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The Role of The Higher Administrations of Private Colleges in Developing The Knowledge Spiral of E-Learning After The Corona Pandemic: An Exploratory Study of The Opinions of A Sample of Teachers in Baghdad

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Abstract. The aim of this research is to identify the role of higher administrations indeveloping the knowledge spiral of e-learning in private colleges in Baghdad. The purpose of the research is a realistic diagnosis of higher administrations, As well as defining the knowledge of e-learning that has a significant impact on the faculties investigated and determining the role of each of them in achieving the development of administrative and educational culture, and from here it becomes clear to us its importance , And through the search for his problem through a set of questions centered on whether there is a correlation between the explanatory research variables and the response variable, and in light of this, three main questions emerged from him , To achieve the objectives of the research, a developed questionnaire was used for the purpose of data collection and distribution to the members of the research sample, and a sample of (85) individuals was selected. Pearson link. In light of the results and their analyzes, the research reached a set of conclusions, including the role of higher administrations in achieving the e-learning strategy for the faculties surveyed, and that the results that were reached illustrate well the availability of the necessary infrastructure to achieve these dimensions. As for the e-learning dimension, The private colleges try to adhere to this dimension in an acceptable manner by using reward systems, reviewing performance effectively and punishing contradictory behaviours. It clarifies the needs of the teachers and students and the important programs that concern them, and prepares annual plans with clear goals.

Keywords: top management, leadership, strategic vision, motivating and inspiring individuals.

Introduction

Chapter One: The Research Problem, Its Importance, and Objectives

The research problem consists of two aspects. Firstly, it is cognitive as it relates to efforts to solve a problem of how much the role of senior administration of some institutions in the Ministry of Higher Education and Scientific Research in Baghdad contributes to the creation of knowledge spiral of e-learning. The practical aspect of the problem is that many institutions, examined in this study, have not yet developed a vision as to how important it is to apply e-learning and how it is possible to make use of human potentialities to enhance the development of e-learning by means of activation of the role of senior administrations to achieve high performance. As such, the research problem could be presented in the form of the following questions:

1. How much do some private colleges affiliated with the Ministry of Higher Education in Baghdad, examined in this study, understand the importance of developing e-learning?
2. What is the nature of the relationship between the role of senior administrations and its dimensions and electronic management?
3. How much do senior administrations help to meet the needs for developing knowledge spiral of e-learning in certain private colleges affiliated with the Ministry of Higher Education and Scientific Research in Baghdad?

Nowadays, there is an increased interest shown to e-learning in Iraqi universities in the course of their development which requires the support of knowledge management for e-learning in a complex environment of dynamics and challenges, which can be resolved by means of creative mind to introduce changes and renewals to ensure success and sustainability. Hence, the current study will follow in the same direction.

The researcher intends to achieve a number of objectives through conducting the current study, namely:

1. To provide an intellectual view on the concept of e-learning, its dimensions and effects on private colleges through well-justified methods on the basis of academic sources which would give researchers a scientific point of view about these two variables.
2. To determine the extent of understanding of university leaders of the concept of knowledge spiral and abilities of activating e-learning management in the context of Iraqi universities.
3. To determine the relationship between senior administrations and e-learning knowledge in institutions of the Ministry of Higher Education and Scientific Research in Baghdad.

Importance of Research

This study touches upon an important topic which is relevant for the successful development of private colleges affiliated with the Ministry of Higher Education and Scientific Research in Baghdad in the aspect of the role of senior administrations as an invaluable asset to promote the development of knowledge spiral for e-learning. It represents a modest scientific contribution which may help researchers in the field of management sciences to understand the importance of e-learning and its implementation in field studies.

The importance of the research is due to the attempts to pay attention to the issue of intellectual capital of governmental and private universities affiliated with the Ministry of Higher Education and Scientific Research because it is one of distinguished strategic assets needed for providing these institutions with academically and

practically qualified stuff which would play an important role in the development of knowledge spiral of e-learning.

Research Model and Hypotheses

In order to achieve the research objectives, it was required to formulate a hypothetical model which describes the nature of the relationship between the research variables as illustrated in figure (1).

