

The Evaluating of Management by Values through Diffusion of Innovations Theory

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Abstract: *The research aims to diagnose the values of organizations, compare them with the idealism values and be evaluated by the sample, and Determine the level of diffusion of values through the stages (dimensions) of (Diffusion of Innovations theory), as well as identify what positive and negative factors for management by value. After that highlighting the negative behavior and bring awareness of top management and to work on how to correct them, this research adopted to evaluate the management by values in the inspector general's office in the Ministry of Health which is has three dimensions and they are : (Ethical – social values, economic – pragmatic values, emotional – Developmental values) which are classified by the research into positive and negative values, according to their dynamic forms to facilitate measured using the Diffusion of Innovations theory which is one of the theory of communication in public relations as a measure of those values. So, to applicate this research on the field ground Data has collected from a (168) respondents in different positions in a community of the sample The main conclusions of the current search reached were, the social and ethical values worked separately from the economic pragmatic values as well as with the emotional developmental values, while there is a relationship between the positive factors and emotional developmental values, but was none with the negative factors*

Keywords: Management by Values, the theory of diffusion of innovations, Forms of the dynamic values, adoption stages

1. Introduction

Values are an important axis of personality and a basis for judging the health and morbidity of behavior and thus determining the extent to which individuals and organizations succeed in achieving the goals. Many organizations have faced many problems that require new working methods, thus the organizations and governments coexist with renewed financial, economic and political crises and growing, So it became imperative upon the top management to seek contemporary and new ways to deal with these problems, so we cannot deal with the difficulties of the future in ways of the past. This pattern of work leads to the extinction of organizations and disappear, that is a normal result of their inability to adapt, for example, what happened in America after the September(11) events because of the management pattern that prevailed at that time. With the goals, they noted that there was sporadic information that had not been invested to reduce the impact of the disaster because of this pattern of management and the taking of studies research that provides a new management style contributes to the reduction of past management problems and the management portal has been introduced in values as a modern management portal. The writers and researchers would therefore address the valuable system study through which the Management by values would be deepened and knowing the diffusion of ideal values by way that can affect workers and how much these values are able to improve Administrative work in general. Certainly, the best option to achieve long-term successes within the organization is to pay attention to positive values and enhance its position among the workers in organization. the value system can work to develop a partnership space between leaders and subordinates by investing the role and function of those values as required. The success of the organizations in achieving their objectives depends on many factors, among other things, the personnel of the Organization, primarily the managers concerned the first is

to formulate the policy of these organizations and to define and achieve their objectives, so that a study of the behavior and personal components of this important category is a necessity In the field of research and development and to Activate the successful modern management, so there is no harm in revising their values and ethics that promote the sustainability of this value system. At the value system, the relationship between the values of individuals and the values of the organization in which they are employed is an affected and influential relationship, not only with the individual but at the managerial leadership and in particular, the Director's values are capable of influencing the overall of performance within the organization if the values he believes are opposed to the organization's values.

2. Review of References

2.1 Value Philosophy Stage

This stage began (Before Christ) by the Greek philosopher Plato, who was born in Athens in(428 B.C). He is one of the greatest ancient philosophers and without a rival because his actions were the spark that lit all the issues and philosophical ideas in the world to this day and being the first catalyst for the emergence of psychology, logic and other science. Plato has known his passion for values and ideals, such as wisdom and knowledge, and has been calling throughout his life to find the right and positive values for which the whole world has been kept in mind. The wisdom, values and cultures of ancient worlds, which he wanted to employ and build his virtuous city, which would have been the foundation of justice, equality, democracy and wisdom, thus he was the first one who professed for the right values to be seen as the secret of individual happiness and thus to enjoy the wise and luxurious lives ⁽¹⁾. After Plato came the philosopher Thomas moore (1478 1535) who marched on the same line of Plato and took the path of Plato's approach to his philosophy, Thomas Moore is the first one who framed the word utopia

Volume 6 Issue 5, May 2017

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or "Uttobia" in its Greek pronunciation. and put it as a title for his book. Since then, the word has been used in all European languages and has also been translated into Arabic. In his book, Thomas called for a utopian and utopian society in which all the ideal values that lead to equality, non-differentiation, injustice and oppression are mixed. And then this stage followed the emergence of many preachers to the values and the necessity of their presence in human life like the city of Sun of (Thomaso Kambanila), the ideal government of (James Harngton) and other philosophers, one of whom had a significant impact on the appearance of the other (this historic period of the fourteenth century and until the late eighteenth century)

2.2 Stage of management orientation

This phase illustrated the contributions of author (Oliver Sheldon), who explained in his Book of (Management philosophy) in London in (1923), in which he explained the department is an issue that is mixed with scientific and ethical principles and has thus emphasized that values and ethics are the foundation of the progress and prosperity of the management. The social vigilance in England inspired Sheldon through realized that friendly and ethical relations are the foundation of the industry's progress at that time⁽²⁾.

