
Strategic success according to the strategic alignment A case study of the municipalities of the capital of Baghdad

Prof.Dr.fadheelahsalman dawood

dr.fadhiela.salman@coadec.uobaghdad.edu.iq

Ali Salah Abood Mahmoud

Ali.Mahmoud1303@coadec.uobaghdad.edu.iq

Abstract:

The topic of strategic alignment is one of the important topics in the strategic thinking of business organizations through which organizations can have the ability to achieve their strategic goals. In our research, we touched upon the independent variable of strategic alignment in its three dimensions (added value, infrastructure, skills), and strategic success in its dimensions. The three (growth, high implementation, customer satisfaction), as this research was applied to a sample of senior and middle leaders in the Municipality of Baghdad. The strategic alignment is one of the actual steps that organizations take in their natural course to eliminate weakness in internal and external dealings, work environment, And work to address its weaknesses and face all the contradictions and problems that may exist in the work environment, the ability to promote and protect sustainable development and the ability to invest resources within the organization, as a case study methodology was used in the Baghdad Municipality, using checklists, and a set of questions and a scale were used in the research. Seven statistical means (arithmetic mean, frequencies, and extracting the size of the gap) and among the most prominent results The Municipality of Baghdad is not interested in its cadres who have experience and skills, as they affect the relationship between strategic alignment and strategic success.

Key word:strategic alignment and strategic success

The first topic: Scientific methodology for research

First: the research problem: -

The research problem is based on a number of cognitive, theoretical, and practical problems. The researcher seeks through the visits made by the researcher to the Baghdad Municipality departments and the extent to which those departments need strategic success strategies that work on their shoulders to advance the complex reality that the Baghdad Municipality is going through, where the Secretariat departments suffer. The capital is a mismanagement of work in it, and this is what the researcher noticed in his field of work, as well as the Capital Municipality strives to achieve success and gain customer satisfaction. Added value, infrastructure, skills), and the adopted variable, strategic success in its three dimensions (growth, effective implementation, and customer satisfaction). Therefore, our problem lies in the following: (The more senior

management or the manager is able to achieve strategic alignment internally and externally in the organizational work environment, the more it contributes. In achieving strategic success), and based on the problem in the above, many questions arose, namely:

- 1- Can strategic alignment lead to achieving strategic success?
- 2- What is the nature and level of the dimensions of strategic success according to the strategic alignment of a sample in the Capital Municipality?
- 3- Is there a correlation between strategic alignment and strategic success?

Second: The importance of research ...

The importance of field research stems from the Baghdad Municipality and the great importance it constitutes for the city of Baghdad, as this research strengthens the strategic alignment processes of individuals working in the Baghdad Municipality departments. The field importance of research is also evident by identifying current opportunities and investing them in the Baghdad Municipality in a way that qualifies it to carry out strategic alignment operations to enhance its services and achieve its successes, as it is clear that the most important strategic alignment methods used by organizations that carry out basic roles stem from the behaviors of individuals with their skills and abilities. Accumulative experiences and knowledge lead to the possibility of the organization achieving its goals and success. Finally, the field importance of the research lies in providing recommendations to decision-makers in the higher departments of the Baghdad Municipality regarding strategic alignment processes and its role in achieving strategic success. Therefore, the importance of the research can be determined as follows:

1. Work on developing multiple plans and strategies that would contribute to extending strategic alignment behaviors.
2. Clarify the most important methods that can be used by organizations that will play the basic roles of strategic alignment.

Third: The objectives of the research

- 1- Shedding light on the extent to which the strategic alignment contributes to the success of the Capital Municipality.
- 2- Knowing which dimensions of the alignment are more important and with less gap
- 3- Reaching any dimensions of the research variables with more gap for the purpose of dealing with them by the Baghdad Municipality.

Fourth: The hypothetical outline of the research

The figure below shows the hypothetical scheme of the research, as it shows a set of logical relationships between the main and sub-variables, as well as clarifying the main and subsidiary research variables.