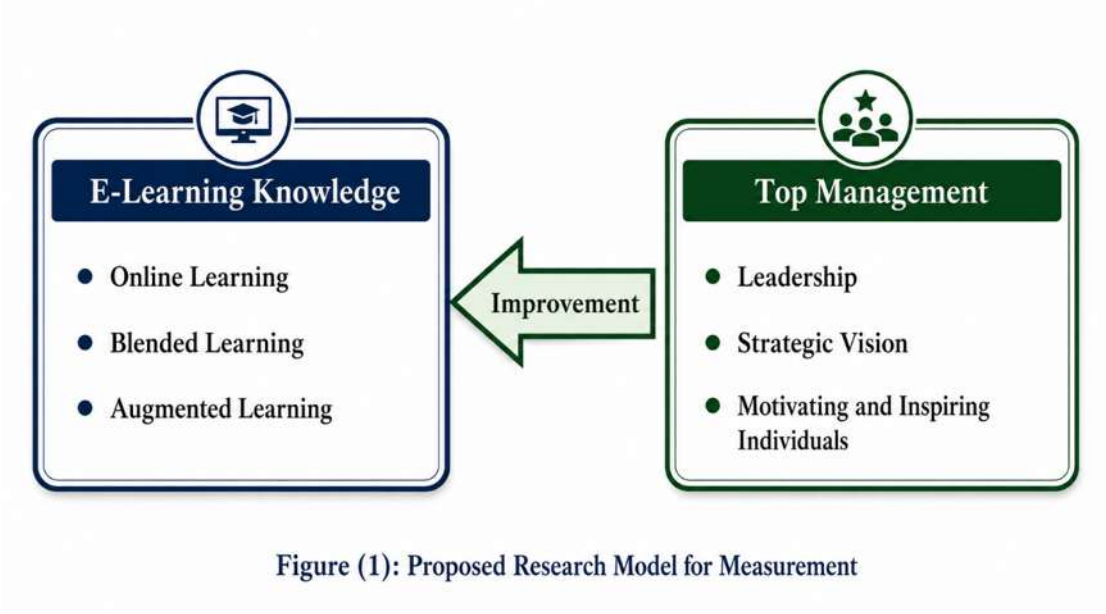

Figure (1): Proposed Research Model for Measurement

In order to fulfill the goals of the study and validate the hypothesis model, the researcher has established two major hypotheses as follows:

1. Improvement of top management administrations which include leadership, strategic vision and capacity to motivate and inspire people will have a positive correlation with the development of the knowledge spiral of e-learning in private colleges under the supervision of higher education institutions in Baghdad through online, blended and augmented learning.

2. Improvement of the role of top management administrations which include leadership, strategic vision and capacity to motivate and inspire people will have a positive effect on the support of the knowledge spiral of e-learning in private colleges under the supervision of higher education institutions in Baghdad through online, blended and augmented learning.

Chapter Two: Theoretical Background on Top Management Administrations and E-Learning Knowledge

Previous Literature and Field Research Methodology

This section reviews several previous studies relevant to the topic and includes two studies in Arabic language and one foreign study. In addition, it provides an explanation of research methodology from the field viewpoint in terms of problem statement, importance, objectives, study population and sample, instruments and techniques used for result extraction.

Review of Selected Previous Studies

Study by Muthanna, Mazen (2016), "The Reflection of the Performance Evaluation System of Senior and Middle Leadership on the Quality of Institutional Work" [1], [2]

The purpose of this study is to discover the role of performance evaluation system of senior and middle leadership in defining the quality level of institutional work within the Ministry of Agriculture. By analyzing the effect of the senior leadership performance evaluation system on the quality of institutional work, the researcher

points out the necessity of the ministry to develop ways which allow the use of output of the leadership performance evaluation system to improve the quality of institutional work.

Study by Al-Habboubi, Mohammed (2017), "Developing the E-Learning Management System LMS/Moodle Using the UTAUT Model" [3]

This study tried to find factors which affect the acceptance of the e-learning management system LMS/Moodle among teaching staff and students at the University of Kufa. In accordance with positivist paradigm and deductive approach, the Unified Theory of Acceptance and Use of Technology (UTAUT2) was used which is regarded as the most complete technology-acceptance model and has the potential to create the full picture of technology acceptance determinants. The UTAUT2 model contains seven factors of technology adoption. The aim of this study is to modify and add some variables to this model due to the literature review. As a result, ten determinants of technology adoption were defined: expected performance, expected effort, social influence, facilitating conditions, learning value, hedonic motivation, habit, technological proficiency, Moodle skills, and keeping pace with technology.

