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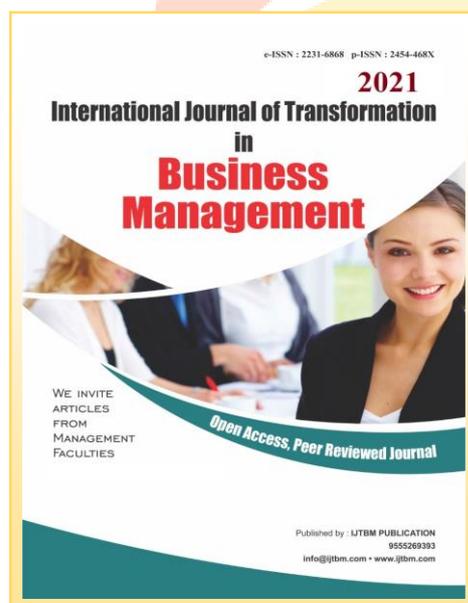
THE IMPACT OF DIGITAL DEXTERITY ON  
ORGANIZATIONAL SUCCESS

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## ABSTRACT

The research, represented by (the effect of digital Dexterity on organizational success), aims to know the extent of the impact of digital Dexterity in achieving organizational success, as (10) private colleges in Baghdad were selected. In the statistical analysis appropriate to the nature of the research, a number of statistical tools were used to process the data, including the arithmetic mean, coefficient of variation and standard deviation for sample description and analysis, and the simple linear correlation coefficient (Pearson) to test correlation hypotheses and to test Direct and indirect influence hypotheses, as well as the t-test for the purpose of testing the credibility of the research hypotheses. The results showed that digital Dexterity have a direct impact on organizational success.

**Keywords:** *digital Dexterity , organizational success*

## INTRODUCTION

As a result of the development taking place in all areas of life, especially in the field of organization management, the rapid transformation in the environment and the intense competition between organizations, the organizations must take upon themselves these challenges. Hence, this research resulted, which deals with the most important axis in organizations, which is the digital Dexterity and their impact on the success of organizations, as the dimensions of digital Dexterity were represented by four dimensions, namely (Digital mindset, digital operations, empowering and sharing talent, data and tools) As for the dimensions of the variable responding to organizational success, they were three dimensions (strategic planning, operational activity, organization development) The research variables, if they are practically applied in any organization, especially in the

organizations to which the research was applied, which are private colleges, will lead to success, prosperity, development and progress for Variables have an impact on the management of organizations, the main purpose of the research is to show that the Iraqi business environment is an environment that needs to take into account the development taking place in the field of business management by studying the variables that are considered a basic pillar for building strong organizations that keep pace with the development and progress taking place in the world.

## RESEARCH METHODOLOGY

### First: The Research Problem

The problem was embodied by asking the following questions :-

1- What are the bases adopted in determining the digital Dexterity in private colleges in the field of research?

2- What is the impact of digital Dexterity on organizational success in private colleges in the field of research?

3- What is the impact of digital Dexterity to reach the organizational success of private colleges in the field of research?

### **Second: The Importance of Research**

The importance of the research is manifested in several aspects, the most important of which are as follows :-

1-The research gained its importance by contributing to identifying the extent to which employees in private colleges are aware of the concepts of digital Dexterity and organizational success .

2- Variables are among the important factors in the organizations investigated, as the digital Dexterity in them are the most important element because of its positive impact on both the workers and the organization, as it supports the organization and improves its performance towards achieving success .

3- The research deals with concepts that represent the focus of the leaders' interest, whether in the public or private sectors. digital Dexterity, which will be addressed as an independent variable, will contribute to achieving many positive trends within private colleges .

4- The research is expected to contribute directly to providing the means to know what the digital Dexterity are and how to obtain them and develop business, which leads to job satisfaction and thus achieving the success of the organization .

### **Third: Research Objectives**

In light of the research problem and its importance, the existing research aims as follows :-

1- Determining the level of digital Dexterity as a whole and at the level of each of its dimensions in private colleges .

2- Determining the level of organizational success in general and at the level of each of its dimensions in private colleges .

3- Knowing and clarifying the correlation and effect between the digital Dexterity and the success of the organizer in private colleges

4- Indicate which of the dimensions of digital Dexterity have the most impact on the success of private colleges

5- Arriving at a set of conclusions and recommendations that may contribute to persuading the researched organizations of the importance of digital Dexterity in achieving success .