A- The independent variable: the strategic alignment and it consists of the following dimensions

- 1- Added value
- 2- Infrastructure
- 3- Skills

B- The dependent variable: represented by strategic success - and it consists of the following dimensions:

1- Growth 2- Effective implementation 3- Specific strategy

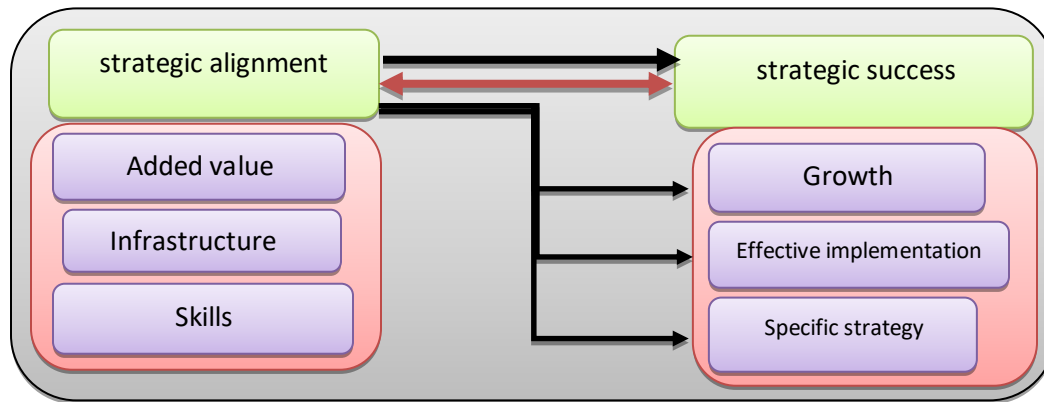


Figure (1) the hypothetical diagram

Fifth: Research hypotheses ...

The dimensions of the strategic alignment do not contribute to achieving the strategic success of the Baghdad Municipality.

Sixth: Research Limits:

1- The current research: includes the headquarters of the Baghdad Municipality and some departments affiliated to it.

2- Temporal limits: is represented by the period of preparation of field research in the Baghdad Municipality and included (Planning and Follow-up Department and Control and Audit Department), which extended for the period between (1/16/2021) until (3/22/2021). This period includes the researcher's visits to Baghdad Municipality to collect data and information about the research community.

Seventh: Research tools ...

1- The theoretical aspect: In dealing with the theoretical side, the researcher relies on the literature of strategic thought in strategic success, such as foreign and Arab books and research, and international research from research and from Arab periodicals and magazines.

2- Checklist: It is a formula that was prepared for collecting and recording data in an easy and direct way, to suit the type of data to be collected and in groups classified according to the purpose of the research, and through personal interviews for most departments, departments, divisions and units in the Baghdad Municipality, the research sample By the researcher and seeing the nature of the work of each of them, an intentional sample was taken, represented by the general directors, assistants, heads of departments, directors of the people, and officials of the units.

The second topic

Theoretical framework

First: Strategic alignment

First: the concept of strategic alignment

The concept of strategic alignment is a continuous process, which requires strong support from senior management, and good working relationships to create a suitable work environment and cultivate joy between team members and working individuals, in addition to that there must be strong leadership, identification of priorities, trust and effective communication, As well as a comprehensive understanding of environmental work and changes (Al-Husseinawi 60: 2019), and strategic alignment is one of the main topics that organizations are interested in, as this concept took various interpretations according to theoretical and practical studies, and we find that there are those who have replaced the term alignment with another term such as (cohesion Interconnectedness, Integration, Coordination), (Elhari&Bounabat, 2011: 1)

Second: The importance of strategic alignment -

Many organizations do not consider strategic alignment in their business planning process. For example, I have found that many organizations simply embark on the process of planning their business without fully understanding how it affects the planning process as a whole, or how to integrate their strategy into every step of the process. In other words, not many strategy managers are fully aware of it. A strategy may involve linking the company's business environment and strategy to its resources (including people skills and tools) and its structure. Refers to a situation in which the organization's strategies are aligned internally and externally with its users, market, and customers. (7: Johnson: 2019) and (Luftman, 2017: 3) emphasizes the importance of aligning the organization's strategy with information technology due to many factors (Newkirk & Lederer, 2006: 3,53,380,394)) Of which .

1. Strategic alignment is effective in ensuring business success.
2. Strategic alignment is important in enhancing the senior executives 'understanding of the importance of strategic information, and at the same time, improving managers' understanding of the organization's goals.

Third: the dimensions of the strategic alignment

The researcher relied on determining the dimensions of the strategic alignment on the dimensions mentioned in previous studies, which were (added value, infrastructure, and skills), and the reason for choosing these dimensions is due to the fact that these dimensions are consistent with the nature of the organization being researched from.

1- Value added - value

Not many organizations can demonstrate the value of IT at work. The standards of business activity often differ, so there is a need for a balanced dashboard that illustrates the value of information technology in terms of business contribution (Luftman, 2017: 12) and (Al-

Hussainawi: 73: 2019) defines the value as {administrative activities assigned to achieve the expected results of investments. Related to information technology }.