Study by J.O. Uhomoibhi and J. Palma (2011), "Learning Development Tendencies in Higher Education and Future Directions" [4]

This study argues that both teachers and students in higher education understand that in order to be successful practitioners it is necessary to apply modern digital technologies and current learning practices. The emphasis is put on measuring and evaluating the behavior of students as a part of learning process. Within the framework of e-learning, attempts are made to discover the improvements which occur due to using online tools and processes needed to reach a certain learning outcomes. In the twenty-first century, knowledge becomes powerful engine of life. Insights, innovations and inventions become the building blocks of sustainable and knowledge-based society. E-learning makes possible the access to numerous internet and web-based applications which are intended for communication with a dispersed audience. In turn, higher education institutions constantly seek for new and innovative approaches which completely transform educational practice in order to remain competitive. This paper tries to show how emerging technologies and e-learning may be used in education to make a substantial transformation of the educational service model which brings great advantages compared to traditional distance learning and remote and face-to-face systems. The authors analyze the developments in distance education and e-learning and highlight their similarities and differences.

Both top management administrations and e-learning knowledge are considered as the major themes in contemporary management science due to the relevance of their usage for leverage of internal environment in order to succeed in the external environment. It is achieved through the development of requirements for interaction within e-learning and definition of senior leadership role which matches the provision of competitive advantage.

First: The Concept of Top Management Administrations, Their Dimensions, and Measurement

The main duty of the senior management in any organizational institution is to foster the development of the organization in all fields. This target cannot be reached without planning over a period of time. In this regard, the senior management is the catalyst of the performance improvement in all fields and duties [5]. Based on the presented field study, the researcher examines the degree of the effect of senior management in the institutions of higher education and their pioneering role in improving the effectiveness of senior leadership performance, which is as follows:

1. Promoting collective involvement and the pivotal role in the creation of the vision and mission of the future.

2. Improving the communication skills to get and to integrate the ideas of other people for the development of the organization.

3. Creating the temporal framework for the realization of future aspirations.

4. Analyzing the level of the organizational performance by comparing it with the leading organizations.

5. Creating the culture of the intellectual integration by listening to different points of view and creating new ideas.

The dimensions of the senior management can be determined from several key elements such as:

Leadership

Management leadership refers to the ability to plan, organize, direct, coordinate, and control to reach the target using the influence or the power, and applying the formal power where needed [6]. According to Al-Najjar, leadership is defined as the qualities that enable a person to attain some results because of the influence on other people and compulsory performance. A good leader is able to use his personal will over other people and to make them obedient. Also, leadership is connected with direction, empowerment and motivation of people towards reaching personal and organizational goals. The relationship of leadership and organizational behavior includes the transformational leadership and transactional leadership with three types of transactional leadership: normative, affective and continuance. Taking into consideration this relationship, it is possible to predict the behaviors of employees based on the leadership style of the analyzed organization [7].

Strategic Vision

According to Rex & Houzp (2003:23), vision exists when organizational members share values, beliefs, tasks, and goals that are supposed to guide behavior. It is one of the educational programs among the university's orientations regarding priorities of goals, methods and means, and university atmosphere. There are several key elements that compose the strategic vision, namely [8]:

- Determination of the desirable future position of the college.
- Identification of the goals that the vision wants to reach.
- Analysis of the customs, traditions, values and beliefs that affect the behavior in the college.
- Selection of the right strategy for the university leader.
- Determination of the resources and sources needed for the implementation of the vision.

The last stage of formation and implementation of the strategic vision is the formulation of the vision in the concise, understandable and clear way and discussion of the characteristics of the university environment with prediction of its further development. The vision should be put down in the written form; otherwise, the lack of documentation causes ambiguity and inefficiency in the utilization of the resources [9].

Motivation and Effective Leadership

Motivation and effective leadership are key aspects of management, leadership and everyday life. Every leader and manager regardless of the circumstances uses the motivation to make other people do something and influence them to complete certain tasks and reach the targets. The incentives include the material and moral means of satisfying the needs and wishes of individuals. They are external factors, influences and inducements for improved performance caused by good performance and leading

to satisfaction and loyalty to the organization, which result in better performance and output (Abu Al-Kishk).

The significance of Incentive

- It leads to increase in the satisfaction of employees and improvement in morale.
- Helps to rearrange the structure of needs of employees and give priorities.
- It helps to regulate the behavior of the employees in a way which helps in movement, reinforcement, direction and modification of behavior on the basis of common interests of the organization and its employees.
- It facilitates the development of new behavioral habit and values desired by the organization from its employees.
- Increases the commitment of employees to the goals and policies of the organization and improve their ability and disposition.
- Stimulates the creative energy of employees for the benefit of the prosperity and excellence of the organization.

