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The effects of strategic monitoring upon the management of high containment: an analytical study of the viewpoints of a sample of administrative leaders at the Northern Technical University and its affiliated formations

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Abstract

The objective of the research was to highlight the role of strategic monitoring in the management of high containment at the level of the Northern Technical University and its affiliated formations. The problem of the current research stemmed from raising the following question: "Does strategic monitoring, in its various dimensions, contribute to enhancing the management of high containment? The Northern Technical University and its affiliated formations were selected as a field of conducting the study, owing to the significance of the subject dealt with and the importance that characterizes the study sample in the university under study. The analytical descriptive approach was adopted in this research and the relevant data were analyzed by collecting data from an intentionally chosen sample consisting of (university president, university vice president, deans, dean assistants, heads of department and directors) who were (133) respondents. (133) questionnaires were distributed to the respondents, where (112) questionnaires were retrieved which were valid for statistical analysis. This indicates that the percentage of questionnaires valid for analysis was (84.2%) of the total distributed questionnaires, whereas the representation of the sample within the community was (84.2%) based on the questionnaire that included (35) items. The researcher adopted the (SPSS.V.22) program to verify the research hypotheses, which were adopted according to what was stated in the hypothetical scheme of the research, according to which the correlation and effect correlation were determined through the variables of the study and the dimensions. The study reached a set of results, the most important one is that there is a significant effect of strategic monitoring in the management of high containment at the macro and micro levels in the Northern Technical University and its affiliate formations. This clearly shows that there is an instrumental role for strategic monitoring dimensions in activating the dimensions of high containment management.

Keywords: *monitoring, strategic monitoring, high containment management, Northern Technical University.*

Introduction

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The business environment is witnessing severe competitive and environmental pressures produced by technical and digital developments, which may create numerous opportunities along with several challenges, particularly in institutions facing intense competition in crowded rapidly-growing markets. Those institutions are required to understand their environment and prepare in advance to cope with the changes imposed by that environment, which is usually characterized by ambiguity, complexity and fluctuations. Therefore, The notion of strategic monitoring has become one of the most crucial conceptual frameworks in the literature on strategic management since it provides a practical way to achieve high containment of employees within the company. Organizations are keen on their intelligence, way of thinking, and strategic vigilance in a way that allows the necessary preparation for the requirements of the external environment represented by the opportunities it contains and the challenges it poses that put business organizations in the framework of research, investigation, prospecting, and continuous evaluation.

This enables the institution to adapt, build and reshape its plans and positions and its human and financial resource base in order to achieve the maximum possible compatibility among its internal environment and the data of the external environment in a way that makes it the road map that guides it to achieve its goals. This is achieved by providing enough information and communication technology assistance in pace with environmental changes, educating and motivating its workforce, and integrating them into their tasks. This made the strategic monitoring and its reflection on the management of high containment the focus of attention of the administrative leaders. The current research included four topics, the first topic dealt with the research methodology, whereas the second included the theoretical framework, and the third dealt with the field aspect. The fourth topic included conclusions and recommendations.

The research methodology

First: The research problem

The action-and-reaction approach to managing the environment that helped companies prosper in the past is no longer feasible in the present day. This presents the institution leaders with a number of choices that enable them to examine and confirm the information about the environment and all of its elements in order to effectively secure the diagnosis of causes and reasons, and then build and develop their strategies and goals in accordance with an objective view that defines reality characteristics and diagnoses reality. Accordingly, strategic monitoring was one of the most prominent tools that can provide realistic reading of business organizations. It was considered as a starting point for securing high containment of human resources in order to achieve success and excellence, which can only be achieved through a correct understanding of environmental changes and adapting the employees of the organization to deal with them as the most important element in the success equation. No matter how accurate its perception, vision, and environmental monitoring, the company cannot prosper and expand without them. Therefore, it can be said that strategic monitoring is a positive input for activating the management of high containment if the

administrative leaders are able to employ it in a comprehensive and integrated manner. The research problem is crystallized by the following questions:

- 1- What is the nature of the correlation between strategic monitoring and high containment management in the organization?
- 2- Does strategic monitoring, with its various dimensions, contribute to enhancing high containment management?