2- Infrastructure

This component includes providing a flexible infrastructure, assessing and applying innovative technologies, enabling and developing a business improvement process, and contributing to providing solutions to customers. (Al-Hussainawi: 83: 2019) The infrastructure includes the organizational structure, control systems, and the culture of the organization, as the top management can exercise its authority with regard to the formation of those aspects of the organization as well as the performance of all other activities related to the creation of value (Al-Abadi et al., 451: 2012) . The information technology infrastructure consists of four basic elements, which are {hardware, software, databases, and communications} (Kim 2015: 509).

3- Skills

The term skills refers to providing personal capabilities to some working individuals so that they can do some work well, so skills are a prerequisite for the effective performance of most human activities, and skills represent the dexterity that enables managers to perform the tasks required of them well and distinctly (Zhiqiang, 2014: 105).). Managers in organizations need a set of skills in order to perform their work well, and these skills are technical or specialized skills, behavioral skills, and intellectual skills (Al-Tai and Al-Abadi, 2014: 218). The researcher believes ((that skills are very important to the manager in order to distinguish the manager's ability to think logically and judge matters properly, and the ability to predict, take appropriate decisions and resolve conflicts, negotiate and form social relationships and gain the trust and love of others))

Fourth: Characteristics of the strategic alignment

The approach in which each sector of the organization is in the service of the basic business, so that the approach involves business departments as well as support functions (Jeannerot, 2013: 4). As for (Muzira& Erasmus, 2016: 1869), he showed that the characteristics of the strategic alignment are:

1. Setting a goal and a roadmap, and updating it periodically, that is, having a master plan for information technology approved by the business unit and reviewing it regularly or whenever there is a major change in the path or strategy.

2. Ensuring strong partnership and integration between all departments of the organization.

As for (Kaplan & Norton, 2011: 86), they show that the most important characteristic of strategic alignment is the value analysis through key performance indicators, by monitoring a limited number of performance indicators for the organization in order to ensure that each individual has a vision for the production of value.

Fifth: the success factors of the strategic alignment

The results of the studies showed that the commitment of the top management to the strategic use of information technology, the management of knowledge about the business, and the confidence of the senior management in the IT department are higher in three factors that contribute to the success of the strategic alignment (Zhiqiang, 2014: 19). According to (Fleck, 2009: 19) and through surveys of executives in (600) organizations, the critical success factors for strategic alignment can be identified as follows:

1. Management's commitment to the strategic use of information technology ranks at the highest point.
2. Strategic alignment, first and foremost, is the question of the will and commitment of the participants.
3. Industry Line-up can be more difficult in fast-moving industries, when there are economic recessions and scarce resources in certain organizational strategies. Jorfi, 2011: 307-308).

Second: strategic success

First: - The concept of strategic success

There are a large number of organizations that have tended to form strategic alliances to ensure their survival and success in their work (Al-Tamimi and Al-Khashali, 2015: 646), that the concept of success in organizations is related to environmental adaptation and growth and thus the achievement of survival, as continuity and interaction under the changing environment requires flexibility and creating a state of Balance, and to achieve this, it is necessary to find a scale to evaluate the performance of the organization so that it fits with each stage of the organization's life cycle (Al-Halamah and Al-Azzawi 2009: 22), and (Thomas, 2013: 3), strategic success is seen as the successful administrative leadership that fulfills the objectives of the organization and what It occurs in the business environment, and faces reality with a valuable view of the customer and all the owners of the organizations, and (Alundawy, 2012: 25) defined strategic success as the ability of the organization to achieve its long-term goals by keeping pace with environmental developments and changes related to the needs of the organization dealing with it as required by the organizations that seek To achieve success in identifying the strengths and weaknesses in the targeted areas and improving them by researching and testing their dimensions, and the information gathered is used in properly formulating the strategy, (Hesham &Magd, 2007: 65.

Third: The importance of the strategic success of organizations.

