H. S., Chanda, C. T., & Nurulannisa, B. A. (2024). Advancing Educators: Exploring Innovative Strategies for Teacher Training in Pakistan. *Jurnal Ilmiah Pendidikan Holistik (JIPH)*, Vol.3, No.2, 2024: 115-124, June 2024, Available: <https://eric.ed.gov/?id=EJ1304720> , doi.org/10.55927/jiph.v3i2.10166, ISSN-E: 2829-7911.