

Digital Management and its Impact on Improving Governance: An Analytical Survey Study of the Opinions of a Sample of Senior Leaders in Iraqi Ministry of Higher Education and Scientific Research (Wasit University as a Model)

Habeeb Mraweh Naser, Prof. Dr. Sulaf bin Omar Al-Samawi

Faculty of Economic Sciences and Management of Sfax, Graduate Studies / Business Administration

DOI:10.37648/ijtbm.v16i03.006

¹Received: 13 June 2026; Accepted: 19 July 2026; Published: 25 August 2026

Abstract

The goal of the study was to elucidate the contribution of Digital Management to improving Governance by examining the character of the connection between the two variables at Wasit University. The main issue at hand in this research was whether the implementation of Digital Management (Digital Planning, Digital Organization, Digital Communication, Digital Leadership, Digital Control) aids in the improvement of Governance activities (Transparency, Autonomy, Accountability, Responsibility, Justice, Participation). It employed the descriptive-analytical technique and collected data using a questionnaire instrument that was given to a group of administrative leaders at Wasit University who were involved in digital and knowledge processes. The goal of the study was to evaluate the degree of Governance and Digital Management as well as to identify the direct influence of Digital Management on Governance. The sample was composed of (assistants to the university president, deans, assistant deans, heads of departments, and heads of centers and supporting units), Thus, ready-made statistical programs (SPSS V. 28) are used in research on evaluating questionnaire data, and the results revealed that three Wasit University establishments that deal with information and communication technology went directly to adopting digital management in order to improve their governance. A number of recommendations, the most notable of which are strengthening the digital infrastructure, adopting effective knowledge management systems, and training university leaders and personnel on employing digital tools in supporting governance, in order to achieve a more transparent, efficient, and sustainable institutional performance, concluded the research.

Keywords: *Digital Management; Governance; Digital Transformation*

First: Research Problem:

Because of loss of opportunities, expensive costs, susceptibility to damage and loss, and numerous errors caused by excessive archiving and paper documentation, traditional management has become a weight on the administrative system in the third millennium. It is no longer able to adapt to the changing times, and the focus on digital management and governance has shifted to improving work and outputs, working on equal opportunities, creativity, and excellence, which helps to simplify procedures, especially given that digital management has drawn the interest of different administrative levels in organizations and countries due to its significance in its development thanks to its reliance on modern

¹ How to cite the article: Naser H.M., Al-Samawi S.O. (August 2026); Digital Management and its Impact on Improving Governance: An Analytical Survey Study of the Opinions of a Sample of Senior Leaders in Iraqi Ministry of Higher Education and Scientific Research (Wasit University as a Model); *International Journal of Transformations in Business Management*, Vol 16, Issue 3, 79-95, DOI: <http://doi.org/10.37648/ijtbm.v16i03.006>

technology in the completion of administrative work such as planning, organizing guidance, and electronic control. On the other hand, the digital work climate requires the adoption of knowledge creativity and technological innovation to confront the rapid fluctuations in the pattern of digital transformation of various universities, so that this trend is one of the challenges that deserve to be studied and considered, because of its wide impact on the level of academic well-being and the stability of the university's work, and the vitality of performing its functional tasks in the present and future, especially since the interactions of knowledge with the dynamics of digitization appear clearly and widely due to the interdependence of their elements and in a way that generates (temporal-spatial) pressure on the governance at the university, it is clear from the above that the modern era is the era of communication, information, technology and knowledge that imposed the use of digitization in the modern era, to affect its stability while playing its role in society, and it is oriented to improve the integrated system of instructions and systems aimed at ensuring the quality of performance and achieving excellence in university work, through the application of the principles of transparency, accountability, integrity, participation, and clearly defining responsibilities and powers between the various parties within the university. Hence, the application of digital management in educational institutions (Wasit University and its educational colleges) has become an urgent requirement imposed by the current knowledge, technological, economic and social conditions, and in light of the above, the problem of the study can be identified as follows: What are the requirements of digital management functions as a method for planning decision-making in educational social service institutions, so the main question of the research problem was (was Wasit University able to invest in management techniques Digital) in improving governance standards?) In light of the above, the sub-questions can be formulated as follows:

1. What are the theoretical foundations of the digital management approach in light of the literature of contemporary administrative thought from the point of view of academic and administrative leaders, and what are the obstacles to the application of digital management processes in university administrations in some Iraqi universities from the point of view of academic and administrative leaders?
2. What is the level of adoption, practice and interest of Wasit University in (digital management) and its dimensions represented in (digital planning, digital organization, digital communication, digital leadership (guidance and supervision), digital control)?
3. What is the level of adoption, practice, and interest of Wasit University in governance and its dimensions tagged with (transparency, Autonomy, accountability, responsibility, justice, participation).
4. Do the variables of (digital management) and its dimensions directly affect governance, and to what extent do these variables explain any interest in one of them, and how will it be reflected in the other on the reality of the work of Wasit University?

Second: Importance of Research:

The current intellectual contribution is an attempt to direct the knowledge interest in some of the literature of modern management thought on the role of (digital management) in achieving governance by mediating knowledge management in general in government organizations, and in particular at Wasit University, as the current research sought to achieve several goals, the most important of which are:

1. Identify the theoretical foundations of the digital management approach in the light of the literature of contemporary managerial thought.
2. Identifying the obstacles to the implementation of digital management processes from the point of view of administrative and academic leaders in some Iraqi universities.
3. Variables (digital management, governance) represent one of the most prominent variables of administrative thought, as they directly affect the environment of Wasit University, so the goal of the theoretical aspect is directed to introduce the concepts, importance, and models of variables.
4. Presenting and testing a number of metrics used in a different global environment for the two variables (digital management) and governance, and it is applied in the environment of Iraqi public organizations, represented by Wasit University.
5. The current research enables Wasit University in general, its leadership and its personnel in particular to invest (digital management) directly in improving governance.

Third: Research Objectives:

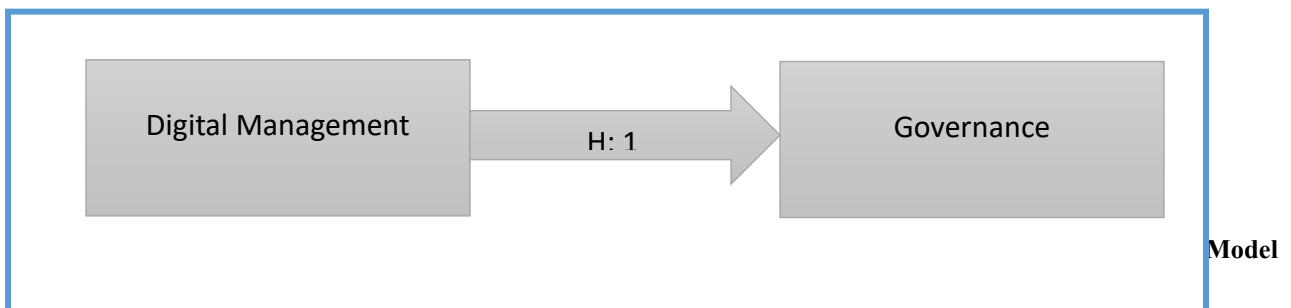
The present research is a small effort to comprehend the accelerated progress in contemporary administrative philosophy, particularly (digital administration), which is regarded as one of the successful administrative strategies in the area of promoting the future of modern digital administrative organization, enhancing its methods of success between the organization and stakeholders or the public and competitors, and employing its senior leadership to achieve the desired success. This is because it serves as a crucial competitive weapon and an instrument for evaluating the issue and an excellent way to choose efficient governance, as well as to realize Wasit University's goals and grasp the theoretical aspect and intellectual propositions, in order to get a clear comprehension and understanding of the concepts and goals of the variables studied in the following ways:

1. Diagnose the level of Wasit University's orientation and interest in (digital management) and its importance, and identify which dimensions are most interested and practiced.
2. Identify the level of Wasit University's interest in governance, and which dimensions are most interested, practiced and adopted.
3. Identify the impact of (digital management) and its dimensions in governance through knowledge management and its dimensions.
4. Providing information and data to the administration of Wasit University about the level of digital management application by teachers, and the impact of this application on job performance, in order to develop plans to improve these applications.
5. Highlight the strengths and weaknesses of the digital management application process, with the aim of addressing the shortcomings that help improve the application.

Fourth: Main hypothesis and hypothetical Model:

In order to achieve the main objectives, and in line with the proposed hypothetical model, the hypotheses were formulated as a preliminary guess that the researcher adheres to temporarily, as they are a preliminary opinion to solve the applied research problem to reach the results, they are not a random conclusion or interpretation, but are based on information expressing the causes and dimensions that formed the research problem (Abbas, 2016: 13). Based on the research problem and within the framework of its hypothetical scheme, the main research hypotheses were formulated in the direction of negation due to the lack of any research or study that proves the existence of a relationship between the variables researched in the Ministry of Higher Education and Scientific Research and the following agencies:

The first main hypothesis of the research :(there is Impact of digital management) on governance at level of 0.05)

**Fifth: Digital Management:**

1. concept of digital management: The use of digital management is one of the modern and necessary approaches to the development of departments in light of the application of their operations, as it seeks excellence as the only acceptable level of performance and achievement, and the integrated concept that combines the basic elements of a distinguished administrative building, and intellectual creativity and the ability to innovate and develop are among the foundations of activating digital management (Abdul-Samad, 2011: 82).), and its importance is evident in its ability to

keep pace with the broad qualitative and quantitative development in the field of the application of information technologies and systems and the accompanying emergence of the ICT revolution, and represents a kind of immediate response to the challenges of the twenty-first century that include globalization and knowledge (Younis, 2014: 8). Speed, and it has a wide impact not only on the technological dimension of digital technology, but also in its administrative dimension of developing administrative concepts and functions, in addition to providing a high degree of transparency and clarity of vision, which improves the confidence of education workers and pushes them to participate positively in the improvement and development of administrations (Pelin, 2020: 240).

With the spread and application of the concept and methods of digital management in many organizations and societies, every country has to catch up with the development to avoid the possibility of isolation and not keeping pace with the age of speed and information. No contemporary human society can live as a closed system without keeping pace with the natural development of human life in its various dimensions (Najm, 2004: 24), while the change in digitization of work procedures and organizational structures is a challenge to the divisions of labor and the reporting arrangements in place. (Lacity and Willcocks 2016:9), and at the micro level, digitalization is changing the nature of work, requiring new abilities and skills, prompting managers to launch training programs and hire employees with new competencies (Yeow, Soh, and Hansen 2017:4, and Hilton 2013:68) define digital management as "the process by which all administrative processes of a traditional paper-based nature are transformed into electronic processes by means of The use of electronic and digital technologies", which means converting the paper-based documentary course in educational organizations into an electronic course.

2. Importance of Digital Management: (Al-Sharari & Al-Saleh, 2022: 497) and (Abu Al-Nasr, 2018: 170) agreed that the idea of digital management is based on a basic principle, which is that the element of management is the element that can combine the elements of work to achieve educational and academic goals, and therefore digital management is important, the most prominent of which is to reduce the cost of administrative procedures and related processes, and to increase the efficiency of the work of the department through its dealings with citizens, students, institutions, and others, as well as to accommodate a larger number of operations in a specific time, as the ability of the administration The traditional clearance of transactions remains limited, and they are often forced to wait for long periods, and the elimination of the direct relationship between the two parties to the transaction (the head of the department – the teaching department) or its mitigation to the maximum extent possible, which leads to the reduction of the impact of personal relationships, leading to the abolition of the paper archive system, and its replacement with a digital archive system, with its flexibility in dealing with documents, the ability to correct errors quickly, and the publication of documents to more than one party in the shortest possible time. and to benefit from it at any time, and this is why it eliminated the place factor, as it sought to achieve the appointments of employees, talk to them, send orders and instructions, supervise performance, and hold seminars and conferences through software applications and digital platforms of video nature (22010Davidson & Vaast).

3. Dimensions of Digital Management: A study (Abbas, 2012: 48) indicated that digital management has changed traditional administrative processes and functions in terms of the emergence of new processes and functions (digital planning, digital organization, digital communication, and digital leadership) and each of these processes will be interpreted in the light of the above figure, which deals with digital management processes as follows:

A. Digital Planning: Digital Planning represents a dynamic process that is carried out electronically to predict the future, and to choose the best methods in the direction of achieving broad, flexible, immediate, short-term, and renewable goals, and the continuous and continuous development of all the activities and procedures of the educational institution, that is, it is a continuous process thanks to the ever-flowing digital information, as it goes beyond the traditional idea of division of labor between management and implementation work, as all employees can contribute to the planning electronically In all times and places, the digital environment is gaining strength for digital planning (Henfridsson and N. Panourgias, 2018:89), and (Al-Awadhi, 2019: 146) pointed out that digital planning is based on horizontal planning in its general framework between management, employees and participants, while traditional planning depends on vertical planning from top to bottom, where management plans and frontline workers implement. The planning process

is characterized by continuity, development and change (Shekhar, 2016: 138), and e-planning involves all levels of management in the organization in the planning processes, developing these plans and developing alternative plans for them in order to increase the efficiency and effectiveness of decision-making processes, as well as help seize opportunities and reduce obstacles and risks faced by organizations. E-planning differs from traditional planning in three features (Al-Wasafi, 2023: 8) (It represents a dynamic process in the direction of broad, flexible, immediate, and short-term goals that can be renewed, continuous development and communication, and it is a continuous process thanks to the ever-flowing digital information, and it goes beyond the traditional idea of division of work between management and implementation work, as all employees can contribute to electronic planning everywhere and anytime).

B. Digital Organization: Digital organization is the process of digital integration of material and human resources in light of digital transformation, as the components of traditional organization have changed to move from the traditional model to electronic organization, which necessitated the development of organization based on some fixed and large units, with a vertical flow from top to bottom, to a contemporary form known as matrix organization. The administrative division has become based on teams rather than administrative divisions based on units and divisions, and the transition from a series of written administrative orders to independent units and advisory authority, from administrative organization highlighting the role of direct superiority to multi-direct superior, from detailed regulations to self-managed teams, and from centralization of authority to multiple centers of authority (Hansen et al., E-Organizing is the broad framework for the distribution of power, tasks, and horizontal network relationships that achieve real-time and everywhere coordination in order to achieve the common goal of the parties to the organization (Al-Dahshan, 2016: 52).