Strategic success is seen as the successful managerial leadership that fulfills the objectives of the organization and what happens in the business environment, and faces reality with a valuable view of the customer and all the owners of the organizations, and (Alundawy, 2012: 25) defined strategic success as the ability of the organization to achieve its long-term goals by keeping pace with environmental developments and changes. Which relates to the needs of the organization

dealing with it as it shows a philosophy and objectives that can implement strategies and work to harmonize between organizational goals and the goals of working individuals, and it also requires organizations that seek to achieve success to identify strengths and weaknesses in the target areas and improve them by studying and testing their dimensions, and using the information that In the correct formulation of the strategy, it was collected ((Hesham &Magd, 2007: 65), and (Al-Ta'an and Al-Fayyad 2013: 71) believes that the overall strategic success lies in the following:

- 1- Success lies in the formulation and implementation of a strategy that contributes significantly to achieving the goals of the organization
- 2- The achievement of long-term success is through a holistic view that focuses on critical success factors or the internal factors of the organization from the vision and development of the intellectual capital and workers that the success of the corresponding organizations may be a transfer for them to the markets that the organization deals with or seize new opportunities and the ability of the organization to break boundaries And do the work most accomplished as well as external factors. (Al-Saadi 2010: 16) Organizations can increase their success by providing appropriate methods and tools to enhance success and achieve their goals (Smart, 2012: 102)).

Fourth: Dimensions of strategic success

The theories acquire the character of application and testing to prove the validity of the adopted hypotheses, as they indicate the paths of relationships between the dimensions of the studied phenomena and their correlations with closer phenomena (Al-Saadi, 2010: 16-17). About the basic assumptions and rules of whether they are in harmony with the current observations or need to make changes to them, and there is a question that arises, what are the dimensions or measures of success? Both (2007: 493: Katz & Green) answered this question that the measure of success for a short period is, {to win }.

1- Growth: -

sees (Jones, 2010: 312) growth as a stage in the life cycle of an organization in which it develops skills and knowledge creating value that causes it to acquire additional resources. And that growth allows the organization to increase its scientific value and thus develop its competitive advantage, and the organization that is able to acquire resources is the same as that which has surplus resources that make it grow rapidly and over time, the organizations will change and become something completely different from what it was at its inception. (Khalil and Hammoud: 163: 2019) and (Al-Azzawi 212: 2008) indicated the ability of organizations to distinguish by diversifying their activities, developing their orientations and developing their programs.

2- Effective implementation

The failure of the management in implementing the strategy is not limited to this stage only, but includes the failure of the strategic management as a whole, and no matter how successful the organization is in formulating its mission and defining its strategic objectives, all of them become meaningless if they are not placed in an appropriate organizational context and translated into appropriate implementation steps (Yassin, 2010). 159. Implementation is an

administrative intervention that is in line with the organization's work and the adopted strategy (Pournasir, 2013: 65-78). (Al-Salam, 2005: 22) considers strategic implementation (as a series of interrelated operations and activities related to translation The chosen strategic alternatives to appropriate plans, policies and organizational structures).

3- A specific strategy

An organization without a strategy is like a ship without a wave that revolves in a closed loop, it is like an irregular boat that does not know where it is heading (David, 2001: 3). That is why you see successful organizations formulating clear and implementable strategies consistent with the internal and external environment. The processes undertaken by senior management include formulating the vision and mission of the organization, setting goals, conducting an analysis of the internal and external environment, and choosing appropriate strategies to achieve those goals (Al-Yasiri, 2005: 35). The clarity of the strategy is the potential energy capable of directing any organization towards excellence and long success Term .

Fifth: - The stages of strategic success

The beginning of the third millennium, which was accompanied by the growth of the size and activities of the institutions' tasks and the expansion of the circle of their transactions beyond the borders, (Muhammad et al., 9: 2018), which led organizations to seek to develop new standards to succeed in them as the old standards no longer meet the requirements of the organizations In the face of the increasing number of threats it is exposed to, and in the details of the concept of strategic success, it is clear that this concept has gone through many steps (Ibrahim, 205: 2017), and these steps were subject to the prevailing schools of thought at the time, with a view to identifying the beginnings of adopting strategic success as a practice and then as a term And understandable.

The third topic Practical side

First: - An overview of the history of the municipality of Baghdad before the establishment of the Capital Municipality.

In 1877, the Ottoman government began issuing laws to develop its services, so it issued the new state municipal law, which confirmed the formation of municipal councils, and the expansion of services and functions of the municipality departments, which required an increase in the number of municipalities in the city of Baghdad due to its capacity, so it established in (1878 AD) a second municipality in half The southern part of Rusafa, and a third municipality in Al-Karkh. A mayor was appointed for each of the three departments, which include the first, Rusafa, the second, Bab al-Sheikh district, and the third, including the Karkh district, and (Ismail al-Daftari) was appointed as the head of the first section (1880-1885). 1907) The three departments were reunified, making one municipality for Baghdad, and Abd al-Rahman al-Haidari was appointed as acting mayor of Baghdad, after which the Capital Municipality was established in (1923).