Second: The research objectives

The current research seeks to achieve a number of objectives, including:

- 1- To contribute to building a cognitive framework for both variables (strategic monitoring and high containment management).
- 2- To point out the correlation and impact relationships between strategic monitoring and high containment management at the macro and micro levels in the institution under study.
- 3- To reach conclusions related to the variables of the study and making recommendations to the institution under study.

Third: The default research scheme:

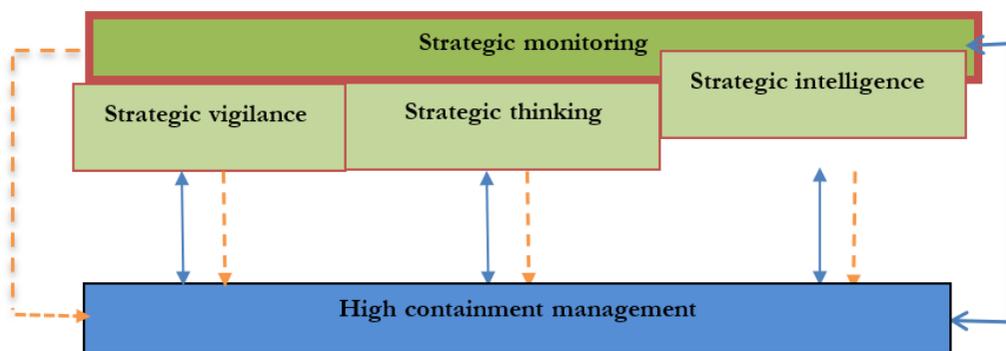


Figure 1 The hypothetical research scheme Source: the figure was made by the researchers

← - - - - correlation ↔ effect

Fourth: The research hypotheses

The first main hypothesis: There is no significant correlation between strategic monitoring and high containment management at the macro level in the institution under study. The following sub-hypothesis is derived from it:

There is no significant correlation between each dimension of the strategic monitoring alone and

the management of high containment in the institution under study.

The second main hypothesis

There is no significant effect of strategic monitoring in the management of high containment at the macro level in the institution under study. The following sub-hypothesis is derived from it:

There is no significant effect for each dimension of the strategic monitoring individually in the management of high containment combined in the institution under study.

Fifth: The research limits

The limits of the research include the following

Spatial limits: These represented in the Northern Technical University and its affiliated formations.

Human limits: The sample includes a group of administrative leaders represented by the university president and his assistants, deans and assistants, heads of departments.

Temporal limits: The time period for the study, practically and theoretically, was set from 2/14/2023 to 6/1/2023.

The theoretical side: The strategic monitoring

First: The concept of strategic monitoring

The concept of strategic monitoring is one of the more cutting-edge and significant concepts today since it emerged in the field of strategic management and its applications significantly and uniquely. It has been referred to as “a mechanism for preserving the organization and its strategic direction and making it a system that adapts to events quickly and leads to early and rapid detection of the effects of risks and opportunities that have not been identified and discovered before due to the complexity of the environment and its variables in a way that helps to take the appropriate decision in a timely manner” (Sanches , 2010, 137).

Cabi (2018: 2) indicated that it is a systematic process characterized by continuity throughout the life of the project. The purpose of this process is to collect data and convert it into information to be presented to stakeholders. Tengan et al. (2021: 15) stated that it is a series of effective actions taken by the strategic management of the institution, which are adopted as a program to improve performance and achieve success. In addition, ensuring the work sustainability through the adoption of continuous monitoring of quality standards, technical specifications, cost and time in order to achieve excellence and uniqueness. Accordingly, the researchers believe that strategic monitoring is a set of continuous operations aiming to investigate and track data and variables related to the organization activity.

It also aims to ensure proper interpretation of environmental data and signals and work on structuring and building it as integrated information that is shared with decision makers in order to

build strategies or adapt them in a way that allows achieving goals with high flexibility and then achieving a competitive advantage that qualifies them to survive and continue.