2.3 The maturation stage of the value concepts

Hofstede, born in 1928, of Danish origin is the most famous organizational philosopher for the development of the model of cultural dimensions, which has contributed to the recognition of the values and cultures of different organizations and has many publications in this purview. he explained this stage through his theory (cultural dimensions of values) which illustrated through it the way to management by values⁽³⁾.

2.4 Stage of theoretical maturation and measurement

The researcher (Khon) presented a book on values in (1969), the main objective of the book was to provide continuous research results for more than a decade and a half of time. This research was conducted to investigate the reason behind why individual values are linked to the social level or social standing, the results pointed to the centrality of working conditions as they determined the size of the individual's opportunity to work with self-guidance, without the need for control which was with routine the main obstacle facing individuals. It was therefore found that the substantive outcome of the research was to prove the correlation between the social level and the values that were the magnitude of a chance that the individual finds to be self-directed and that grows up by the high educational level of the individual and his job center⁽⁴⁾. The researcher (Rokeach), through his theory which named on his name (Rokeach theory), also explained the nature of human values and how to measure them according to a special measure, and had many studies in this field (18) study, (12) of them were published. His theory was a survey that measures human values, the results of the theory were the possibility of using individual values as an indicator for measuring ideology values, or institutional or social values, or cultural values⁽⁵⁾.

2.5 The development of management by values stage

At the beginning of this stage, the values have evolved considerably and took considerable and wide-ranging of organizational behavior science as they were examined (Francis & Woodcock, 1990). The values are grouped into four dimensions, each containing other sub-values:

- Management of the organization.
- Task Manager.
- Department of Relations⁽⁶⁾
- There are also many writers and researchers (Pruzan 1998;

Turner 1980; Schmidt & Posner 1986)⁽⁷⁾, who have a role in the maturation and crystallization of the values to show a new concept which is management by values, the management by values in reality are self-management, motivating oneself, self-leadership, and self-responsibility. It represents not only by orders but aims to achieve the best interests of individuals and the organization, and the essence of management in values lies in transforming the organization into a united system of values can be achieved not only to obtain a declaration of Principles relating to the Organization's strategic planning, but to the process of building the organization that may take time, and give values the real support in organizational development by the Top management, which focuses on important aspects of the organization such as : Finance, production, sales, services, etc.

This is, in fact, what the current research is dealing with through the triple dimensional model in management of Simon Dolan (2006).

3. Search Design

3.1 Management in Values

At present, the world is witnessing remarkable changes in focus on management, so the managers are forced to assume higher performance standards as a necessary result of the growing demands of society with regard to high responsibility, quality, and client services. So they should be able to drive and solve the constant changes in work society demands by responding to their ideas⁽¹⁰⁾. They also have to review the role of structuring the system through the analysis of staff behaviors, since individual experiences and skills are only a group of classes and features that can only be understood after knowing their composition sources and concern for their development⁽¹¹⁾, values are the axis that determines the direction, tendencies and behavior of the individual, so when the difficult problems that prevent the commitment are diagnosed with the correct behavior patterns only then can find solutions that are most connected to the causes of the defect of management. Here comes the role of the concept of management by values in clarifying the importance of Values through its prominent role in the reform and development of management system⁽¹²⁾. Management by values can be defined as abstract of bias management, tending to right direction and self-control, both subjective and externally, as well as objective, which is the basis for effective human organization that leads to the stimulation and detonation of human potential for

sustainable development, which is the hope of all humanity communities⁽¹³⁾, also it is defined as the management which tends to become the global structure for the continuity of redesigning the organizational culture by combining the commitments generated from new ideas and projects with⁽¹⁴⁾. Management by values defines as the outermost step of any research looking at the meaning of effectiveness to improve the work of the Organization and which is undoubtedly it demonstrates a deeper understanding of multiple aspects that would raise the values of individuals with both positive and negative⁽¹⁵⁾.