Second: Description of the research sample responses according to a checklist of the main and sub variables

The research aims to evaluate the performance of the Baghdad Municipality according to a checklist through personal interviews with a number of officials, where it can be said that the Baghdad Municipality needs a lot of development in the institutional performance, as the researcher found through the interviews and observations witnessed by the researcher in the departments of the Baghdad Municipality that I was one Amanat's affiliates, with the ability to move between all the secretariat's departments and obtain data and information in this field. Where the checklist will now be analyzed using the Likert scale, which is proportional to the sample using weights (not applied, not documented (0) not applied, partially documented, (1) not applied, fully documented, (2), partially, applied, partially, documented (3), fully, applied, not documented (4) Fully implemented Partially documented (5) Fully implemented Fully documented ((6) This is what has been observed on the ground as most of the procedures are partially documented without actual implementation at the Baghdad Municipality.

First: Strategic alignment includes three dimensions: (added value), (infrastructure) and (skills).

1- Added value: -

The interest of the various parties in knowing the added value that the organization creates through its operations and its share in this value, as well as following up on the evolution of the organization's work and the changes achieved in these figures periodically, but necessarily leads to confirmation of compliance with laws and legislation and increasing the effectiveness of the supervisory bodies, whether inside or outside the organization. This standard includes (4) questions distributed into (6) weights related to (information technology in the Municipality of Baghdad and in achieving its strategic objectives) and as shown in the checklists for the application and documentation of the added value standard, as shown in Table (1) below:

Added value	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
Contribute to information technology in the Municipality of Baghdad in achieving the strategic goals.			✓				

The departments in the Municipality of Baghdad document the services provided in order to create standards for efficiency performance.			✓				
The Municipality of Baghdad adopts a periodic assessment of the benefits accruing from investing in information technology.				✓			
The Baghdad Municipality conducts a periodic assessment to determine the change in the level of services provided to the citizen.				✓			
Duplicates	0	0	2	2			0
Score = iterations x weights	0	0	8	6			0
Weighted arithmetic mean = result range / group of iterations	3.5						
Match extent = arithmetic mean / highest weight	%58						
Gap Size = 1- Percentage of match extent	%42						

The results of the checklist in Table (1) above indicate that the Baghdad Municipality has achieved an average of (3.5) out of (6). This rate indicates that the Municipality of Baghdad has reached the level of implementation not applied. 58%), meaning a gap of (42%), and this result represents a large gap that indicates causes, explained as follows:

A- The non-contribution of information technology in the Baghdad Municipality to achieving the strategic objectives.

B - The lack of a periodic evaluation in the Baghdad Municipality to determine the change in the level of services provided to the citizen

Areas of improvement required: -

a. Advanced information systems must be used to respond to any emergency changes and staff should be trained on them.

B. The governorate should instruct the human resources department to provide individuals with high skills in the use of information technology by appointing vacant grades.

2- **Infrastructure:** - The term infrastructure is used to refer to everything related to the systems of a country or a company in its physical nature, such as water, electricity, communications, sanitation, and transportation, so that these systems constitute high-cost investments, but they are a fundamental pillar for achieving economic growth and prosperity in any country. It provides the necessary funding to improve the infrastructure. This standard includes (4) questions distributed into (6) weights related (related to the country's systems or a company in their physical nature such as water, electricity, communications, sanitation, and transportation) and as shown in the checklists for the application and documentation of the infrastructure standard, as shown in Table (2) below:

Infrastructure	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
The work environment is suitable in terms of modern technology, advanced machinery and equipment				✓			
The Municipality of Baghdad is keen to create appropriate working conditions (ventilation and cooling, hygiene, rest times, health insurance systems,).				✓			
The building in which the municipality works in which all psychological comforts are available				✓			
Baghdad Municipality spreads a culture of participation in decision-making among workers at various organizational levels.				✓			
Duplicates	0	0	0	4			0

Score = iterations x weights	0	0	0	12			0
Weighted arithmetic mean = result range / group of iterations	3						
Match extent = arithmetic mean / highest weight	0.5						
Gap Size = 1- Percentage of match extent	0.5						

The results of the checklist for the customer satisfaction criterion in Table (2) showed that the Municipality of Baghdad achieved a rate of (3) out of (6). This rate indicates that the Baghdad Municipality has reached the level of fully applied and fully documented for the paragraphs of the infrastructure standard with an application rate of (50%), meaning a gap of (50%), because the Baghdad Municipality has (services and infrastructure that meet the citizens' desires), as there are no procedures that the Baghdad Municipality can do regarding opinion polls to measure the infrastructure of the city of Baghdad.