Second: The importance of strategic monitoring

The significance of strategic monitoring stems from the fact that it is a crucial component of the planning and execution of work and accomplishments, as the management can identify the strengths and weaknesses of the institution through monitoring and use that information to make sound strategic decisions. The required measures and procedures to achieve the goals are also determined and ensure their action in a timely manner, which increases the status and value of the organization and improves its performance resulting from the activation of its tools, human and information resources. The material resources are formed in a manner consistent with the outcome of information (Wanjiru, 2013, 27).

The importance of strategic monitoring can be summarized as follows (Tizikara, 2014, 14)

- 1- It works to discover errors, develop paths for learning, and conduct continuous improvement.
- 2- It works to build a foundation of experience and knowledge, to learn from previous experiences, and to integrate into public practices and policies.
- 3- Submitting written reports that work in full transparency and allow for the smooth sharing of information.

Third: Dimensions of Strategic Monitoring

Strategic monitoring was identified in three dimensions (strategic intelligence, strategic thinking, and strategic vigilance). The following is an illustrative explanation for each of the dimensions:

Strategic intelligence

Gitelman et al., (2021, 295) described strategic intelligence as a continuous and systematic process through which administrative leaders determine the correct orientation for the work of institution properly by analyzing environmental data and using knowledge to make decisions and ensuring that the future is prospected correctly.

Al-Ali & Ali (2023,619) mentioned the concept of strategic intelligence as the ability and skill of leadership to deal with available information about the work environment and to use knowledge that allows forecasting and planning for the future to make the necessary decision.

As well as the skill of leadership in processing and rapid adaptation to environmental changes.

Strategic thinking

Abu Bakir (2019, 239) described strategic thinking as the combination of analytical, synthesis and conceptual skills and capabilities used in the strategic decision-making process, which allows the organization to compete in the lack of resources. The concept of strategic thinking was considered

as a method to ensure that all relevant actors and stakeholders are understood, committed and shared the vision and that they are all working towards achieving common goals (Kettunen et al., 2020,23).

Strategic vigilance

Hasan (2022: 2) referred to strategic vigilance as the sense of sight and hearing, which can be a radar for monitoring at all times and in all directions to track useful information and use it in making strategic decisions that serve the organization. Rumman (2022: 8), on the other hand, illustrated that it is the management of work strategies and tools to take action in response to future threats and internal challenges. Therefore, vigilance is a management tool that seeks to enhance organizational efficiency in dealing with concerns and risks and put the institution on a measure of stability in harsh external conditions. Thneibat, et.al., (2023: 327) added that it is the continuous collective action by a group of individuals who collect and use information voluntarily and proactively in line with potential changes that may occur in the external environment in order to create job opportunities and reduce risks of uncertainty.

Second: The management of high containment

First: The concept of high containment management

One of the most cutting-edge and crucial concepts in the field of managing human resources strategies and practices in the company is the concept of high containment management, as it was referred to as "a process to close and fill gaps in the performance of organizations by providing freedom for human talents to make the appropriate decision." These skills are the power, the internal motivation, and the underlying tacit knowledge that an organization has that enables it to succeed." (Rogers & Ferketish, 2015: 9). (Foesenek, 2013: 9) mentioned it as a coherent package of human resources management initiatives that work to develop the capabilities and skills of workers and encourage them to increase their level of performance. Vijayarani, & Radjamanogary (2014: 26) explained that it is a more comprehensive concept and is considered a basis for job commitment and creativity, which works on positive motivation for better performance of workers, and enhances the morale and entity of the working individual and gives him job satisfaction. This leads to an increase in making a greater effort, which magnifies the outputs of the institution. In consistent with the foregoing, the researchers see that it is a package of modern administrative processes that are characterized by continuity, with the aim of increasing the rates of performance and job loyalty of the working individuals, which results in an increase in the value of the institution and the preservation of its position and the development of its resources. The operations of high containment management are achieved through training working individuals, developing their skills, and increasing their level of creativity by encouraging and motivating them, as well as providing the necessary technology that facilitates their business activity.

Second: The importance of high containment management

Hamdan et. al, (2020: 5) indicated that the importance of management of high containment is reflected in focusing on the degree of trust between management and employees and the type of relationship between them and focusing on the culture of the institution, which is built on the basis that employees trust management decisions that affect the work environment and its importance in achieving better performance. The management of high containment is a tool for improving job satisfaction and organizational performance, and a means to achieve the goals of the institution and employees.