C. Digital Communication: Digital communication is an essential element for spreading knowledge, innovation, and improving results in university administrations, and in light of the use of electronic applications and digital management, computer communication technology allows employees to communicate in real time wherever they are, at the lowest cost, as modern electronic technologies have provided flexible communication methods, which facilitates creativity in the implementation of the task of supervision and follow-up, and facilitates the role of the leader in directing employees towards professional development and performance improvement. (Sklar, 2021:112), however, identifying workers' cognitive and skill needs is naturally problematic in virtual teams. Managers cannot physically monitor the team's performance due to the limitations of the virtual environment, so they need to provide tools that allow them to gather information about the ever-changing situations in the team setting, with two methods of monitoring progress (Al-Subaie, 2024: 693): Analysis of electronic discussions and published documents (asynchronous communication), and analysis of participation in virtual meetings and instant messaging (synchronous communication).

D. Digital Leadership: Digital leadership in its traditional concept embodied the ability to persuade others to move towards achieving goals, which brings together human groups and motivates them to work, and digital guidance and supervision represents an important stage in digital administrative processes, which aims to take the hand of individuals through wise digital leadership, and direct their efforts in order to achieve the desired educational goals. University education institutions mean the use of educational leaders by the digital environment and technology to enhance cooperation between them and university employees, access to information, and communication with faculty members, staff, and students at the university to achieve the desired goals (Al-Olayani, 2022: 418), while digital guidance creates the appropriate atmosphere for the process of implementing digital plans and working to observe them continuously, so that individuals are electronically directed towards organization, good conditions, and communication among them to rationalize and use capabilities, technologies, and material resources and the available humanity, working on evaluating, modifying and developing performance, setting incentives that help individuals to perform tasks and jobs seriously, and informing individuals about modern methods and technological developments in the educational field (Findikli & Bayarcelik, 2015: 428).

E. Digital Control: Digital Inspection refers to the real-time follow-up of performance through electronic networks within organizations, which reduces the time gap between the process of detecting the error or deviation and the process of correcting it, that is, digital control is a continuous and renewed process that detects deviation first and foremost, through the flow of data and information and networking between the manager and all internal and external employees and customers, where digital control aims to increase the achievement of digital trust and digital loyalty, both between employees and managers. On the one hand, and between them and the beneficiaries on the other hand, which means that electronic control is closer to trust-based control (Tumbas and Brocke, 2017:122), as studies have emphasized the use

of various technological means to follow up and record performance first and foremost so that leaders and managers can effectively correct deviations, and return performance to the standards in the light of which goals are achieved, as the control process comes after the processes of planning, organizing and directing, and its role is to make a comparison between the plan, the goals and the specified criteria. With the development of information and communication technology and its applications, electronic control has emerged, which relies on management information technology, so it has become more able to know the variables and deviations first and foremost through the flow of information and communication relations between managers, workers, suppliers, and customers, and this increases the ability of electronic control to provide the possibility of following up on various processes and the progress of decisions. Diversity and Correction of Mistakes, (Abdel Nasser & Qureshi, 2011: 95).

Sixth: Governance:

1. Governance Concept: Governance is considered from a rational, transparent and implicit perspective as a mechanism to control the work of the organization based on principles, ideals and ethical values, and depends on the existence of an administrative entity within it through which administrators apply its principles (Al-Roussan et al., 2023: 637), while (Mohrouh, 2017: 13) considered it to include a set of laws, systems and decisions aimed at achieving quality and excellence in administrative and educational performance by selecting appropriate and effective methods to achieve plans and goals related to the organization's mission. (Burqan & Al-Qurashi, 2012:3) Ensuring the proper functioning and improving the quality of the organization and its various departments by overcoming failures and failures by adopting mechanisms that ensure the efficiency of decision-making and improve the overall performance of the organization.

From a broader perspective, governance includes participation, transparency, accountability, and efficiency, and adopts the law and achieves justice and is practiced by different sectors (public, private, and mixed) according to their respective roles in achieving sustainable human development (Allam, 2021: 692), and from another perspective, corporate governance is a set of arrangements aimed at creating a consensus between the interests of managers and shareholders (Al-Hayek, 2016: 24). In addition to being a commitment to values and ethical behavior directed to accomplish all the activities of the organization and in a way that ensures fairness for all stakeholders, including customers, workers, investors, suppliers, society and government (Sayej, 2018: 9), institutional governance is an administrative style that is linked to the system of control and guidance at its various levels, as it defines responsibilities, rights and relations with all concerned groups, as well as clarifies the rules and procedures necessary for rational decision-making related to its work, in the form of a system that supports the principles of justice, transparency and accountability, and promotes at the same time Trust and credibility in the work environment (Hadid & Messous, 2014: 117).

2. Importance of Governance: (Ahmad & Lee, 2024: 2980) identified importance of governance in its ability to increase financial development and efficiency, as well as macroeconomic soundness through the development of financial sector services, and is a key factor in determining governance performance, and inadequate corporate governance can harm the interests of shareholders and lead to undesirable outcomes such as insolvency, in addition, corporate governance faces many business risks and challenges related to regulation, competition, market and customer trends, technological shifts, and chains Supply, cost management, financing, and performance monitoring, as well as saving the business from bankruptcy, and improving the overall value. Therefore, we discuss the nature and level of financial development of corporate governance, the problems faced by institutions that hinder financial development, and the adoption of best practices in terms of governance, and its active role as a key to overcome some of these challenges and achieve continuous improvement, while (Al-Adeyemi and Shawash, 2025: 261) pointed out the importance of corporate governance by raising the economic efficiency of the institution by laying the foundations of the relationship between its directors, board of directors and shareholders, each according to his function and degree of responsibility, especially as it establishes an organizational framework that enables the organization to During it, it defines its goals and the mechanism to achieve them by providing appropriate incentives to its board members and executive management in a way that pushes them to work to achieve its goals and in the interest of shareholders, as well

as leading the corporation to open up to global capital markets, as it attracts a wide base of investors to finance its expansion projects, when foreign investments are not adopted, it enables it to increase the confidence of local investors, to increase capital and at lower costs, which made institutions that are interested in and practice governance to increase the confidence of investors, due to protecting their rights. Governance is the key pillar of organizational excellence, as it ensures sustainable performance, enhances transparency and accountability, increases stakeholder confidence in the organization, guides its resources to better direct, enables it to make more effective strategic decisions, and enhances organizational innovation.