Areas for improvement required

- 1) Increasing and developing infrastructure services to serve the city of Baghdad.
- 2) An increase in the quality of the infrastructure services provided by the Baghdad Municipality, with a medium level.
- 3- Skills are the information and skills needed for the job to perform the work successfully, for example when hiring an architect, the focus is on the skills he needs in his work, such as his ability to design, creativity and imagination.

This standard includes (4) questions distributed into (6) weights related to (appointing highly skilled employees in their field of specialization) and as indicated in the checklists for the application and documentation of the skills standard, as shown in Table (3) below:

Skills	Fully implemente	Fully implemente d. partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
The Municipality of Baghdad is keen to recruit highly skilled				✓			

employees in their field of specialization							
The Municipality of Baghdad is keen to ensure that the job specialization is compatible and consistent with the work assigned to the employee.				✓			
Baghdad Municipality has a specialized staff to manage the crises it faces			✓				
The Municipality of Baghdad is keen to select skilled and efficient staff in the use of advanced machinery and equipment.				✓			
Duplicates	0	0	1	3			0
Score = iterations x weights	0	0	4	9			0
Weighted arithmetic mean = result range / group of iterations	3.25						
Match extent = arithmetic mean / highest weight	%54						
Gap Size = 1- Percentage of match extent	%46						

The results of the checklist for the skill standard in Table (3) showed that the Baghdad Municipality had achieved an average of (3.25) out of (6). This rate indicates that the Baghdad Municipality has reached the level of non-implementation and the complete documentation of the paragraphs of the survival criterion with an application rate of (54) %, I.e. with a gap of (46%), because the Baghdad Municipality does not have a special management system for selecting employees and high-skilled leaders specialized in managing service departments and managing crises in the future, and this indicates that there are reasons for each of the following:

- 1) Not recruiting highly skilled employees in their field of specialization.
- 2) The lack of a specialized staff to manage the crises you face.
- 3) Job specialization is inconsistent and inconsistent with the work assigned to the employee

4) Failure to develop the policies and strategies followed in the secretariat by the higher administrations

Areas for improvement required

- 1) Appointing the right man in the right place and according to their specializations
- 2) Training a specialized staff to manage crises and emergencies
- 3) Development of policies and strategies used in the Municipality of Baghdad.

Second: Strategic success, and it includes three (growth), (effective implementation) and (defined strategy)

- 1- Growth: It is one of the stages of the organization's life cycle in which you develop skills and knowledge of creating value that makes it acquire additional resources. And that growth allows the organization to increase its scientific value and thus develop its competitive advantage. This criterion includes (4) questions distributed into (6) weights related to (research, development, knowledge dissemination and how to support the Baghdad Municipality, to support this aspect financially and morally in order to encourage employees and leaders to present scientific research and studies. Published in local and international domains) and as shown in the special checklists and as shown in Table (4) below:

Growth	Fully implemented	Fully implemented partially	Fully implemented	Partially implemented	Partially applied,	Partially applied not	Not implemented
	6	5	4	3	2	1	0
Baghdad Municipality works to coordinate and monitor the activities that will be implemented.			✓				
The Municipality of Baghdad provides the necessary support to the departments to enable them to successfully implement plans and programs.				✓			
The Municipality of Baghdad is working to employ financial, human and information imports to ensure successful implementation.			✓				

The Municipality of Baghdad has the ability to solve problems and overcome the obstacles it faces during the implementation process.			✓				
Duplicates	0	0	3	1			0
Score = iterations x weights	0	0	12	3			0
Weighted arithmetic mean = result range / group of iterations	3.75						
Match extent = arithmetic mean / highest weight	%63						
Gap Size = 1- Percentage of match extent	%37						

The results of the checklist in Table (4) above showed that the Baghdad Municipality has achieved an average of (3.75) out of (6). This rate indicates that the Baghdad Municipality has reached a level that is not applied and fully documented for the paragraphs of the growth criterion with an application rate of (63 %) That is, a gap of (37%) and this percentage indicates a large gap that expresses a clear deficit in growth. This result can be explained by reasons, and the most prominent opportunities for improvements that should be taken care of will be identified by the Baghdad Municipality in order for it to reach the achievement of everything related to growth. as follows:

a. The Baghdad Municipality does not provide the necessary support to the departments to enable them to successfully implement the plans and programs.

B. The neglect of senior management to apply the methodology of growth and innovation, and this applies to all departments.