### **Fourth: Variables and Research**

#### **Dimensions**

#### **:- Dimensions of digital Dexterity 4-1**

Four dimensions of digital prowess were adopted according to the sources, which is

one measure, but more than one source was chosen for the purpose of increasing the scientific sobriety of the dimensions: (9: Soule et al., 2016) (8Bonnet et al., 2015:) (Kontic & Vidicki, 201:32).

The digital mindset4-1-1-

Digital Operations4-1-2-

Empowering and sharing talents4-1-3-

Data and tools4-1-4-

**: Dimensions of organizational success 4-2-**

Also, the same Delphi method was used in selecting the dimensions of organizational success There were also two rounds of selection processes, as follows :-

\* The first round: - according to the researcher's review of the literature, (11) after were selected, which are:

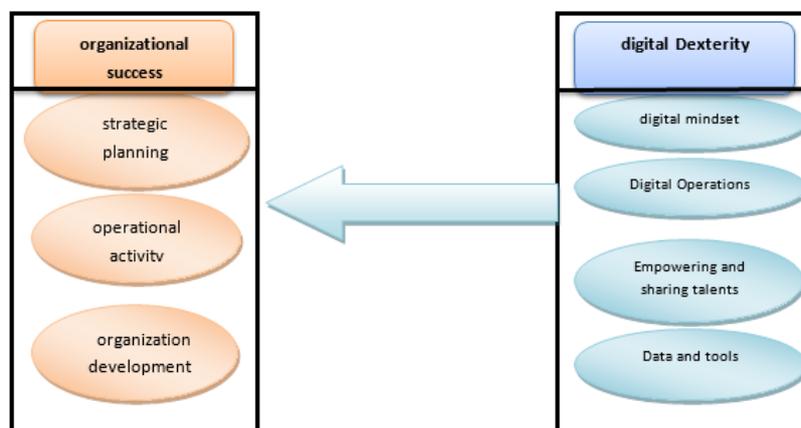
(Effectiveness, efficiency, leadership, strategic planning, operational activity, organization development, personnel

selection, organizational culture, leadership and management, personal development, evaluation and review) and to determine which of the dimensions that were chosen are the most practiced within the research sample and concluded to determine (5) Dimensions of the organizational success variable .

\* The second round: - The results of the second round were a choice of (3) dimensions, namely (Strategic Planning, Operational Activity, Organization Development), as shown in the hypothetical model of the research above, and their percentages were respectively (35%, 25%, 20%).

**Fifth: Research Hypothesis**

*First : The Hypothetical Scheme*



*Second : The Research Hypotheses*

: The research is based on the following hypotheses

The second main hypothesis (impact hypothesis) H0.1: There is no statistically significant effect of digital Dexterity(Digital mindset, digital operations, empowering and sharing talent, data and tools) on organizational success as a whole (strategic planning, operational activity, organizational development) at the level of ( $\alpha \leq 0.05$ ) in the research sample .

**Sixth: The field of research**

Time limits: The research was completed during the period from November 2020, until June 2021 .

**THEORETICAL FRAMEWORK**

**First: The Concept of digital Dexterity**

It is the ability to rapidly self-regulate to deliver new value from digital technologies. Digital prowess is reflected in an organization's ability to respond to individual customer needs and preferences, rapidly balancing local needs with company-wide needs (Bonnet et al., 2015:5). And defined (Soule et al., 2016:6) digital ingenuity enables the digital organization to flexibly adapt its roles, responsibilities, and relationships. With this dynamic ability, an organization can quickly take advantage of new digital options in the face of changing customer expectations, industry shifts, or drive-in strategies within the organization.

And given it by (Barnakova et al., 2019:2), what distinguishes ultra-fast digital prowess is its ability to mobilize, execute, and transform with agility - which we call META (Mobilize, Execute, Transform, Agility). At its core, META means a company adapts and turns. faster than its competitors - which is critical for the digital age. (Ahmed et al., 2020:3) sees the ability of employees to perform certain tasks using technology and establishes an ambition to use this ability to achieve business success Simply, (DD) Digital Dexterity is based on the knowledge of using technology and the passion to exploit this knowledge in personal and professional ways.