3. Governance Dimensions: Model developed to compile the dimensions of corporate governance was based on a detailed study of the relevant literature, in the first stage of its development, as its concept and the scope of the literature review was defined according to some studies and based on these results, what kind of mechanisms were identified for coordination, adaptation and maintaining the relationships between the dimensions and the object of application. The researcher has conducted a systematic review of the governance literature to identify, position and classify previous research, as systematic literature review follows a structured approach to analyzing and classifying the literature, thus providing collective insights into the synthesis and analysis of existing research, as well as the systematic literature review process involves identifying, evaluating, and summarizing relevant individual studies, and In order to provide researchers with a comprehensive view of the previous evidence on the application of the six dimensions in previous studies, it is possible to choose (transparency, Autonomy, accountability, responsibility, justice, participation) as a model for the current research:

- A. Transparency:** Transparency embodied the important civilized method of administrative reform and development and enabling institutional management to achieve quality and develop the performance of its employees, and transparent communication related to improving organizational performance that encourages creativity and cooperation (Walter, 2024: 26), and transparency is the main principle of public management, as it directs the management of resources and ensures accountability for managers to their employees, in a way that ensures good management and the exercise of control functions (Tavares, 2024:205), and this is in agreement with (Abbas, 2016: 79), as transparency is the main pillar for providing information clearly and openly to stakeholders, such as students, faculty members, administration, and university customers, as it includes providing information on university policies, procedures, and decisions, facilitating access to information for stakeholders, as well as explaining and interpreting decisions and policies to stakeholders, as it leads to increasing stakeholders' trust in the university, improving the efficiency of management and decision-making, and reducing the risks associated with management and enhance the responsibility of the management for its performance.
- B. Autonomy:** Job autonomy depends on the extent to which employees are given freedom, autonomy, and appreciation in carrying out their job responsibilities during academic work, as autonomy does not always work as a purely motivational resource in a high-pressure environment, and employees enjoy autonomy not as freedom but as an additional burden in meeting the external expectations of stakeholders, and according to this approach, employees are exposed to performance pressure from the perspective of personal perception of the need to achieve expected goals, accompanied by a sense of urgency and tension, as performance pressure can push them to participate Proactiveness, or conversely, motivates withdrawal behaviors depending on how it is evaluated (Liao et al., 2025:2), as well as the potential of employees to define work procedures according to their own style, motivate them to invest their potential, and reduce their exposure to obstacles and constraints by simplifying regulatory rules, reducing levels of authority, scope of supervision, and freedom to perform their work in a way that suits their potential (Shehata, 2019: 5), There are many types of autonomy, as Chloe, 2024:4 has identified four types (autonomy in decision-making, autonomy in organizing work, autonomy in time regulation, and autonomy in forming relationships).
- C. Accountability:** A duties of institutions have diversified and taken several directions, to be called upon to be held accountable for their actions, activities, and outputs, as well as the internal aspects of official behavior, as it is supposed to be accountable, to the institutions that control the behavior and accountability of officials, to respond to the wishes of the public by holding them accountable, and to democratic dialogue with stakeholders, as no one is prosecuted All inquiries about an area of activity are closely related to the practice of the work they perform (Mulgan, 2000: 561), and then considered a means to enable individuals to bear the consequences of the tasks assigned to them that are consistent

with the public interest (Hatamleh and Salameh, 2017: 35), to agree with these propositions (Al-Harthi, 2017: 14) that it is to hold subordinates accountable for the results of performing the tasks assigned to them and to notify them of their level of performance through appropriate and objective evaluation according to the criteria of those actions. Dubnick, 2007:4) Accountability is a concept that is used as a synonym for many loosely defined political desires, such as good governance, transparency, fairness, democracy, efficiency, responsiveness, responsibility, and integrity, and one of the academic aspects of accountability, seen as the commitment of university staff to provide answers or explanations for what they provide in terms of learning and knowledge sharing (Al-Kilani, 1997: 198), and a study (Al-Derini, 2000: 5) Accountability as a means of following up on academic workers through the use of the powers, authorities and responsibilities entrusted to them and in a way that ensures the proper activation of learning and teaching inputs, processes and outputs.

- D. Organizational responsibility:** Organizational responsibility is the obligation to follow all policies and procedures, or to make those decisions, or to follow desired lines of action in relation to the goals and values of society, as institutions that engage in meaningful organizational practices are socially, ethically, economically, and legally responsible, as well as for social response processes, policies, programs, and observable outcomes as they relate to social relations As a result of their social interaction with their external environment, as hierarchical accountability systems strongly promote individual and collective effectiveness and accountability towards this relationship (Aguinis, 2011: 856), responsibility is an organizational commitment of employees and the key to examining their level of harmony with each other on the one hand and with the organization on the other hand, in addition to this it has become the responsibility of maintaining them in a good state of health that enables them to continue and survive (Al-Saud and Sultan, 2009:126). Responsibility stems from the individual's ability to devote effort and energy sincerely to the benefit of the organization, and his strong desire to stay in it and accept its core goals and values, as a result of his integration into it and his enjoyment of a state of harmony, satisfaction and interaction with his colleagues and superiors, the concept of accountability has emerged with the increase in specialization in roles: discrimination in jobs means that the evaluation of separate tasks and duties has become necessary and desirable (Lindkvist & Llewellyn, 2003: 252), and the burden of corporate boards of directors resulting from taking responsibility towards third parties has increased by monitoring them to carry out all tasks related to their strategy and ensuring that they conform to the established plans and in accordance with technical and ethical standards that satisfy all stakeholders and adopt structure, procedures and behaviors (Xie et al., 2015:12).
- E. Justice:** Justice from the perspective of corporate governance refers to ensuring equality between all shareholders, avoiding bias, and obtaining everyone's legal, financial and administrative rights (Mohamed & Mohammed, 2013: 186), as the adoption of justice leads to increasing trust and stability between the members of the organization on the one hand and the stakeholders on the other hand, as well as stimulating creativity and innovation, as the principle of justice ensures the distribution of resources, positions and returns, and making decisions in a fair and equitable manner and in a way that reduces discrimination and injustice, in addition to everything A model and healthy organizational climate was adopted (Maabra, 2011: 91), while (Al-Dariouh, 2025: 74) emphasized the equal treatment of shareholders by obtaining appropriate compensation when their rights are violated, while (Robert, 2012: 55) argued that justice refers to the fair and equal treatment of all stakeholders, as it includes (fair treatment, equal rights, a clear and transparent information system available to all), as it leads to strengthening trust with the owners of the Fair treatment requires that the institution ensure that all parties are dealt with objectively without fraud or favoritism, while not distinguishing between the power of influence and authority, the size of the shares and the position they own through the adoption of the principle of fairness and fairness (Gouiaa, 2019:45).
- F. Participation:** Returning to the philosophy of corporate governance represented in the desire to bring educational services to the level of the aspirations of stakeholders through the rule of law, systems to combat corruption, nepotism, strict bureaucracy, and eliminate factors of mismanagement by encouraging everyone to participate in accountability, accountability, transparency and integrity, by emphasizing ensuring community participation and giving a wide opportunity for the participation of various parties in the decision-making process, especially since this approach enables universities to employ their resources in a sustainable and effective way to achieve their goals in the Present and future (Saikia, 2013: 125), respecting legal rights and compensating for any violation of those rights, as well as the mechanisms of active participation in monitoring the performance of the institution and obtaining the required information from the point of view of (Al-Zahra, 2017: 60) requires preserving the rights of shareholders by providing the necessary

information on decision-making, and in a way that gives them the right to participate in voting effectively and smoothly, as it is a personal or absentee right and in a way that makes the mechanisms of participation in continuous development, in addition to the disclosure of procedures. The structures and strategies of the institution, when requested by the stakeholders, are the right basis for building a partnership based on trust, in addition to being the right of everyone to participate in decision-making, directly or indirectly (their representatives) in various committees and councils, as participation in decision-making within the university institution generates more loyalty and belonging, and makes its members inclined to make contributions to the development of its performance, through consultation, dialogue, representation and election, where the stakeholders are (students, faculty members, and the government, industry representatives, donors, community associations, unions, and alumni), as participation allows them to develop rules, principles, policies, instructions, and procedures related to the educational process within clear criteria (Ahamed et al., 2023:6).