Classification of Incentives [10]

There can be different forms of incentives, overlapping each other. Different researchers in this field have introduced many classifications of the ways or methods through which management can achieve optimum utilization of performance of human beings. These are as follows:

Material incentive: This kind of incentive includes all those financial, monetary and economic incentives. Material incentives meet the basic needs of the humans, thus motivate the employees to make maximum efforts to use their abilities and improve efficiency. It includes those methods which are concerned with remuneration depending upon the production with the objective of increasing quantity and/or quality of production. Therefore, high production gives more returns to the worker. Material incentives are the oldest form of incentives, having the features of speed, immediateness and realization of the immediate results of efforts by the person. They are of two types: Positive incentives (such as reward, help and allowances) and negative incentives (such as withholding the reward or allowance or reducing the salary of the worker).

Wages: One of the most important material incentives. Higher wages satisfy wide range of needs, giving more job satisfaction. Job satisfaction is the feeling of happiness and ease felt by the individual in doing the work, when there is congruence of expectations and actual rewards, thus motivating the work and productivity.

Rewards: Some employees receive rewards for their superior performance. Payment of overtime is material incentive for work beyond working hours.

Profit sharing: Management gives the shares of company to the employees as an incentive to motivate them.

Promotion: It plays a very important part in motivation and is considered as material incentive because it involves increase in wages and at times can also be a moral incentive.

Health insurance: Provides the facilities of health insurance to employees and their family members, thus removing the financial burden from them.

Periodic and exceptional allowances: Real concrete form of material incentive which motivates better performance.

Housing and transport: Seen by the employees as the good incentives due to savings in expenditures.

Remuneration depending upon the production: It establishes the link between the wages and production; as production increases, earnings also increases.

Social security: It assures the financial security in the future for the retired people

or in case of ill health when it becomes difficult for them to work, so that a decent standard of living could be maintained.

Second: The Concept of the Knowledge Spiral for E-learning

Definition of the knowledge spiral

Knowledge spiral is a conceptual model that was created by Ikujiro Nonaka. It is the model of the creation of knowledge in the organization and involves life cycle of knowledge which repeats itself with the passage of time. There are four types or patterns of creation of knowledge in the organizations, through the process of knowledge conversion between the tacit knowledge and explicit knowledge which are as follows:

Socialization: It is the process of creation of new knowledge through the process of conversion of tacit knowledge into another form of tacit knowledge due to mutual interaction between the individuals of the organization in the process of work, through observation, imitation, experience and practice.

Externalization: It is also known as embodiment. It is the process of creation of new knowledge through the conversion of tacit knowledge into explicit knowledge due to voluntary sharing of knowledge between the coworkers in order to make their knowledge stock visible to others in the work place.

Internalization: It is the process of creation of new knowledge through the conversion of explicit knowledge into more complex form of explicit knowledge by adding new value to the initial knowledge through understanding, assimilation and use of knowledge practically in the work place.

Combination: It is the process of creation of new knowledge through the conversion of explicit knowledge into tacit knowledge through the combination of different forms of explicit knowledge into new tacit knowledge through the use of different media like communication media, meetings, conversation using the computer networks and other technological media in the work place.

Knowledge spiral model of Nonaka and Takeuchi (1995) provides important insights about organizational learning as well as the connection between explicit and tacit knowledge in creation of new knowledge and gaining competitive advantage. Despite the origin of the model from business management area, it is also relevant in education field especially peer learning. Peer learning is recognized as one of the most effective instructional techniques due to its mutual and two-sided nature since students can learn from each other and since SECI model can be implemented not only in direct but also online learning processes [11].

In particular, application of the SECI model involves codification of the knowledge that turns tacit knowledge into communicative information and disseminates it among classmates [12]. After receiving such information, learners are supposed to go through the process of codification of the received information [13]. Reflective thinking may be stimulated by asking learners to think and say what they learned, the difficulties they had to overcome, and what became after sharing their ideas with their peers [13]. The purpose of such reflective thinking is to help students look at situations from the other perspectives and ask questions that would question their assumptions about the surrounding world [14].

Thus, the knowledge spiral model of Nonaka and Takeuchi (1995) is very efficient in creation of new knowledge in organizations, it is also applicable in other areas, such as education. Using SECI model in peer learning leads to the powerful and integral learning experience [15].

Dimensions of E-Learning

E-learning represents the interactive educational system that is provided to the

learners through means of communication and information technologies. It works in integrated digital environment when the courses are presented via electronic networks and also provides guidance and counseling, assessment organization, and management and evaluation of resources and processes [16].