**The Dimensions of digital Dexterity**

A lot of literature, which the researcher reviewed, reported several dimensions of digital Dexterity: -

**1-1- THE DIGITAL MINDSET**

The hallmark of digital organizations is the "digital first" mindset, an attitude that reflects a broad tendency to seek digital solutions first, use technology as a tool to bring benefit, and approach enterprise data in a systematic way (Soule et al.,2016:8). shows (Kontic & Vidicki, 2018:32) that we leverage digital solutions whenever possible and employees think about digital technologies when they think of ways to improve. says (Bertagni&Salveti 2020:60) says digital transformation is not only about technology, but also about the digital mindset. The digital

mindset is primarily enabled by leadership that rests on three pillars: teamwork, start-up culture, and matrix management .

### **1-2- the Digital Operations**

Automated and digital operational processes where employees monitor operations in real time and also transactions with suppliers are digital, thus leading to operations being unified and digital (Kontic & Vidicki, 2018:32). He (Bonnet et al, 2015:9) Digital processes, data-driven decision-making, and collaborative learning are essential practices for long-term resilience and resilience of organizations. argues (Soule et al., 2016:9) that relying on digital information to document, automate, and monitor enterprise activities more accurately. Through digitization, organizations can capture an enterprise-wide view of internal processes to enable transparency and decision-making .

### **1-3- the Empowering and sharing talents**

Expanding the job functions of employees so that responsibility and authority are transferred to the lowest possible level in the organization (HEIZER et al, 2017:222). And he says (Bonnet et al, 2015:11) the participation of its members inside and outside the boundaries of their organization and raising the digital level of IQ in the organization. (Soule et al, 2016:16-9) shows a willingness to collaborate across borders for the purpose of innovation, problem solving and discovery of new insights where this practice favors teamwork and enables

talent engagement regardless of discipline, geography, status or any other frontier .

### **1-4- The Data and tools**

Using data and analytics practices for decision-making Data and tools aid in real-time decision-making by providing a single source of data (Bonnet et al., 2015:9). shows (Soule et al, 2016:9) demonstrates reliance on digital information and systematic analysis in Making important decisions, a practice that is getting stronger with digital operations. and say (Carroll & Ramachandran, 2014:896) The internet has radically changed the way we communicate and interact with it. Many of us spend a lot of time immersed in the internet through tools like Facebook, Instagram, Twitter. According to a recent Nielsen survey, spending 8 billion a year online in the US only, an increase of 21% from July 2011 to July 2012.

### **Second : The concept of organizational success**

Despite the importance of other variables in the organizational success formula, individuals are the main component of organizational success in any organization (Trott, 2008:10) . sees (Taie, 2015:18) (Chowhan et al, 2016:60) linking organizational success with acquiring and managing talent and they say, organizations around the world have realized that talented employees drive competitive advantage where in a competitive market, talent

management is the driver essential to organizational success .

### **:- Reasons for the failure of organizational success2-1**

Presenting the first ten risks that cause the failure of ERP implementation, most of which are the result of organizational non-compliance and thus directly affect organizational success. Below are the ten risks : (Vayyavur, 2015:2760)

(1)Lack of managerial commitment. (2) Insufficient training of employees. (3) Ineffective communication with workers. (4) Insufficient support from the executive authority. (5) Lack of an effective project management methodology. (6) The conflict between Department workers. (7) Attempting to build bridges to apply the previous work without considering the required change. (8) Forming the members of the implementing project team. (9) Not re-designing business processes. (10) Misunderstanding the requirements of change .

### **- The importance of organizational success2-2**

The organization strives to reach organizational success by maximizing its physical, commercial, social and intellectual Competencies- internally and in exchange with all stakeholders - in order to achieve its goals and other stakeholders by adding value to the economic, social and environmental areas. The following can be achieved: (Marrewijk et al, 2004:9-13)

1- Organizational success refers to the optimal use of human, material and financial resources .

. Optimum access to information, knowledge and market opportunities2-

3- Achieving maximum results related to the activities of all entities and means over which the organization has direct control

4- The tension resulting from a mixture of concepts of shareholders and stakeholders is balanced when they are involved in the organization's strategy .

### **Dimensions of organizational success 2-3- Strategic Planning 2-3-1:**

The Competencies of the organization to achieve its goals through the use of available resources in an efficient and effective manner (Daft, 1988:12). Explains (David&David, 2017:46) is a complex process that takes the organization into uncharted territory that does not provide a ready-to-use prescription for success; Instead, it takes the organization on a journey and provides a framework for addressing questions and solving problems Recognizing potential risks and being willing to address them is essential to success .