Seventh: Applied Aspect of Research:

1. Cronbach's Alpha Reliability Test: Alpha-Cronbach test was adopted to determine the consistency of the questionnaire paragraphs and the consistency of the results reached in different time periods, as its value should be greater than (0.70) (Nunnally & Bernstein, 1994), and Table (1) shows the values of Cronbach's alpha coefficient for the three variables under study, as well as the division of the questionnaire into two halves, the first of which concerned the individual paragraphs was (23) items, and the second of them (23) Clause, with the correlation coefficient between the two halves of the questionnaire (0.843), the first part of it obtained a stability coefficient (0.925), and the second part obtained a stability coefficient of (0.940), as well as the Spearman-Brown coefficient (0.915), and the Gottman coefficient of half-segmentation (0.914), while at the level of variables, the digital management obtained a stability coefficient of (0.894) and through (22) paragraphs. The study (Al-Subaie, 2024) was adopted, while the governance obtained a stability coefficient of (0.922) and through (24) items, and the study scale was adopted (Muqedish, 2020), while at the level of the general resolution, its stability coefficient was (0.963) and through (46) items.

Table (1) Stability of a scale by Spilt- half method

Dimension	Item	Stability Coefficient (α)	Sample
Individual Item	2	0.91	10
Eveline Item	2	0.91	
Half-Resolution Correlation Coefficient			0.84
Spearman-Brown			0.91
Gottman Half-Split			0.91
Resolution Stability Coefficient			0.96
Digital Management			0.89
Governance			0.92

2. Descriptive statistics for the two research variables:

- A. **Digital Management:** The variable embodies digital management, and it has been measured through four sub-dimensions (digital planning, digital organization, digital communication, digital leadership, and digital control), as the dimension represents (22) paragraphs, as digital management obtained a high mean of (4.16), as Wasit University was interested in (83.1%) in adopting a modern administrative style that is employed to develop academic work and based on The use of modern electronic technologies, various information technologies, and advanced communications, to facilitate the functions of administrative processes such as planning, organizing, communicating, leading, and controlling in the fastest time and at the lowest cost, and providing better services to all university employees, and achieving efficiency and effectiveness in work performance, while the coefficient of relative difference was (11.1%), while the digital management in general obtained a standard deviation (0.461).), and its dimensions were arranged according to the priority of the relative difference coefficient and according to the following:

- I. It was measured after digital planning through four paragraphs, and it obtained the fourth rank with a relative difference coefficient (14.4%), and a high mean of (4.08), and it is practiced by Wasit University with a relative interest (81.6%) in seeking to achieve the strategic goals of the university through decisions that use electronic systems in planning its work to serve the various departments of the university and its management, with a standard deviation of (0.586).
- II. It was measured after the digital organization by four paragraphs and ranked fifth with C.V. (17%) and a high mean of (4.13), and it is practiced by Wasit University with a good relative interest (82.6%) in moving towards the general framework of the university system based on the distribution of power, tasks, and network-horizontal relations that achieve real-time coordination, workflow, and the flow of information in order to achieve the common goal of the parties of the organization as a whole in the university, with a standard deviation of (0.702).
- III. The dimension of digital communication is measured through five paragraphs and with a very high mean of (4.24), and is practiced by Wasit University with a relative interest (84.8%) in the ability of university leaders to have the ability to facilitate and expand the process of exchanging information and opinions using information and communication technology and modern technologies among the university's affiliates, and then conveying and interpreting the incoming communications between university administrations and following up and evaluating the results to obtain feedback in a short time to achieve the university's goals, with C.V. (13.2%) to be in the second order, and with a standard deviation of (0.560).
- IV. The dimension of digital leadership came in third place with C.V. of (14.2%), as measured through four paragraphs, and with a high mean of (4.11), and is practiced by Wasit University with a high relative interest (82.1%) through the orientation towards mobilizing and mobilizing resources and processes to build digital awareness and influence individuals in order to access information and communication technology and apply it in university administrations and enhance cooperation with faculty members, staff and students at the university to achieve the desired goals, with a standard deviation of (0.585).
- V. The digital control dimension came in the first rank with C.V. of (12.4%) in total, to be measured across five paragraphs, and with a high mean of (4.22), and it is practiced by Wasit University with a high relative interest (84.4%) in the university's interest in monitoring the progress of work and the extent of achieving the goals of each of the university's departments, and the speed of resolving the disputes and disputes that occur, and firmly confronting what is happening that may hinder the achievement of its goal, and the coordination of its presidency and deanship between the different units, and the members of the organization, and directs all individual and collective trends in the organization, towards achieving the goals of the organization, with the highest efficiency and effectiveness, and with a standard deviation of (0.525).

B. Governance: Governance was considered the variable of the research, and it was measured through six sub-dimensions (transparency, Autonomy, accountability, responsibility, justice, participation) with a number of (24) paragraphs, so that the governance in general obtained a weighted mean of (4.24) very high, as Wasit University paid attention to these behaviors and practices by (84.9%) through the rules and procedures that determine decision-making, monitoring and monitoring of operations within the university of transparency, accountability, justice, participation, Autonomy and responsibility, with a relative difference coefficient (10.8%), and a standard deviation of (0.456), and its dimensions were arranged according to the priority of the relative difference coefficient and according to the following:

- I. Transparency** was the first dimension of governance, and it was measured through four paragraphs, to obtain the fifth rank with C.V. (13.90%), a high mean of (4.15), a standard deviation of (0.578), and relative interest (82.9%) by adopting behaviors related to the clarity and openness of goals, systems, procedures, and the free flow of information, whether within the university or for stakeholders.
- II. Autonomy** is the second Dimension to be measured through four paragraphs, to obtain the second rank with C.V. (12.6%), and a high mean of (4.24), and it receives a high relative interest (84.8%) due to its adoption of a mechanism that reduces or eliminates conflicts of interest such as domination by a strong president of the university or a large shareholder on the board of directors, and this mechanism is based on the foundations of the formation of the board of directors and the committees emanating from it, and the appointment of the external auditor. It does not allow any influence on the decisions of the Board of Directors and the work of the University, with a standard deviation (0.534).