3.2 Value Management dimensions (triple model)

- **First dimension: pragmatic Economical values :** These values are necessary to preserve all the different subsystems of the organization and make them coherent with each other. It consists of efficiency, discipline, and performance⁽¹⁶⁾.
- **Second dimension ethical-social values:** These values are the guide or the way in which individuals behave collectively, individuals in the organization share ethical values and show this through their beliefs in how to conduct their behavior in society⁽¹⁷⁾ by working and even in their internal and external relations. This dimension includes a set of values: loyalty, respect, integrity, and honesty.
- **Third dimension emotional and Developmental values:** This dimension is very necessary to create new opportunities for individual's behaviors and events. these values linked to the essential stimulation through energy, passion, optimism, happiness and freedom. Without these values, individuals will be not creative or achievable and their degree of commitment very little, so values are necessary in the design of individual culture to deliver their best achievements⁽⁸⁾. The third dimension includes a set of main values: trust, happiness, innovation, freedom, and self-promotion.
- This tri- model in management by values is based on the core organizational values of the organization, as well as give the organization an opportunity to build their culture through coordination with these values on the one hand and on the other and the same time with the Organization's strategic goals⁽¹⁸⁾.

3.3 Dynamic forms of values

(Bourne and Jenkins, 2013) explained The dynamic forms of values are as follows:

The Espoused values: All values which espoused by managers in their official documents writing, which are often reflective of organizational values, values are the essence of the ethics and values of the organization, which serve as the basis for the beliefs on which organizations are based and evolve as a code of conduct, and these values serve as a guide for the road in which the work is managed, it is usually compact very closely to the organization's message because it tends to be very easy to be adopted by staff⁽¹⁹⁾. The basic objective of the adopted values is to build wide standards broad of the Organization to ensure that staff members are on the way of the planned organization according to a predetermined plan of action rather than

following their own system of values when making their decisions⁽²⁰⁾.

The attributed values: Defined as values which attributed to the members of the Organization and as representing the patterns of work in their organization one day after another, the members of the Organization should recognize that the attributed values represent the characteristics of the organization and are consistent with its objectives, but that it is not necessarily shared by all⁽²¹⁾. The values that are usually attributed represent the history of the organization, but they do not bear any expectations for the future. This form of values is often embraced when there is a need to assess the efficiency of individuals in the organization⁽²²⁾. It is defined as the values adopted by the old members of top management, given that they represent the organization. A number of researchers have used the values attributed as a variable which know the suitability of individuals for their organization through it⁽²³⁾.

Shared values: A set of values shared by the top management with other members of the organization and includes a set of organizational values that are measured by the size of the members who share it, shared values by its communicating with studies on cultural values and sharing them with the organization considers the basic for the compatibility of objective personal values with imputed and adopted values⁽²⁴⁾. When shared values are placed under close scrutiny, find, they are relatively complex, confirming the existence of a number of studies that have been understood in a form, particularly, from their recurring relationships and their links, therefore, shared values are vibrant and represent organizational values because they combine the personal values of the organization's personnel. Generally, shared values are clearest than the Espoused and attributed values⁽²⁵⁾.

The Aspirational values: are values that cannot be applied at the same time because they need to work according to specific strategic visions to reach their realization because the changes in social life trends can lead to changes in personal values that are reflected in an Aspirational values environment of the organization. There are many Aspirational values that can be entered into the organization through the support of new staff and managers⁽²⁶⁾. Aspirational values are similar to the shard personal values of these individuals, but they differ from them by affirming the intent that is not⁽²⁷⁾, it also points to what the values of the Organization should be, as changes in the orientations and tendencies of social life lead to changes in personal values and are therefore reflected on the ambitious values of the members of the organization as the researchers noted that there were marked transformations that were gradually taking place in managers priorities and their trends in personal values and turned them into values that focused on Society in general as well as these values are linked to the diverse interests and competencies of individuals, and each aspire to the existence of values that are useful and developed in the field.

3.4 The Theory of Diffusion of Innovation

The concepts of diffusion have been studied, and for the first time by the French scientist (Gabriel) in the late nineteenth century, and then several researchers conducted numerous studies on how to adopt hybrid seeds and technical equipment by farmers so this was one study from studies that have clarified the distinctive model or diffusion theory that would have relied reliably in many future studies⁽²⁸⁾. There are many concepts presented by researchers and thinkers in this field one of these studies was to (Everett Rogers) 29). The theory of diffusion of innovations is defined as a special type of communication that carries out specific correspondence with new ideas. The diffusion of innovations theory is also defined as the process by which individuals are clarifying how new ideas or behavior or something new as an inevitable innovation by its audience⁽³⁰⁾.