### **2-3-2: Operational activity**

The process is defined in terms of the mission it provides to the organization, the technology it uses and the human and managerial processes involved (KUMAR&SURESH, 2008:8). They define (Kaplan & Norton, 1996:28) the internal

processes in which an organization must excel to enable the business unit to deliver projects that will attract and retain customers—and meet shareholder expectations for good returns. Speaking (Weil & Maher, 2005: 659) demonstrates the Competencies of internal business processes to add value to customers and shareholders .

### **2-3-3: organization development**

Organizational development is a planned effort, at the organization level, and managed from above, to increase the effectiveness and health of the organization through planned interventions in the organization's "operations", using scientific behavioral knowledge (Beckhard, 1969:10). shows both (Pratap, 2019:7) (Arora, 2020:4) demonstrates a systematic application of behavioral science knowledge to planned development and enhancement of organizational strategies, structures and processes to improve organizational effectiveness through the use of behavioral science techniques, research and theory .

### **PRACTICAL FRAMEWORK**

**The main hypothesis (impact hypothesis)**

**H0.1: There is no statistically significant impact relationship for the digital Dexterity(Digital mindset, digital operations, empowering and sharing talent, data and tools) on organizational success as a whole (strategic planning, operational activity, organizational**

**development) at the level( $\alpha \leq 0.05$ ) in the research sample, from which the following sub-hypotheses emerge :-**

**Sub-hypothesis H0.1.1: There is no statistically significant effect of the Digital mindset on organizational success with its group (strategic planning, operational activity, organizational development) at the level ( $\alpha \leq 0.05$ ) in the research sample .**

Table (1) shows the results of the regression analysis of the effect of the digital mindset dimension on organizational success, and it is noted that the digital mindset dimension achieved a significant effect with organizational success, that is, there is a significant effect relationship between the digital mindset and organizational success. R2 explained (55.0%) of Contributions made to organizational success, and the calculated (F) value amounted to (185.439), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of ( $\beta$ ) reached 0.706) and indicates that the change that occurs in the digital mentality dimension by one unit leads to an increase in (organizational success) by (0.706), and since the value of ( $\beta$ ) is positive, this means that the effect of the digital mentality dimension is positive on organizational success.

Table (1): shows the impact of the digital mindset on organizational success

Independent variable	dependent variable	constant value a	The value of the beta coefficient $\beta$	The value of R2 coefficient	The calculated F value	Indication level (0.01 - 0.05)
digital mindset X1	organizational success Y	1.238	0.711	0.591	219.696	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
) Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

**Sub-hypothesis H0.1.2: There is no statistically significant effect of digital operations on organizational success with its group (strategic planning, operational activity, organization development) at the level ( $\alpha \leq 0.05$ ) in the research sample.**

Table (2) shows the results of the regression analysis of the effect of the digital operations dimension on organizational success, and it is noted that the digital operations dimension achieved a significant effect with organizational success, that is, there is a significant effect relationship between digital operations and organizational success, and

explained (R2) (59.5%) of The contributions made to organizational success, and the calculated (F) value amounted to (222,851), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of ( $\beta$ ) amounted to (0.728) and indicates that the change that occurs in the dimension of digital operations by one unit leads to an increase in (organizational success) by (0.728), and since the value of ( $\beta$ ) is positive, this means that the effect of the dimension of digital operations is positive on organizational success.

Table (2): shows the impact of digital operations on organizational success

Independent variable	dependent variable	constant value a	The value of the beta coefficient $\beta$	The value of R2	The value of F value	Indication level - 0.05) (0.01
digital operations X2	organizational success Y	1.244	0.728	0.595	222.851	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
) Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80**						

**Sub-hypothesis H0.1.3: There is no statistically significant effect of empowerment and talent participation on organizational success with its group (strategic planning, operational activity, organizational development) at the level ( $\alpha \leq 0.05$ ) in the research sample .**

Table (3) shows the results of the regression analysis of the effect of the dimension of empowerment and participation of talents on organizational success. %) of the contributions made to organizational success,

and the calculated (F) value was (219.696), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of ( $\beta$ ) amounted to (0.711) and indicates that the change that occurs in the dimension of empowerment and participation of talents by one unit leads to an increase in (organizational success) by (0.711), and since the value of ( $\beta$ ) is positive, this means that the effect of the dimension of empowerment and participation of talents is positive in success. regulator

Table (3): shows the effect of empowering and sharing talents on organizational success

Independent variable	dependent variable	constant value a	The value of the beta coefficient $\beta$	The value of R2	The calculated F value	Indication level
empowering and sharing talents X3	organizational success Y	1.238	0.711	0.591	219.696	Moral - 0.05) (0.01
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
) Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