- III.Accountability:** is third dimension as stated in questionnaire was measured through four paragraphs, to obtain the third rank in terms of the relative difference coefficient (13.5%), with a very high mean of (4.24), and it is practiced by Wasit University with a high relative interest (84.7%) in providing periodic reports on the results of their work and the extent of their success in implementing them and ensuring that their work is in accordance with the relevant regulations and regulations, with a standard deviation of (0.571).
- IV.From the researcher's tracking of the dimensions of governance, he finds the fourth dimension in which responsibility, which was measured through paragraphs (35-38) to obtain the first rank among the six dimensions of governance with C.V. (12.2%), with a very high mean (4.28), and Wasit University receives a high relative attention (85.5%) through commitment and the ability to bear burdens, as well as Punishing mismanagement or improper procedures, of course, falls within the line of delegation of authorities in each university, and with a standard deviation at the general level of distance (0.524).
- V.The fifth dimension appears in the questionnaire of justice, so that as a result of the survey of university leaders, it ranks fourth in terms of agreement and with C.V. (13.5%), to obtain a very high mean (4.31), which is very applicable, and it receives the attention of Wasit University in a relatively high (86.2%) due to the clear vision of individuals or groups about the integrity of the application of university procedures, policies and laws and how they affect their behavior towards their work and its impact on the university's outputs, with a standard deviation of (0.584) and at the level of the four paragraphs.
- VI.Finally, it came after participating in the sixth and last rank with C.V. of (15.6%), to be measured through four paragraphs, and with a very high mean of (4.26), and it is practiced by Wasit University with relative attention (85.1%) through the level of participation, commitment and communication that individuals enjoy within the university towards their work, goals and comprehensive mission, and it also includes the emotional and intellectual participation of employees in their work and their dedication to contribute to its success, and with a standard deviation (0.664).

Table (2) Arrangement of data for variables according to their C.V.

Variables	f	t. d	P. V	t-test	C. v	Ranking
Digital Planning	.08	.586	.000	8.909	4.4	
Digital Organizing	.13	.702	.000	6.507	7	
Digital Communication	.24	.560	.000	2.671	3.2	
Digital Leadership	.11	.585	.000	9.389	4.2	
Digital Control	.22	.525	.000	3.786	2.4	
Digital Management	.16	.461	.000	5.664	1.1	second
Transparency	.15	.578	.000	0.310	3.9	
Autonomy	.24	.534	.000	3.751	2.6	
Accountability	.24	.571	.000	2.194	3.5	
Responsibility	.28	.524	.000	5.010	2.2	
Justice	.31	.584	.000	2.987	3.5	
Sharing	.26	.664	.000	9.410	5.6	

Governance	.24	.456	.000	7.941	0.8	first
------------	-----	------	------	-------	-----	-------

3. Research hypothesis test:

method of (multiple linear regression) was adopted to find the best model that can be adopted at Wasit University, as it tested the effect of the model of independent variables (digital management with its combined dimensions) on the adopted variable (governance with its combined dimensions), according to the coefficient of interpretation and probability value and their acceptance ($P < 0.05$), the value of ($T > 1.983$), and the value of ($F > 3.932$) at the degree of freedom (104). The hypothesis stipulates that (digital management with its combined dimensions has a statistically significant impact on governance), so that it becomes clear that the following:

It turned out that the tested model obtained a value of ($F = 85.677$) calculated at degrees of freedom (2,102,104) which is higher than the tabular value of (3.932) at degree of freedom (104), which made the hypothesis (digital management affects governance a statistically significant effect) acceptable, while the value of an interpretation coefficient was (0.627) and the value of an adjusted interpretation coefficient (0.620). The dimensions of digital management combined (digital planning, digital organization, digital communication, digital leadership, digital control) were able to explain (62%) of the changes in governance, and the remaining (38%) were attributed to other variables. There was an effect of the digital communication dimension of (0.305), and digital control with the effect of (0.463) on governance, all of which have a probability value of less than (0.05), and with a calculated value of (T) that exceeds the tularity (1.983) at the degree of freedom (104), but Wasit University did not adopt digital planning, digital organization, and digital leadership in improving governance, as in the results of Table (3). According to the following equation:

$$\text{Governance (Y)} = (0.997) + 0.305 * (\text{Digital Communication}) + 0.463 * (\text{Digital Control})$$

Table (3) Impact of Digital Management on Governance (n=105)

Independent Dimensional Model	Governance					
			AR	R		
Digital Planning	85.67	.99	.62	.62	.02	.28
Digital Organization					.09	1.23
Digital Communication					.30	5.32
Digital Leadership					.08	.89
Digital Control					.46	7.59
						.77
						.21
						.00
						.37
						.00

Eighth: Conclusions and Recommendations:

A. Conclusions and discussion of results:

Although Wasit University's digital personnel have a reasonable amount of interest in digital planning, they may make decisions quickly due to their digital expertise and talents within the boundaries of their employment and their knowledge experiences that are consistent with cutting-edge technical advances. However, this did not live up to expectations since the institution resorted to digital planning in the area of its digital applications that support human resources by responding to environmental changes in the internal and external work environment. Furthermore, the university, which operates in the Information and Communication Technology (ICT) industry, has used digital communication sparingly due to its great ability to update tasks and adapt to technological changes in the work environment. However, its capacity to apply fairness in the distribution of digital communication at the administrative levels did not fit its organizational

structure from the viewpoint of employees, demonstrating a moderate tendency for digital leadership due to its ownership of digital devices and equipment, which ensures the completion of digital work in the required way. However, its involvement of employees in workshops, training courses, and seminars that are proportionate to the developments of the digital labor market did not live up to the sample's goals.

The sample's research and application showed that it adhered to transparency at the governance level in a moderate way, as its members offered other members a variety of new work techniques. However, it also revealed a noticeable weakness in their ability to explore more successful strategies for doing their duties at Wasit University. In order to strengthen its governance, it adopted autonomy, which was a result of its members adjusting to the various pressures they experienced at work. It also implemented work procedures and criteria that allowed them to adapt better to digital work. Based on this, it implemented accountability, and its members felt renewed and free from boredom with the nature of the new work. Furthermore, it applied justice in its numerous academic processes at the level of students, teachers, and staff, and urged them to take part responsibly in the tasks assigned to them, finally demonstrating the university's goal of enhancing institutional governance via the use of digital management, which led to it being based on digital control and communication in particular. Unless you spend money on digital organization and leadership.

B. Recommendations:

Wasit University should pay additional attention to the development of digital planning by attracting digital workers with speed in decision-making based on their digital skills and capabilities within its specialization, as well as listening to their constructive proposals in order to achieve its sustainable competitive advantage by attracting professors with knowledge expertise that is compatible with advanced technological developments, and giving professors and digital workers the necessary skills to solve digital problems as quickly as possible and in a way that ensures the continuity of work, as well as improving the ability of professors and digital workers to analyze data and addressing them with unique methods and methods of work, improving digital organization by updating its digital applications that support its human resources in response to changes in the internal and external work environment, applying digital selection and polarization procedures to obtain the new workforce by working on introducing innovative digital technologies in administrative activities and processes, and obtaining artificial intelligence applications in the field of developing the capabilities and capabilities of human resources, while formulating strategic goals and in line with the requirements of digital transformation in the work environment. The university must pay attention to digital communication by updating tasks and in accordance with technological changes in the work environment, by engaging employees in remote digital tasks efficiently and flexibly, taking into account directing employees to perform their digital tasks remotely efficiently and flexibly, designing digital communication based on the needs and desires of the beneficiaries of services, and applying the principle of justice when distributing digital communication at various administrative levels and in line with the organizational structure of Wasit University, hence the need for attention Wasit University is in digital leadership because of its role in improving digital management through the acquisition of digital devices and equipment to ensure the completion of digital work in the required way, and the adoption of modern digital designs and programs provided by them in accomplishing their tasks, as well as their participation in workshops, training courses and seminars commensurate with the developments of the digital labor market, and providing material and moral support to workers in order to accomplish their digital work better, while encouraging them to put forward ideas and suggestions to develop the digital work environment.