Here, the researcher finds that this definition has considered the diffusion and the innovation based on the communication between individuals in society through many ways and at different times and places.

3.5 Stages of innovation diffusion

1) Stage of awareness:

It's the first stage of the adoption of innovation, in which individuals become aware of the new idea as they have knowledge and awareness of the existence of the concept, but they lack the understanding of the details. Because the name of the idea alone is not enough, so they have to know what the idea is, what they will do, and what will their benefit will be with it?

2) **Phase of Interest:** At this point individuals have become curiosity about the new idea and need to know more about it, how it works, and what its potential⁽³²⁾.

3) **Evaluation phase:** At this stage, individuals will begin with the mental or physical experimentation of this idea where they will apply the information which they have acquired from the previous stage⁽³³⁾.

4) **Trial phase:** At this stage, the individual needs to decide whether the new idea is possible to serve them, so he will take it and have its benefit. The trial stage is possible to specialize in the small scale (experimental) and by the need for specific information which are dealing with⁽³⁴⁾.

5) **Adoption phase:** It is the final stage of innovation diffusion and this phase is allocated by a large measure, which is the continuity of the use of the idea and also by the concomitant satisfaction of this idea, but that does not mean that the individual who adopts this idea will use it continuously, but simply means that he accepts the idea as good and useful in his current program and intends to use it with⁽³⁵⁾.

6) **Retreat phase:** At this point the alternatives are developed to match more with the reality of the community therefore the adopters will find that these alternatives will be more suitable for them than the previous idea and take them as a new idea or innovation, leaving the idea previously taken.

4. Research Methodology

The problem of theoretical research is highlighted by the contentious questions:

- 1) What is the valuable system nature?
- 2) Is there a dominant values system at the whole Organization as a according to the perspective of management by values?
- 3) Are the values differentiated between individuals and there are no dominant values?
- 4) Is there a negative values system that is dominant in the current management?
- 5) Does the value system generate unacceptable acts and behaviors?

The reason for this is that the management has not been linked to the value system and the practice of management through the values system is a problem itself, these values are often within the implicit knowledge of individuals and embedded in organizational culture, and in this context we will face two fundamental challenges: the first one is the difficulty of diagnosing and modifying the values system, secondly, it is about how to create a management conviction in values. So we thought to employ the diffusion of innovations theory as a measurement tool through the perspective of management by values and through this theory we will be able to recognize the level of maturity of the dominant values system within the sample examined. Are the studied values, whether positive or negative, in the awareness phase? Or have you reached the adoption phase? Or are they still ideas? The research aims to diagnose and compare the dominant values in the organizations with the ideal values and to be evaluated by the sample. Determine the level of the diffusion values by using the stages (dimensions) of the theory of diffusion of innovations, as well as the diagnosis of the positive and negative factors of the management by values, also highlighting negative behaviors and directing the awareness of top management to them to working on how to rectify them, this research also adopted the evaluation of management by values in the examined sample. The research has done through two phases for the collection of data and sample information consisting of (220) randomly selected employees from the research community of the general inspector office in the Iraqi Ministry of Health. The first stage was the distribution of opinion poll forms to sample members to determine what are the dominant positive and negative values in the sample community. Also to recognize the factors which influencing in negative behaviors and positive behaviors, but we have not obtained sufficient information from the sample because of the majority reject to answer and therefore we have compared the few obtained information with The ideal values in the literatures and the sources and the research that we have seen. (48) positive value and (48)negative values have been chosen as the sum of the final values is (98). And then we've built the identification of the search that it was specialized to evaluate the values system by the (Likert scale) and then to measure their dynamism to find the more category in the sample that are characterized by those values and then use the stages of diffusion of innovations theory to determine the extent to which those values are spread between the research sample.

5. Search Results Analysis

We used a number of previous references and literature to graduate with a range of values that were able to establish

research metrics in the management by values theory. Table (1), Shows the total mathematical means of the three research dimensions as well as the standard deviation, relative importance.