T. The performance of the employees is not evaluated and the career progression is linked to the evaluation results, and there is no support from the Municipality of Baghdad and the country involved in encouraging employees financially and morally.

Areas of improvement required:

a. Documenting the contributions and contributions of cadres working in formal and informal activities, while providing opportunities to generally encourage them to initiate growth and creativity.

B. Take advantage of the scientific potential of employees who have higher degrees in the preparation of research and studies that benefit the continuous development and improvement in

institutional performance and service provision, in a way that motivates them and strive towards cultivating a spirit of competition among employees.

T. Developing the job cadres by engaging them in courses inside and outside Iraq, in order to get acquainted with the distinguished organizations in the Arab world and internationally.

2- Effective implementation: After the strategy formulation is completed, the higher management's interest in the implementation process and the possibility of its interaction and consistency with the established strategy turns to the implementation phase. The implementation phase is considered one of the most important stages of strategic management as ineffective implementation of plans and policies leads to failure, while correct and effective implementation leads to compensation for planning. Not appropriate, this criterion includes (4) questions distributed into (6) weights related to (the use of alternative plans to face crises and threats and how to manage future risks and determine the best ways to deal with them) and as shown in the checklists for the application and documentation of the effective implementation standard shown in Table (5) Below:

Effective implementation	Fully implemente	Fully implemente d partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
The Municipality of Baghdad adopts a strategy to provide all new services as part of its endeavor for growth and expansion.				✓			
The Municipality of Baghdad adopts renewable mechanisms to improve the quality of its services and achieve growth rates in the number of beneficiaries.				✓			
The Municipality of Baghdad trains its cadres on modern work methods for the sake of growth and expansion of services.			✓				
The Municipality of Baghdad is working to increase its revenues by opening self-financing service projects.			✓				

Duplicates	0	0	2	2			0
Score = iterations x weights	0	0	8	6			0
Weighted arithmetic mean = result range / group of iterations	3.5						
Match extent = arithmetic mean / highest weight	%59						
Gap Size = 1- Percentage of match extent	%41						

The results of the checklist in Table (5) above indicate that the Baghdad Municipality has achieved a rate of (3.5) out of (6). This rate indicates that the Municipality of Baghdad has reached the level of implementation. That is, which indicates the existence of a mismatch gap of (41%), which indicates the existence of a clear gap resulting from each of the following:

a. The limited implementation of projects that fully contribute to the development of the Municipality of Baghdad due to lack of funding and financial conditions that pass through budgets.

B. Failure to apply and document alternative plans to face emergency situations and to set performance goals and improve them.

T. There is no dedicated crisis management team at Bagh Municipality.

Areas for improvement required

a. Adopting appropriate modern methods for project management in the Municipality of Baghdad to ensure rapid response and flexibility to deal with the threats facing the Municipality of Baghdad.

B. Activating the access package system for managing documents for organizations and archiving documents in all the trust formations, as this system is activated and one of its most important benefits is the ease of working, preserving and handling documents with security, complete accuracy and on time.

3- A specific strategy: After an organization sets its mission, it moves to the next step, which is setting specific goals that focus on achieving that mission. Goals are the specific and measurable outcomes of the initiative. The goals of the organization describe precisely how much "what" and "when" will be achieved. For example, it may be one of the multiple objectives of a community initiative concerned with enhancing care and attention. This criterion includes (4) questions distributed into (6) weights related to (Baghdad Municipality's pursuit of formulating a clear and specific strategy) and as shown in the checklists for the implementation and documentation of the strategy standard. Specified and shown in Table (6) below:

Table ()1Effective implementation Checklist

Effective implementation	Fully implemented	Fully implemented partially	Fully implemented	Partially implemented	Partially applied,	Partially applied not	Not implemented
	6	5	4	3	2	1	0
The Municipality of Baghdad adopts a strategy to provide all new services as part of its endeavor for growth and expansion.				✓			
The Municipality of Baghdad adopts renewable mechanisms to improve the quality of its services and achieve growth rates in the number of beneficiaries.				✓			
The Municipality of Baghdad trains its cadres on modern work methods for the sake of growth and expansion of services.			✓				
The Municipality of Baghdad is working to increase its revenues by opening self-financing service projects.			✓				
Duplicates	0	0	2	2			0
Score = iterations x weights	0	0	8	6			0
Weighted arithmetic mean = result range / group of iterations	3.5						
Match extent = arithmetic mean / highest weight	%59						
Gap Size = 1- Percentage of match extent	%41						

The results of the checklist in Table (5) above indicate that the Baghdad Municipality has achieved a rate of (3.5) out of (6). This rate indicates that the Municipality of Baghdad has reached the level of implementation. That is, which indicates the existence of a mismatch gap of (41%), which indicates the existence of a clear gap resulting from each of the following:

a. The limited implementation of projects that fully contribute to the development of the Municipality of Baghdad due to lack of funding and financial conditions that pass through budgets.