Online Learning

Worldwide, many students strive to receive high quality education that will make them qualified for the desired employment positions. There are various barriers that stop students from obtaining such education such as lack of finances, political restrictions for getting visas to the European states and US, and other. In this regard, online learning becomes very important modality of getting university and postgraduate qualifications. Online education gives many benefits for the students and also makes them able to meet various cultures and professional environment in the world. Thus, it also shows the barriers that students face while trying to receive quality education and its advantages [17].

Therefore, online education programs have to be perceived as innovative higher education tools that can be developed and continued. It is important because online learning programs can overcome the barriers and help with exchange of knowledge in different regions and enriching learners with international experience and knowledge. Online learning also makes it possible to conduct the education or access it remotely from any place in the world regardless of the uncertainties of the future of higher education. For achieving it, higher education institutions have to continue development of the new means of delivering educational programs and adapt them to the modern global tendencies [18].

Blended Learning

Appearance of new technologies in teaching and learning resulted in popularity of the blended learning. The name of this learning modality was created as reaction to the excessive use of the technologies in teaching. Blending is viewed as an art in which teachers use diverse resources and activities in learning environment to make learners interact and construct ideas [19]. According to John and Bagels (2012), blended learning represents the hybrid technique of e-learning that allows traditional techniques to coexist with the new online resources and activities in one course. According to Al-Sayed (2012), blended learning is "the employment of technological innovations in integrating objectives, content, learning resources and activities, and methods of delivering information to foster positive interaction among the teacher, students, and content, thereby aligning the student's needs with the study program to enhance learning productivity."

The Importance of Blended Learning

The importance and effectiveness of blended learning approach for both students and lecturers have been established by Abu Mousa and Al-Sous (2014) in their various studies. The researchers found out that blended learning had a positive impact on achievement since students taught through blended learning approach achieved better grades than the ones taught through traditional face-to-face learning or purely e-learning approach. Similarly, blended learning helps increase the retention levels of learning compared to the other learning techniques. Additionally, the learning method is associated with increased levels of student achievement (Abu Mousa and Al-Sous, 2014).

Goals of Blended Learning

There are several goals that blended learning is meant to achieve according to John and Biggles (2012). These include:

- Facilitating better student performance by embracing technological

advancements.

- Improvement of both direct and indirect interaction of students with their instructors and the instructional content.
- Reduction of education costs.
- Development of cognitive abilities and competence of students.
- Promotion of democracy in education and creation of self-directed learners.

Augmented Learning

According to stringfixer.com, augmented learning refers to a type of learning approach that provides instruction when required. This on-demand instructional strategy enables learners to gain in-depth knowledge of the subject of study while at the same time carrying out exploratory and discovery-based learning.

Technologies that utilize rich interactive media have exhibited educational capabilities and have been incorporated by both scholars and learners. Unlike memorization, augmented learning is learner-oriented and responsive to the current situation of the learner. The augmented information can be delivered to the natural learning environment of the learner by using either text, images, videos, or audio (speech or music). When used in computer-based learning environments, the supplemental information is normally delivered to the user in a pop up window. Augmented learning approach is commonly used by corporate learning and development companies in nurturing creativity and leadership by using the principle of "learning by doing". In such approach, participants should apply the skills that they have learned using the e-learning platforms to real world situations. Information is used to develop personalized learning programs supplemented by additional data.

The augmentation technology enables learners to understand the problems, collect relevant information, and solve complex problems using the supplementary materials on demand or just in time. This approach is different from the traditional forms of learning such as associative learning which includes rote memorization, classical conditioning, and observational learning where learners learn something not necessarily because of the immediate need of recalling or applying what he or she has learned. According to Snyder and Wilson (2008), merely-in-time learning is insufficient since permanent learning calls for continual individual training that is built on the abilities of the learner.

The Importance of Augmented Learning

Augmented reality has made great progress in science but still it is in its infant stage. Its earlier versions were using webcams to urge people to read some labels and the respective objects would appear on the screen. Further developers are still gathering data on the role of augmented reality in learning environment. Recently, classroom technologies such as computers, laptops, projectors, whiteboards, and other devices have been increasing, thus promoting students' participation in classroom activities [Cheng, Kun Hong: 2012].

Nowadays students can take down notes without depending entirely on the audio instructions; instead, they can write whatever is projected on the projector. Students can take notes concisely instead of giving elaborate instructions. Educators can also use augmented reality to project images that show the concept of distance between bodies or the atomic structure.