**Sub-hypothesis H0.1.4: There is no statistically significant effect of data and tools on organizational success with its group (strategic planning, operational activity, organization development) at the level ( $\alpha \leq 0.05$ ) in the research sample .**

Table (4) shows the results of the regression analysis of the effect of the data and tools dimension on organizational success, and it is noted that the data and tools dimension achieved a significant effect with organizational success, that is, there is a significant effect relationship between data, tools and organizational success, and R2

explained (64.4%) The contributions made to organizational success, and the calculated (F) value amounted to (274.461), which is greater than the tabular value at the level of significance (0.01 - 0.05) and under the degree of freedom (1,152) which is (6.80 - 3.90), and the value of ( $\beta$ ) amounted to (0.708) and indicates that the change that occurs in the dimension of data and tools by one unit leads to an increase in (organizational success) by (0.708), and since the value of ( $\beta$ ) is positive, this means that the effect of the dimension of data and tools is positive on organizational success.

Table (4): shows the effect of data and tools on organizational success

Independent variable	dependent variable	constant value a	The value of the beta coefficient $\beta$	The value of R2 coefficient	The calculated F value	Indication level - 0.05) (0.01
Competencies to Commit to Competitiveness X4	organizational success Y	1.246	0.706	0.520	164.674	moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
) Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

**H0.1: There is no statistically significant effect of group-to-group digital prowess on organizational success by group.**

Table (5) shows the results of the regression analysis of the effect of digital prowess on organizational success, and it is noted that digital prowess had a significant effect with organizational success, that is, there is a significant effect relationship between digital prowess and organizational success, and R2 explained (71.2%) of the contributions made In the organizational success, the calculated

(F) value was (375,930), which is greater than the tabular value at the level of significance (0.01 - 0.05) and below the degree of freedom (1,152), which is (6.80 - 3.90), and the value of ( $\beta$ ) amounted to (0.852). It indicates that the change that occurs in digital dexterity by one unit leads to an increase in (organizational success) by (0.852), and since the value of ( $\beta$ ) is positive, this means that the effect of digital brilliance is positive on organizational success .

Table (5): shows the effect of digital prowess on organizational success

Independent variable	dependent variable	constant value a	The value of the beta coefficient $\beta$	The value of R2 coefficient	The calculated F value	Indication level - 0.05) (0.01
Entrepreneurial Competencies X	organizational success Y	0.714	0.852	0.712	375.930	Moral
Tabular value (F) at a significant level of 0.05 and two degrees of freedom (1,152) = (3.90) *						
) Tabular value (F) at a level of significance of 0.01 and two degrees of freedom (1,152) = (6.80)**						

## DISCUSSION AND CONCLUSIONS

1- The results of the research showed that the research sample looks at the dimension of the digital mentality realistically, as it confirmed that it sees digital innovation processes as positive opportunities that lead to the development of colleges digitally, which leads to keeping pace with the digital development taking place at the present time, but at the same time there is a decline in the process of improving treatment Cognitive change to students' thinking about digital technologies

2- The research sample confirms that there is a tendency to manage operations in a digital way, which facilitates administrative operations, and this is what made it concerned with the dimension of digital operations, as it confirmed the real-time monitoring and processing of operations, but there is a lack of digital infrastructure operations that makes it difficult to manage operations completely digitally .

3- Private colleges give the research sample to the dimension of empowering and sharing talents attention in a way that makes this dimension work in an imperfect manner as they give high attention to the management of social networking sites by their employees, but give less opportunity to give (talented) employees the opportunity to

suggest improvements in the way business is done .

4- The research sample considers the dimension of data and tools important, as it depends on this data as an input to private colleges, as the results of the preparatory study and the number of successful students from middle school are considered inputs to private colleges, while there is a decline in the operations of managing operational data in an integrated digital manner .

5- The influence relationship between digital ingenuity and organizational success was strong and significant, which indicates the distinctive role played by digital ingenuity in organizational success through its activities related to digital mindset and digital operations, and the empowerment and sharing of talent, data and tools. These dimensions of digital ingenuity are based on The results revealed by this research related to these activities and their impact on the dimensions of organizational success

6- Building a digital infrastructure by converting all business to digital, starting with working individuals and other resources and ending with students (customers) through programs prepared in advance with periodic updating of these programs to keep pace with the development of digital business .