B. Failure to apply and document alternative plans to face emergency situations and to set performance goals and improve them.

T. There is no dedicated crisis management team at Bagh Municipality.

Areas for improvement required

a. Adopting appropriate modern methods for project management in the Municipality of Baghdad to ensure rapid response and flexibility to deal with the threats facing the Municipality of Baghdad.

B. Activating the access package system for managing documents for organizations and archiving documents in all the trust formations, as this system is activated and one of its most important benefits is the ease of working, preserving and handling documents with security, complete accuracy and on time.

3- A specific strategy: After an organization sets its mission, it moves to the next step, which is setting specific goals that focus on achieving that mission. Goals are the specific and measurable outcomes of the initiative. The goals of the organization describe precisely how much "what" and "when" will be achieved. For example, it may be one of the multiple objectives of a community initiative concerned with enhancing care and attention. This criterion includes (4) questions distributed into (6) weights related to (Baghdad Municipality's pursuit of formulating a clear and specific strategy) and as shown in the checklists for the implementation and documentation of the strategy standard. Specified and shown in Table (6) below:

A specific strategy	Fully implemente	Fully implemente d partially	Fully implemente	Partially implemente	Partially applied,	Partially applied not	Not implemente
	6	5	4	3	2	1	0
The Baghdad Municipality is interested in formulating a clear and specific strategy				✓			
Often the goals set by the Baghdad Municipality are achieved.				✓			

The appropriate method of work is determined by the higher departments in the Municipality of Baghdad.			✓				
Helping to develop a specific and clear strategy by the Baghdad Municipality to succeed in implementing its objectives			✓				
Duplicates	0	0	2	2			0
Score = iterations x weights	0	0	8	6	0	0	0
Weighted arithmetic mean = result range / group of iterations	3.75						
Match extent = arithmetic mean / highest weight	0.625						
Gap Size = 1- Percentage of match extent	0.375						

The results of the checklist in Table (6) above indicate that the Baghdad Municipality has achieved an average of (3.75) out of (6). This rate indicates that the Baghdad Municipality has reached the level of implementation not applied. 62%), meaning a gap of 38%, and this result represents a large gap indicating causes, explained as follows:

1. There is no appropriate style in the work of management by the higher departments in the Municipality of Baghdad.
2. The Baghdad Municipality's reliance on routine administrative systems and not following developed systems that achieve the quality of service performance.

Areas for improvement required

a. Advanced information systems must be used to respond to any emergency changes and staff should be trained on them.

B. The Municipality of Baghdad shall instruct the Human Resources Department to provide individuals with high skills in the use of information technology by appointing vacant grades.

The fourth topic

Conclusions and recommendations

First: the conclusions.

- 1- The non-contribution of information technology in the Baghdad Municipality to achieving the strategic objectives
- 2- Not appointing highly skilled employees in their field of specialization.
- 3- The lack of a specialized staff to manage the crises faced by the Baghdad Municipality.
- 4- Failure to develop the policies and strategies used in the secretariat by the higher administrations
- 5- The Baghdad Municipality does not provide the necessary support to the administrations in the municipal departments to enable them to successfully implement the plans and programs.
- 6- The performance of the employees is not evaluated and the career progression is linked to the evaluation results, and there is no support from the Municipality of Baghdad and the country involved in encouraging employees financially and morally

Second: Recommendations.

- 1- Advanced information systems must be used to respond to any urgent changes and staff should be trained on them.
- 2- Increasing and developing infrastructure services to serve the city of Baghdad.
- 3- Appointing the right man in the right place and according to their specializations
- 4- Training a specialized staff to manage crises and emergencies
- 5- Development of policies and strategies used in the Municipality of Baghdad.
- 6- Documenting the contributions and contributions of cadres working in formal and informal activities, while providing opportunities to encourage them in general.
- 7 - Take advantage of the scientific potential of employees who have higher degrees in preparing research and studies that benefit the continuous development and improvement in institutional performance and service provision, in a way that motivates them and implants a spirit of competition among employees.
- 8- Developing the job cadres by engaging them in courses inside and outside Iraq for information.

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