Methods

Research Population and Sample

his chapter includes an analysis of the field aspect using exploratory statistics through testing the hypotheses proposed at the level of application in Iraqi private colleges in Baghdad. This study represents a research with the use of exploratory statistics and testing of the hypotheses advanced at the application level within Iraqi private colleges in Baghdad. It can be characterized by exploratory approach to presentation and measurement of the notions of top management and knowledge about e-learning in terms of a questionnaire. The research was carried out in quantitative terms using standardized models and conducted within several private colleges, which belong to higher education and scientific research institutions in Baghdad. The research problem investigation was marked by the connection of two variables – top management and knowledge about e-learning and construction of the standard research model intended for reaching success. The questionnaire consists of two parts. The first part represents the personal characteristics of the research sample, which can affect the respondents' answers, including the general information about gender, age, education level and years of experience, among other characteristics.

The research field included several private colleges belonging to higher education and scientific research institutions in Baghdad. The population used for testing of the hypotheses included five colleges in Baghdad: Al-Ma'moon College, Al-Nisour College, Baghdad College of Economic Sciences University, Al-Mansour University College and Ashur University College. The sample of the heads of scientific and administrative departments and division officials from each of these colleges was taken, consisting of 85 people, and two persons were excluded because of non-response. Thus, the analytical sample consisted of 83 teaching staff and employees.

The set of the statistical methods corresponding to the peculiarities of the data and processed in SPSS was used. The main methods included: arithmetic mean for assessment of the degree of the respondents' agreement with the research variables; standard deviation for measuring the absolute dispersion of the response values from the average value; response intensity on the scale for assessing the intensity of the respondents' responses for each question; coefficient of variation for assessing the relative dispersion and estimating the relative importance of the variables in terms of the response values from the average value; Spearman correlation coefficient; regression analysis; and t and F tests for testing the significance of the correlation and regression coefficients, respectively.

The field research involved ten private colleges working in Baghdad. For testing of the hypotheses, the population consisting of five colleges was taken, representing 50% of the field and including Al-Ma'moon College, Al-Nisour College, Baghdad College of Economic Sciences University, Al-Mansour University College and Ashur University College. These colleges are considered the oldest and most selective in terms of admissions over the past five years. The sample included 83 people, among which teaching staff, heads of departments, division officials, unit and center officials, assistants and rapporteurs of departments. The participants were chosen through stratified random sampling from each of these colleges, including 17 people per each college. Two questionnaires were not analyzed due to lack of responses. The sample included 72% males (n likely 60) and 28% females (n likely 23). Most of the respondents were above 40 years old, representing more than 69%. Years of experience in university work above 10 years represented 79%.

Research Instrument and Field Procedures

For the collection of data and information, the researcher used a questionnaire as the research instrument, which was designed after the review of the theoretical literature concerning top management and the knowledge spiral of e-learning. In statistical terms, the reliability of the instrument was estimated via Cronbach's Alpha. Table 1 represents the reliability coefficients of two variables of the questionnaire.

Table (1): Reliability Coefficients for the Two Variables of the Research Instrument Using Cronbach's Alpha Method

Variable	Number of Items	Reliability Coefficient
(1) Top Management Administrations	40	0.90
(2) E-Learning	9	0.86

This particular field study has been carried out following the methodological stages typical for scientific research in organizational behavior. The research process started with completing the research tool and selecting the research sample. The survey was given to 85 teachers and administrators. Due to certain exclusions of non-completed questionnaires on account of either the respondents themselves or the response pattern, two questionnaires had to be excluded, leaving 83 questionnaires to analyze and thus constituting the research sample as mentioned above. After that, the data were entered and analyzed using the SPSS package. Finally, the results were obtained and interpreted with the help of exploratory statistics to describe the general features of the sample (the type of respondents, the arithmetic mean, the standard deviation, the percentage, and the coefficient of variation) and to test the two hypotheses put forward with the help of correlation and regression analyses.

Table (2): Exploratory Statistics for the Results of Top Management Administrations and Their Dimensions in Iraqi Private Colleges

Dimension	Arithmetic Mean	Standard Deviation	Percentage	Evaluation	Coefficient of Variation	Rank
Top Management Administrations	3.35	0.968	66%	Moderate	28.9	3
Leadership	3.41	0.863	68%	Moderate	25.3	2
Strategic Vision	3.60	0.765	72%	Good	21.3	1
Motivating and Inspiring Individuals	3.45	0.838	69%	Moderate	24.3	2

Table 2 shows that the evaluation level of the motivation and inspiration of individuals working in private colleges in Baghdad, from the perspective of teaching and administrative staff, achieved an average of 3.45, representing 69%, with a standard deviation of 0.838. This implies a relatively favorable evaluation of the human resources present in the institution. However, the degree of evaluation was not achieved at a high level of acceptance because the teaching and administrative staff working in such colleges believe so considering that about 31% of the respondents indicated that there are no standards that reflect the concern towards knowledge,

competence, abilities, and innovations in private colleges. This is a considerable percentage since it comprises over one-third which can negatively impact their future and ability to increase their role in improving the education landscape in Iraq. The order of importance of the dimensions of top management administrations contrasts the expectations of knowledge-based institutions like colleges for science and education. Therefore, the importance order from the point of view of the sample begins with strategic vision, followed by leadership and lastly top management administrations.