7- Developing the student's knowledge process of digital technologies in the fields of study and linking students' thinking to the

digital change taking place at the world level

.

8- Interest in attracting talented individuals in the recruitment process and empowering them in the processes of formulating and managing strategy and decision-making as well as in operations because of their special capabilities in the way of thinking, planning and managing operational data in a digital

way that helps decision-making quickly and more flexibility

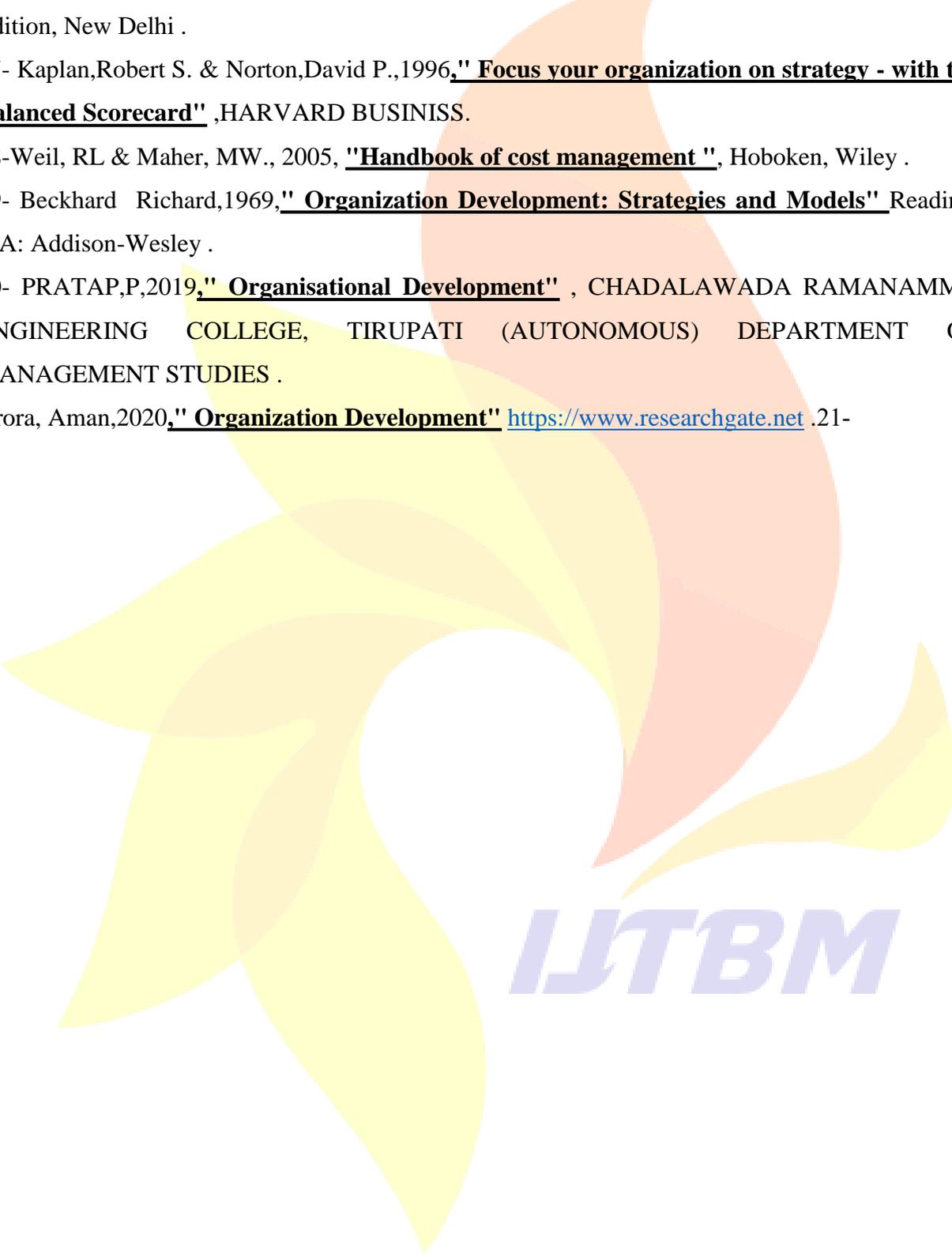
9- Introducing educational programs related to the digital ingenuity variable, due to the novelty of this variable, as well as to a global shift to digital in the field of business management, and also due to the Corona pandemic, which made digital more active in the field of business.



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