Third - Dimensions of high containment management

Customer orientation was determined in four dimensions (training, incentives, job integration, and information and communication technology support). The following is an illustrative explanation of each of the dimensions:

Training

Farooq and Khan (2011: 26) considered training as the best way to prepare and develop human resources in addition to improving their performance. They described training as a feature that distinguishes institutions recently, which are keen to keep pace with change in various fields technically and administratively, where the institution get unique competitive advantages. On the other hand, Hong et. al., (2012: 64) mentioned the concept of training as an organizational activity to enhance the capabilities and skills of workers, which improve their performance of the work entrusted to, reduces work turnover, increases the value and status of the organization and supports it environmentally.

Incentives

Incentives were defined by (Alfandi & Alkhasawneh, 2014: 32) as material or moral methods used by the management of organizations to encourage workers positively to work in a high spirit that increases their performance in order to satisfy their desires and achieve job satisfaction, which leads to earning their job loyalty.

Job Integration

It was determined by (Man & Chen, 2014: 9) that it is the amount of effort made by the working individual and completed it effectively and high-spiritedly. Integration is often affected by the nature of the work performed by the individual and the style of leadership. It was also stated by (Kasaya & Munjuri, 2018: 830) that it is an initiative that enables the worker to participate in decision-making and promote activities appropriate to their level in the institution. Job integration includes a variety of processes designed to embed understanding and maximum contribution of workers to the institution and their commitment to its goals leading to increased organizational performance.

Information and communication technology support

Both Mohammed et. al, (2022: 868) mentioned that Environmental changes forced organizations to include information and communication technology in them by spreading knowledge and encouraging creativity, Nabhan (2020: 56) referred to information and communication technology as a process based on investigation to study, adopt and develop the capabilities offered by computers from the physical and intellectual parts. These parts enable obtaining and extracting as well as storing information in warehouses and databases for the purpose of delivering it to the relevant persons inside and outside the institution in several forms. They are usually different because of the input and processing and their need for it, which could be in the form of letters, numbers, symbols, shapes or pictures in order to benefit from them in the accomplishment of their tasks entrusted to them in the institution.

The field side

This research includes the following axes:

First: Description of the institution, the research community and justifications for its selection

Education sector is considered one of the basic sectors in society, as it adopts the educational and knowledge process, which is the basis for the development and prosperity of society. Universities represent an integral part of this sector. Accordingly, the Northern Technical University will be selected as a field research being one of the educational institutions operating in three Iraqi governorates (Nineveh, Kirkuk, and Salah Al-Din). The research community was represented by the administrative leaders of the Northern Technical University and its affiliated formations (the university president and his assistants, the dean and assistant dean, department heads and directors) as they are the main pillar in the education system and because of their experience in dealing with the course of events and their ability to make decisions. The research community included (133) respondents, as (133) questionnaires were distributed to the respondents. (112) valid questionnaires were retrieved for analysis.

This indicates that the percentage of questionnaires valid for analysis was (84.2%) of the total distributed questionnaires, while the percentage of sample representation from the community was (84.2%).

Second: Description of the respondents

A sample of (112) was selected in the university under study, as shown in Table (1), which shows some characteristics of the research sample as follows:

Table (1) Description of the individuals interviewed at the Northern Technical University and its formations

| Variables | No. | Percentage % |
|-----------|-------------------|--------------|
| Age | 20 - 29 years old | 1 |
| | | %0.9 |

| | | | |
|------------------------|---------------------|-----|-------|
| | 30-39 years old | 22 | %19.6 |
| | 40-49 years old | 56 | %50 |
| | 50 years and over | 33 | %29.5 |
| | Total | 112 | %100 |
| Academic qualification | Bachelor's | 6 | %5.4 |
| | Higher Diploma | 2 | %1.8 |
| | Master's | 41 | %36.6 |
| | Ph.D | 63 | %56.2 |
| | Total | 112 | %100 |
| Years of service | Less than 5 years | 3 | %2.7 |
| | 6-10 years old | 13 | %11.6 |
| | 11-15 years old | 24 | %21.4 |
| | 16-20 years old | 33 | %29.5 |
| | 21 - years and over | 39 | %34.8 |
| Total | | 112 | %100 |

Distributing the respondents according to age

Table (1) shows that the percentage of respondents in the age group (20-29 years) is (0.9%), which represents the lowest rate among the rates of other groups. On the other hand, the age group (30-39 years) has reached (19.6%), whereas the average age group (40-49 years) has (50%). This rate represents the highest rate compared to other age groups, whereas the rate for the age group (50 years and over) was (29.5%).