Simultaneously, the arithmetic mean, standard deviation, percentage, and coefficient of variation have been computed for the specified dimensions of e-learning in private colleges in Baghdad, in order to measure the level of attention and importance of such dimensions from the point of view of teaching and administrative staff, as shown in Table 3.

Table (3): Descriptive Statistics for the Results of E-Learning and Its Dimensions in Iraqi Private Colleges

Dimension	Arithmetic Mean	Standard Deviation	Percentage	Evaluation	Coefficient of Variation	Rank
E-Learning Knowledge	3.60	0.860	72%	Good	23.9	1
Online Learning	3.55	0.888	71%	Good	25.0	3
Blended Learning	3.21	0.795	64%	Moderate	24.8	2
Augmented Learning	3.83	0.783	69%	Moderate	20.4	1

From Table (3), the use of augmented learning in Iraqi private colleges in Baghdad gives a mean value of 3.83, a standard deviation value of 0.783, and a percentage value of 69%. This denotes a moderate value of the perceived importance related to worries about the local community, development of improvement programs and its role and the additional value for employees, students, government and other stakeholders, as well as taking into consideration the legal, economic and ethical aspects of it within the application and implementation of the studied practical situation. The other important issue is that the respondents pointed out that about 31% of the sample believed that the private colleges are not oriented towards e-learning knowledge, especially blended learning.

This could be attributed to the difficult conditions and value-related challenges in Iraqi society in general and private colleges in particular that affected their integrated orientations to the beneficiaries of their services. Finally, the e-learning knowledge is regarded as a variable, according to the view of the respondents, being more important than the role of top management administrations itself. Considering the present conditions, the private colleges may advance the knowledge spiral of e-learning knowledge through the leaderships having distinguished and effective experience within both internal and external environments of the Baghdad private colleges.

Results and Discussion

Chapter Four: Analysis of Research Results and Hypothesis Testing

Testing the Research Hypotheses

The major hypothesis is that there exists a significant relationship between the enhancement of the role of top management administrations, including leadership, strategic vision and the ability of motivating and inspiring individuals, and the improvement of e-learning in the Iraqi private colleges through its dimensions; namely, online learning, blended learning, and augmented learning. In Table (4), the analysis of the Spearman Correlation Coefficient of the dimensions of top management administrations and e-learning knowledge is presented. Overall, there is a statistically significant and moderate strong relationship, denoted by the coefficient of 0.63 at the 0.01 significance level and 81 degrees of freedom.

Therefore, the first major hypothesis is confirmed along with its three sub-hypotheses with the 99% confidence in the decision. It means that the knowledge of the private colleges in Iraqi society becomes improved if there is an enhancement of the role of top management administrations through the three domains; namely, leadership development, strategic vision and motivating and inspiring individuals. The researcher believes that the top management administrations of the Iraqi private colleges can affect the development of the system of e-learning knowledge if they recognize and utilize distinctive advantages of enhancing their role compared to the other numerous colleges in Iraqi society, thus contributing to competitive interaction.

Table (4): Correlation Relationship between Top Management Administrations and E-Learning Knowledge in Iraqi Private Colleges

Independent Variable	Dependent Variable: E-Learning Knowledge	Correlation Coefficient
Top Management Administrations	E-Learning Knowledge	0.63
Leadership	E-Learning Knowledge	0.53
Strategic Vision	E-Learning Knowledge	0.56
Motivating and Inspiring Individuals	E-Learning Knowledge	0.77

Significance Level: 0.01
Sample Size: 83

Following the inferential processing of hypotheses in the study and after analyzing the association between the enhancement of top management administrations and the knowledge of e-learning, the research model and its hypotheses imply measuring the level of influence between the mentioned constructs. It means measuring the influence based on the second main hypothesis in order to test the effect of top management administrations including such dimensions as leadership, strategic vision and motivating and inspiring of others on the dependent variable, e-learning knowledge including its dimensions such as online learning, blended learning and augmented learning. In this case, the researcher used Multiple Regression Analysis and the obtained results as seen from Table 5 reveal that there is a statistically significant effect of top management administrations including all of their dimensions on the knowledge spiral of e-learning in Iraqi private colleges.