Table 1: General arithmetic mean

The Main Dimensions	Arithmetic mean	standard deviation	Relative importance +	Difference coefficient +	Arithmetic mean	standard deviation	Relative importance	Difference coefficient
	Values+				Values -			
D1	2.61	1.02	53%	43%	2.44	0.99	50%	43%
D2	2.58	0.90	52%	38%	2.35	1.10	47%	47%
D3	2.59	0.82	52%	35%	2.40	1.05	48%	43%
General arithmetic mean	2.59	0.91	52%	39%	2.40	1.05	48%	44%

The Office of the General Inspector of the Iraqi Ministry of Health has been taken as a community Taking into consideration that the medical job is the most humane job and must be the most valuable and highly ethical profession. However, what has been found through statistical results has been otherwise. The overall arithmetic mean of the three dimensions is (2.59), which is less than the hypothesis (3.00) and the amount of general standard deviation (0.91), it is clarified that the sample was fully agreed with the weakness

of its values we thought the reason behind that is the sample community suffers from a very clear cultural weakness of values and poor usage of management behaviors in the right way and the lack of conformity between the dominant values in the sample community and the ideal values that the management by values theory calls for, while the overall percent of diffused values and their classifications as follows:

Table 2: The (%) of the diffusion of the positive values

Positive dimensions	Awareness Stage	Interest Stage	Evaluation Stage	Trial Stage	Adoption Stage	Retreating stage
	%	%	%	%	%	%
D 1	13%	15%	16%	15%	27%	13%
D2	21%	18%	15%	15%	19%	11%
D3	19%	18%	20%	19%	14%	10%
Total %	18%	17%	17%	16%	20%	11%

Table 3: The (%) of the Dynamic of positive values

Positive dimensions	arithmetic mean	The Espoused values	the attributed values	The shared values	The Inspirational values
		%	%	%	%
D1	2.61	19%	28%	27%	25%
D2	2.58	30%	30%	17%	24%
D3	2.59	23%	24%	26%	67%
Total %	2.59	24%	27%	23%	39%

Table 4: The (%) of the Dynamic of negative values

Negative dimensions	arithmetic mean	The Espoused values	the attributed values	The shared values	The Anspiration al values
		%	%	%	%
D1	2.44	27%	30%	30%	10%
D2	2.35	28%	30%	30%	11%
D3	2.4	30%	30%	24%	27%
Total %	2.4	28%	30%	29%	16%

We find the highest percent of key dimensions in positive values for The Aspirational values (39%) which represents the Aspiring of the Organization in general, it means that the whole organization departments Whether top management or staff members aspire to find this values in their work and they are ready to adopt these values and apply them based on the highest percent of diffusion which is the adoption phase (20%). However, there is a real problem that should not be tolerated, the adoption rate (20%) presents about a quarter of the sample in the sense that there is a sample of (80%). are still not sure, or willing and interested, but hesitating to apply these values, so the Organization must form committees and courses to sensitize these individuals and to encourage them to adopt positive values in their daily tasks as these values will be positive for the advancement to their performance and their careers for the better.

Table 5: The (%) of the diffusion of the negative values

Negative dimensions	Awareness Stage	Interest Stage	Evaluation Stage	Trial Stage	Adoption Stage	Retreating stage
	%	%	%	%	%	%
D1	17%	16%	15%	19%	22%	12%
D2	22%	20%	17%	14%	14%	12%
D3	17%	18%	15%	17%	22%	10%
Total %	19%	18%	16%	25%	19%	11%

While negative values were very close to top management and individuals, they reached the highest prevalence rate (25%) In the trial phase. With this particular aspect, the real problem has raised that the organization is used to behave and work using negative values in the execution of its daily tasks even though it is not adopted and practiced on a trial basis. So the result of research was the sample suffers from a clear mixing of concepts and the inability of the majority to distinguish between the correct idealism and the negative aspects that must be avoided, in particular, it is highly prepared to change for the better and replace negative habits with positive and more humane. In terms of correlation, the statistical results showed no correlation between the three

main dimensions, which mean that each dimension working separately from the other and has a different effect on individuals

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Author Profile



Reyam Ayad studied veterinary medicine before entering the administrative field and she obtained a Bachelor's degree in it. She also obtained the degree of Bachelor of Science in Public Administration (2014) from the Faculty of Administration and Economics \ University of Baghdad. Then she joined higher studies at the same year mentioned this research report now is one of the requirements for the attainment of a master's degree in Management Sciences \ specialization in organizational behavior



Dr. Ya'arub Adnan, the director of the Advisory Office of the Faculty of Administration and Economics, a specialist in the field of strategic management and scenarios article examines the strategic management in the Department of business since more than 10 years, studying the scenarios in the diploma of high-planning strategy for more than four years ago, has formulated several strategies of the ministries of the Iraqi state, the latest national strategy to combat corruption at the level of Iraq as a whole, expert training carried out many training courses within and outside Iraq.