Distributing the respondents according to Academic qualification

It appears from Table (1) that the average of the respondents who hold a doctorate degree was (60%), while the rate of master's degree holders was (35%), while the average of bachelor's degree holders was (5%).

It is clear through the percentages shown above that the majority of the respondents are holders of higher degrees (PhD, MA). This indicator is consistent with the nature of the community under study, as the universities take into account the certificate and scientific title when assigning administrative positions, as it is a society rich in these certificates in order to consolidate the administrative process in a way that reflects the achievement of the university goals in the best possible way.

Distribution of the respondents according to years of service

We note from Table (1) that the respondents who had less than 5 years of service were (2.7%), and the individuals who had (6-10) years of service had an average of (11.6%).

As for those who have (11-15) years of service, they were (21.4%), whereas the category between (16-20) years was (29.5%), and the category (21 and over) was (34.8%) of the percentage of the respondents. This shows that the research sample is well informed and aware of the daily business conduct.

Third: Measuring the correlation between strategic monitoring and the management of high containment

Measuring the correlation between the combined dimensions of strategic monitoring and the management of high containment

We note from the results presented in Table (2) that the value of $p(\text{Significance}) = 0.000$, which is less than $(\alpha = 0.05)$. This indicates that there is a statistically significant correlation among the dimensions of strategic monitoring (combined) that represent (strategic thinking, strategic intelligence, and strategic vigilance) and the dimensions of high containment management (combined) represented by (training, incentives, job integration, information technology support and communication) and the value of the correlation coefficient is equal to $(r=0.724)$ at a significant level (0.05) .

This value indicates the significance and strength of the correlation between the two variables. This indicates that the greater the strategic monitoring, the higher the containment. This indicates that the first main hypothesis is rejected, whereas the alternative hypothesis is accepted which shows that strategic monitoring has a role in high containment management.

Table 2: Spearman correlation coefficient

| Dependent variable independent variable | High containment management | Indictor |
|--|-------------------------------|----------|
| Dimensions of strategic monitoring | 0.724* 0.000 | r |
| | | p(sig) |

*. Correlation is significant at the 0.05 level (2-tailed).

Measuring the correlations among the dimensions of strategic monitoring (individually) and the management of high containment (combined):

By noticing the results of Table (3), we can find that there is a direct and significant correlation between each of the dimensions of strategic monitoring individually and the management of high containment, in terms of the values of the correlation coefficient for each. These values are significant based on the probability value (P-value), which appeared equal to (0.000) , which is less than (0.05) .

Accordingly, the sub-hypothesis of the first main hypothesis will be rejected, whereas its alternative one, which states that there is a significant correlation for each dimension of the strategic monitoring alone and the management of high containment, will be accepted.

Table 3 The results of the correlations among the dimensions of strategic monitoring (individually) and the dimensions of high containment management (combined)

| Independent variable | Dimensions of strategic monitoring of administrative leadership | | | Indicator |
|-----------------------------|---|--------------------|------------------------|-----------|
| | Strategic vigilance | Strategic thinking | Strategic intelligence | |
| High containment management | 0.64* | 0.54* | 0.49* | r |
| | 0.000 | 0.000 | 0.000 | p(sig) |

Fourth: Measuring the effect of strategic monitoring in interpreting high containment management in the institution under study.

Measuring the impact of strategic monitoring dimensions (combined) and high containment management in the institution under study

It can be seen from Table (4) that the value of the significance level is equal to (0.000), which is less than the default significance level of the research (0.05).