On an other hand, more attention should be paid to the institutional governance of Wasit University, as it should increase its interest in transparency and in a way that improves the level of governance by adopting the suggestions of its staff on new methods of work, as well as predicting the problems that may face them as a result of changes in the work environment, and the trend towards providing Wasit University with more Autonomy and in a way that enhances the agility of its human resources through the ability to be independent with the various pressures they face during work, and in a way that qualifies them to solve problems and deal In addition to this in addition to the additional interest of Wasit University in accountability by improving the ability of employees to sense opportunities for renewal and get rid of feelings of boredom when they start new work and face workloads, and in a way that increases their calm when facing challenges and difficult working conditions, with a focus on organizational justice with everyone, and urging them to participate in various academic events, in a way that qualifies them to take responsibility seriously in a way that is

commensurate with the changes in the academic work environment, and in a way that qualifies it to improve institutional governance. During the employment of digital management, by adopting digital control and digital communication.

Sources:

1. Abbas, Jihan, (2012), The Importance of Transformation from Traditional Administrative Systems to Digital Administrative Systems, Master's Thesis, Faculty of Business and Economics, Syrian Virtual University.
2. Abbas, Zeyad Ali, (2016), Strategic Leadership and its Impact on Organizational Reputation by Mediating Transparency, An Analytical Study in a Number of Companies of the Ministry of Construction, Housing and Public Municipalities, Master's Thesis in Public Administration Sciences, University of Baghdad, College of Administration and Economics.
3. Abdel Nasser, Moussa and Qureshi, Mohamed, (2011) The Contribution of E-Management in the Development of Administrative Work in Higher Education Institutions, Al-Baheth Magazine, Issue 09, University of Biskra, Algeria.
4. Abdel Samad, Boudi (2011) Digital Management as Creativity in the Management and Excellence of Business Organizations. Research published at the International Forum on Creativity and Organizational Change in Modern Organizations, held at the Faculty of Economic Sciences, Saad Dahleb University, Algeria, on (12-13) May.
5. Abou Al-Nasr, Medhat Mohammed, (2017) Distance Training: Your Gateway to a Better Future, Arab Group for Training and Publishing.
6. Aguinis, H. (2011). Organizational responsibility: Doing good and doing well.
7. Ahmad, H., Yaqub, M., & Lee, S. H. (2024). Environmental-, social-, and governance-related factors for business investment and sustainability: A scient metric review of global trends. *Environment, development and Sustainability*, 26(2), 2965-2987.
8. Ahmed Mohamed Setif, Siham Mustafa Abdel Aziz, & Hisham Farag Abdel Sayed. (2023). The reality of applying the principles of university governance at the University of Idlib from the point of view of faculty members. *Journal of Educational and Psychological Sciences*, 7(43), 1-16.
9. Al-Adeyemi, Osama Abdulaziz Mohamed Ali and Shawash, Zayed Naji Nasser, (2025). The Impact of Governance on Institutional Excellence in Al-Ruwaishan Group. *Journal of Humanities and Natural Sciences*, 6(9), 256-274.
10. Al-Awadhi, Adel Khairallah Nasser Bin Abdullah (2019). The Impact of E-Management on the Effectiveness of Change Decisions in International Business Organizations: An Applied Study in International Business Organizations in the State of Kuwait, Vol. (26), P. (123). 181-262.
11. Al-Dahshan, Gamal Ali Khalil (2016), Digital Citizenship as an Introduction to Help Our Children Live in the Digital Age, *Journal of the Faculty of Education, Menoufia University - Faculty of Education*, Vol. (30), No. (4), 1-42.
12. Al-Darwish, Mohamed Abdulaziz, (2025), Corporate Governance Practices and Their Contribution to Achieving the Goals of Vision 2030 for the Kingdom of Saudi Arabia: An Applied Study on Emerging Cybersecurity Companies - An Analysis of the Impact of Applying Governance Principles on Supporting the National Vision. *Journal of Economic, Administrative and Legal Sciences*, 9(12).
13. Al-Derini, Lubna Naim Ahmed, 2000, Attitudes of Secondary School Principals Towards Accountability in the Capital Governorate, Unpublished Master's Thesis, University of Jordan, Amman, Jordan.
14. Al-Harthi, Abdullah bin Saleh, 2017, Educational Accountability, First Edition, Dar Al-Yazouri Ilmiyyah.
15. Al-Hayek, Noha Ahmed, (2016), The Impact of Applying Governance on Improving Performance in Government Institutions, Case Study of the Syrian General Directorate of Customs, Master's Thesis in Business Administration, Syria, Damascus: Syrian Virtual University.

16. Al-Kilani, Abdullah Zeid, 1997, Administrative Accountability in Jordan: An Attempt to Develop an Accountability System in the Educational System in Jordan, Working Paper Presented to the First Educational Conference of the Jordanian Educational Association, Amman, Jordan.
17. Allam, Mohamed Turki Moussa (2021), Professional Intervention of the Community Organization Method and Activating Governance for Managing Funding in NGOs, Issue 56, Volume 3, Journal of Studies in Social Work, October.
18. Al-Masaoood, Khalifa Saleh. (2008). Human and Material Requirements for the Application of E-Management in Public Schools. Unpublished Master's Thesis, College of Education, um Al-Qura University, Saudi Arabia.
19. Al-Olayani, Ghurmallah Bin Dakhilallah Saber (2022) Digital Leadership Standards in Higher Education: Conceptualizing the Proposal for Educational Sciences Vol. (30), p. (3), 440-411.
20. Al-Rosan, Muhammad Ahmed, (2023). The Impact of Institutional Governance on Enhancing and Developing Performance in Education Directorates from the Perspective of Administrative Leaders in Irbid Governorate. Mutah Journal for Humanitarian and Social Studies, (2), 633-667.
21. Al-Saud, Rateb and Sultan, Susan, (2009), The Degree of Organizational Justice among the Heads of Academic Departments in Jordanian Public Universities and its Relationship with the Organizational Loyalty of their Faculty Members, Damascus University Journal, Vol. (25), No. (2), pp. (191-231).
22. Al-Sharari, Shaker Zaid and Al-Saleh, Mohamed Ali Saleh, (2022) The Role of Digital Management in Developing the Creative Skills of Public Primary School Principals in Sakaka City from the Teachers' Perspective, Al-Azhar University, Faculty of Education in Cairo, Journal of Education, Issue (195), Part (1), July.
23. Al-Subaie, Abdullah Nasser's Drawings, (2024) A Proposed Concept for the Development of University Administrations in the Kingdom of Saudi Arabia in the Light of Digital Management Processes, College of Education, King Khalid University, Journal of the Faculty of Education in Tafhna Al-Ashraf, Volume Two, Issue Three, March 2024.
24. Asma Al-Wasi, Nahla Saifi, (2023), The Role of Digital Management in Improving the Performance of Employees: A Case Study of Mohamed Boudiaf University - Messila, Mohamed Bashir Ibrahim University, Borj Bou Arreridj, Faculty of Economic, Commercial and Management Sciences, Department of Management Sciences.
25. Burqan, A. & Al-Qurashi, A. (2012). University Governance and Its Role in Meeting Challenges, International Scientific Conference entitled "The Globalization of Management in the Age of Knowledge", Al-Jinan University, Tripoli, December 15-17, Lebanon.
26. Chloé, p. (2024). Comment developer autonomy au travail. Retrieved from, <https://www.eurecia.com> › blog › autonomie-travail.
27. Davidson, E., and E. Vaast. 2010. "Digital Entrepreneurship and Its Sociometrical Enactment." Proceedings of the 43rd Hawaii International Conference on System Sciences, 1–10.
28. Dubnick, M. J. (2007). Situating accountability: Seeking salvation for the core concept of modern governance. Manuscript, University of New Hampshire.
29. Findikli, M. and Bayarcelik, E. (2015). Exploring the Outcomes of Electronic Human Resource Management. Procedia–Social and Behavioral Sciences, vol. 207, 424–431.
30. Gouiaa, Raef, 2019, Review Governance & corporate and Regulation of Review A: Canada in Governance Corporate. Issue 1, Vol 2, pp - 44-45.
31. Hadid, Nouvel, & Messous, Kamal, (2014), The Relationship between Information Systems Governance and Institutional Governance and the Process of its Application in Machine Learning Institutions, Algerian Journal of Globalization and Economic Policies, No. 12.
32. Hammou Mohammed, and Jaafar Hani Mohamed, Governance Motivations and its Development in Economies, 2013, Eighth International Conference on the Role of Governance in Activating the Performance of Economic Institutions, Chlef, Vol. 8, November 2013, pp. 19/20.