This indicates that there is a significant effect of the dimensions of strategic monitoring in high containment management.

These dimensions (combined), in terms of the coefficient of determination (R²), showed (58%) of the total differences in the management of high containment in the institution under study.

The significance of these dimensions was supported by the calculated (F) value (153.80), which was greater than its tabular value (6.964) at two degrees of freedom (1,110) and a significant level (0.05). The value of the regression coefficient (Beta) was (0.935), which was a significant value in terms of (t) calculated (12.4), and it was greater than its tabular value (2.37) at a significant level (0.05).

It indicated that the change in the dimensions of the strategic monitoring of the administrative leadership (combined) by one unit would lead to a change in the management of high containment in the institution under study by (0.935).

We can infer from the results that the null hypothesis was rejected, whereas the main alternative hypothesis of the study, stating that there is a statistically significant effect relationship among the dimensions of strategic monitoring (combined) in the dimensions of high containment management in the institution under study, was accepted.

Table 4 The effect of strategic monitoring dimensions (combined) on the dimensions of high containment management

| Dependent variable | | High containment management | | | | | | | |
|--------------------------------|---------|-----------------------------|----------------|------------|---------|-------|------|------------|---------|
| | | Sig | R ² | T | | B0 | B | F | |
| independent variable | | | | Calculated | Tabular | | | Calculated | Tabular |
| Strategic monitoring indicator | (total) | 0.00 | 0.58 | 0.59 | 2.37 | 0.188 | 0.93 | 153.80 | 6.964 |
| | | | | 12.4 | | | 5 | | |

Measuring the effect of strategic monitoring dimensions individually and high containment management in the institution under study**A- There is no significant correlation between strategic intelligence and high containment management in the institution under study:**

It can be seen from Table (5) that the value of the significance level is equal to (0.00), which is less than the default significance level of the study (0.05). This indicates a significant impact of strategic intelligence in high containment management. Strategic intelligence, in terms of the coefficient of determination (R²), showed (34%) of the total differences in the management of high containment in the institution under study. The significance of this dimension support the calculated (F) value (57.18), which was greater than its tabular value (6.964) at two degrees of freedom (110.1) and a significant level (0.05). The value of the regression coefficient (Beta) was (0.66), which was a significant value in terms of calculated (t) value at (7.5), which was greater than its tabular value (2.37) at a significant level (0.05). It indicated that a change in strategic intelligence by one unit would lead to a change in high containment management in the institution under study by (0.66). Based on the foregoing, it can be said that strategic intelligence can be activated by adopting the dimensions of the high containment management variable by the leaders of the institution under study. Whenever the leaders of the surveyed organizations have the expressive dimension of strategic intelligence, they are able to activate and manage high containment in the institution.

B- There is no significant effect correlation between strategic thinking and high containment management in the institution under study:

It can be noticed from Table (5) that the value of the significance level is equal to (0.00), which is less than the default significance level of the study (0.05). This indicates a significant impact of strategic thinking in high containment management. Strategic thinking, in terms of the coefficient of determination (R²), showed (34%) of the total differences was from the management of high containment in the institution under study. The significance of this dimension supported the calculated F value (55.41), which was greater than its tabular value (6.964) at two degrees of freedom (110.1) and a significant level (0.05). The value of the regression coefficient (Beta) was (0.52), which was a significant value in terms of t calculated (7.4), which was greater than its tabular value (2.37) at a significant level (0.05). It indicated that a change in strategic thinking by one unit would lead to a change in the management of high containment in the institution under study by (0.52). Based on the foregoing, it can be said that strategic thinking can be activated by adopting the dimensions of high containment management by the leaders of the institution under study. Whenever the leaders of the surveyed organizations have the expressive dimension of strategic thinking, they are able to activate and manage high containment in the institution.

C- There is no significant effect correlation between strategic vigilance and high containment management in the institution under study:

It can be seen from Table (5) that the value of the significance level is equal to (0.00), which is less than the default significance level of the study (0.05). This indicates a significant effect of strategic vigilance in high containment management.

The strategic vigilance and the significance of the coefficient of determination (R²) showed (49%) of the total differences was in the management of high containment in the institution under study. The significance of this dimension supported the calculated value of F (105.86), which was greater than its tabular value (6.964) at two degrees of freedom (110.1) and a significant level (0.05).

The value of the regression coefficient was (0.7) Beta, which was a significant value in terms of (T) calculated (10.2), which was greater than its tabular value (2.37) at a significant level (0.05). It indicated that a change in strategic vigilance by one unit would lead to a change in the management of high containment in the institution under study by (0.7).

Based on the foregoing, it can be said that strategic vigilance can be activated by adopting the dimensions of high containment management by the leaders of the institution under study. Whenever the leaders of the institution under study have the expressive dimension of strategic vigilance, they are able to activate the dimensions of high containment management in the institution.

Table 5 The effect of single strategic monitoring dimensions and high containment management in the institution under study.

| Dependent variable | | High containment management | | | | | | | |
|--------------------|------------------------|------------------------------------|-------------|--------------|----------------|-------------|-------------|------|-------------|
| | | Analysis data independent variable | | Sig | R ² | F | B0 | B | T |
| | | Calculated | Tabular | | | Calculated | Tabular | | |
| Dimensions | Strategic intelligence | 0.00 | 0.34 | 57.18 | 6.964 | 1.22 | 0.66 | 3.2 | 2.37 |
| | | | | | | | | 7.5 | |
| | Strategic thinking | 0.00 | 0.34 | 55.41 | 6.964 | 1.99 | 0.52 | 7.01 | 2.37 |
| | | | | | | | | 7.4 | |
| | Strategic vigilance | 0.00 | 0.49 | 6.964 | 105.86 | 0.7 | 1.19 | 4.2 | 2.37 |
| | | | | | | | | 10.2 | |

The fourth topic: Conclusions and recommendations

First: Conclusions

- 1- It was concluded that there was a high moral positive correlation at the macro level of the Northern Technical University and its formations between the strategic monitoring represented by its dimensions (strategic intelligence, strategic thinking, and strategic vigilance) as a whole and the management of high containment. This showed that the university under study was able to properly employ its capabilities towards investigating and tracking environmental variables, depending on its data, and giving it the appropriate analysis to build

a future vision. This futuristic view should be based on diagnosing the causes and analyzing the relationships among the variables of the external environment on the one hand, as well as depending on the resource elements of strength it possesses in general, in a way that allows it to build and develop its goals effectively. This could be a starting point for establishing deep strategies that take into account emergency or sudden situations that the future may present. One of the most important starting points for giving this vision into proper implementation is that the university should make exceptional efforts to manage high containment in a way that can activate performance and enhance individual's loyalty working towards their institution. This is the result of achieving the objectives efficiently and effectively.

- 2- The results obtained from the field study showed that there was a positive significant impact relationship imposed by the strategic monitoring on the management of high containment in its dimensions in the Northern Technical University and its affiliated formations. This gives the impression to the researcher that the administrative leaderships are properly established to meet the requirements of strategic monitoring according to the dimensions represented by to achieve the desired effects in the management of high containment.
- 3- The results indicated that the possession of the administrative leaders in the Northern Technical University and its formations of the dimensions expressing strategic monitoring allowed them to activate the requirements of the management of high containment in all its dimensions in a greater way, in a way that reflects positively on achieving its goals and securing a confident move towards its future vision.

Second: Recommendations

- 1- An effective system for strategic monitoring at the Northern Technical University and its formations, which is available to its administrative leaders, should be adopted with an indicator that distinguishes it and gives a degree of competitive advantage.
- 2- The strategic monitoring and its dimensions should be considered collectively and comprehensively. Each of its dimensions forms an information cycle that integrates with the other dimensions in a way that secures its momentum and enhances its action in the management of high containment in the Northern Technical University and its affiliated formations. This is considered a starting point for saying that ignoring any of the dimensions of strategic monitoring means the emergence of a state of retreat in securing that required momentum, which will negatively affect the management of high containment.
- 3- Urging the administrative leaders in the Northern Technical University and its formations to view the strategic monitoring as an effective tool that allows eliciting the appropriate reaction towards expected changes and events, through investigation and a proactive image that enables it to be distinct and unique.

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