33. Hatamleh, Abdelsallam M. Mahmoud, & Salama, Kayed Mohamed. (2017). The Degree of Application of Administrative Accountability, Institutional Governance and Relationship in the Directorates of Education in Jordan from the Perspective of Administrative Leaders. *Journal of Educational & Psychological Studies/Magallat Al-Dirasat Al-Tarbawiyat Wa-Al-Bafsiyyat*, 11(1).
34. Henfridsson, O., J. Nandhakumar, H. Scarbrough, and N. Panourgias. 2018. "Recombination in the Open-ended Value Landscape of Digital Innovation." *Information and Organization* 28 (2): 89– 100.
35. Hilton: Digital Asset Management Systems, Educate Review, Computers & Education, April, 2013. Vol. 38, PP. 65-76.
36. Lacity, M. C., and L. P. Willcocks. 2016. "A New Approach to Automating Services." *MIT Sloan Management Review*, 58(1), 41-49. 58 (1): 41–49.
37. Liao, Q., Zhang, J., Li, F., Yang, S., Li, Z., Yue, L., & Dou, C. (2025). "Rat race" or "lying flat"? The influence of performance pressure on employees' work behavior. *Frontiers in Psychology*, 16, 1466463.
38. Lindkvist, L., & Llewellyn, S. (2003). Accountability, responsibility and organization. *Scandinavian Journal of Management*, 19(2), 251-273.
39. Maabreh, Mahmoud (2011). Administrative Corruption and its Treatment in Islamic Sharia: A Comparative Study with Administrative Law, Dar Al-Farqa for Publishing and Distribution, Amman, Jordan.
40. Mohrouh, M. (2017). The Reality of Governance Standards in the Jordanian Ministry of Education law and it is hoped that it will be applied to ensure overall quality, from the proceedings of a conference at the Middle East University, on 13 May 2017.
41. Mulgan, R. (2000). 'Accountability': an ever-expanding concept? *Public administration*, 78(3), 555-573.
42. Najm, Aboud Najm, (2004) Strategic e-Management, Functions and Problems, Dar Al-Marrikh, Riyadh, Saudi Arabia.
43. Naziha Moqedich, (2020) The Role of Governance Principles in Achieving Quality in Algerian Universities from the Perspective of the Faculty Staff: A Survey on a Sample of Professors, Thesis Submitted for the Doctorate of Science in Economics and Management Sciences, University of Farhat Abbas Setif, 1- Faculty of Economics, Business and Management Sciences.
44. Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory (Third Edit)*. New York, USA: McGraw-Hill Inc.
45. Parrion, Robert; Kidwall Davids, and Bates, Thomas w; (2012), "Fundamentals of Corporate Finance" 2th edition, John Wiley & Sons, Inc.
46. Pelin, V. (2020). Digital transformation of human resource management: Digital applications and strategic tools in HRM. Department of Human Resources Management, School of Business, Istanbul Medipol University, Beykoz, Istanbul, Turkey.
47. Saikia, Ishan Krishna, 2013, Good Governance and Human Rights International and National Perspective, *International Journal of Advancements in Research & Technology*, Vol.2, Issue 7., July, Sonapur College, Sonapur, India.
48. Sayej, Judith Jamil Khalil, (2018), Following the Application of Governance Principles in Institutional Performance in the Palestinian Red Crescent Society, Master's Thesis. Palestine: Al-Quds University.
49. Shehata, Saleh Mohamed. (2019). "Mediating Knowledge Sharing in the Relationship between Enabling Leadership and Innovative Performance of Mansoura University Employees", (43) 4, 91-127.
50. Shekhar, S. (2016). *Managing the Reality of Virtual Organizations*. Berlin, Germany: Springer.
51. Sklar, B. (2021). *Digital communications: fundamentals and applications*. Pearson.
52. Tavares, J. F. (2024). Transparency and accountability in public management. *Accounting and Management Review (AMR)*, 28(1), 199-220. DOI:10.55486/amrrcg.v28i1.6.
53. Tumbas, S., N. Berente, and J. vom Brocke. 2017. "Three Types of Chief Digital Officers and the Reasons Organizations Adopt the Role." *MISQ Executive* 16 (2). P:121-134.
54. Venus, Fatima Nawi. (2017). The Impact of Applying Corporate Governance on Improving the Performance of Algerian Banks (Doctoral Dissertation), University of Mohamed Khidir Biskra, Department of Economic Sciences.

55. Walter, E. (2024). Effects of Transparent Communication on Employee Trust in Management in Tunisia. *American Journal of Public Relations*, 3(2), 29–39. <https://doi.org/10.47672/ajpr.2364>.
56. Xie, C., Bagozzi, R. P., & Grønhaug, K. (2015). The role of moral emotions and individual differences in consumer responses to corporate green and non-green actions. *Journal of the academy of Marketing Science*, 43(3), 333-356.
57. Yassin, Saad Ghalib (2017) E-Management, Amman: Dar Al-Yazouri for Human Resources and Distribution, Jordan.
58. Yeow, A., C. Soh, and R. Hansen. (2017), Aligning with New Digital Strategy: A Dynamic Capabilities Approach.” *Journal of Strategic Information Systems* 27 (1): 43–58.
59. Younis, Tariq Sharif (2014) Milestones of Transformation Towards Digital Management: A Vision in the Formulation of a Comprehensive Electronic Strategy, The Second Scientific Conference "Future Visions of Arab Management", Faculty of Economics and Administrative Sciences, Jerash National University, 38-40.