The calculated F-value is 25.35 that is higher than the critical one of 2.37 when the degrees of freedom are (3, 81). The coefficient of determination (R-squared) of the model equals 0.397 that shows that the 39.7% of the variance in e-learning knowledge are explained by the three dimensions of top management administrations, while the rest 60.3% are explained by other variables that are not taken into account in the current model. Therefore, there is a need for further investigation by other researchers in order to check the robustness of the influence on the dependent variable of high significance that is e-learning knowledge.

According to Table 5, the standardized Beta coefficients (B) and t-tests for the influence of each dimension of top management administrations on the knowledge of e-learning were revealed. Thus, the highest effect was caused by the activation of the leadership dimension, then it went to the empowerment of strategic vision and finally to the enhancement of motivation and inspiration of individuals. In this context, one may speak about the existing challenges that confront private colleges in Iraq as well as the need for strategic turning points in terms of competition and existence because of the threat to the viability of such organizations. Administrations in most private colleges in Baghdad try to improve top management administration using the improved administrative, organizational and environmental systems that will increase the performance and social profitability.

It means implementing the systems of laws, ethics and economics and analyzing the possible risks in connection with their application due to the high complexity of the concept of top management in its different dimensions. Intellectual capital has become the tool for changing organizational power balance especially in private colleges in order to find solutions of optimization of the usage of the human, organizational and environmental resources in making decisions on the competitive advantage represented by e-learning knowledge. In other words, the sustainability and continuation of private colleges depend on 39.7% on the power of top management administrations that has become the key factor in creating added value for all resources and thus in improving e-learning and consequently growing, developing and becoming the leader in the Iraqi education market.

Table (5): The Influence Relationship between Top Management Administrations and the Knowledge Spiral of E-Learning in Iraqi Private Colleges

Variable	Beta Value (B)	Standard Error	t-Value
Top Management Administrations	0.997	0.763	5.035
Leadership	0.793	0.520	2.805
Strategic Vision	0.809	0.664	2.964
Motivating and Inspiring Individuals	0.985	0.783	2.744

Conclusions and Recommendations

In accordance with the requirements of scientific research and based on the results obtained by the researcher, a number of conclusions and recommendations are suggested below to improve the effectiveness of private colleges in Baghdad.

Conclusion

1. An influence of the pivotal role played by top management in the process of developing the knowledge spiral of e-learning in private colleges in Baghdad is evident due to its key dimensions such as leadership, strategic vision and motivating and inspiring individuals. These dimensions are important to fulfill the social mission of the institutions in question. In connection with this point, one can single out the influence of changes taking place in the external environment that require forecasts of the future situation and appropriate strategic response.
2. According to the findings, there exists a lack of understanding the role and key dimensions of top management administrations in terms of leadership, strategic vision, and motivating and inspiring individuals among some teachers and administrative staff in question, since it is revealed during the personal interviews carried out. On the other hand, the high level of awareness about e-learning knowledge in the colleges where these people work should be noted.
3. The research indicates that the role of top administration is a good mechanism of preventing the loss of opportunities for achieving social excellence by private colleges and implementing their strategic vision through cooperation of the employees with the view to achieving high results and competitive opportunities in the area of development of learning and teaching according to the standards of e-learning knowledge.

Recommendations

1. The administrations of private colleges in Baghdad should recognize the role of top management administrations knowing that the improvement of this role has a positive influence on e-learning knowledge and implement it into the organizational culture to use as a tool for the achievement of strategic goals within the framework of rational competition between private colleges and public universities and colleges.
2. It is advisable to attract the creative teaching and administrative staff of the ranks of professor and assistant professor, to motivate and evaluate them so that they become organizational assets capable of seizing opportunities for their respective colleges. This requires the creation and development of outstanding human capital due to scientific experience, diverse experience, skills and creativity.
3. The improvement of the role of top management administrations and the development of the knowledge spiral of e-learning in private colleges should be considered a vital component of their long-term strategic vision as well as implementation of appropriate training programs for senior administrators. It is aimed at improving e-learning dimensions, developing talents and obtaining information for long-term decisions, strategies and plans.
4. Some initiatives are to be implemented with regard to creating the operational plan of activation of the role of private colleges and their social engagement, especially in terms of their interaction with organizations, companies, official and semi-official departments that use their services in the provision of research, studies, consultation and e-learning courses to disseminate the educational technological knowledge among organizational members and students who benefit from it.
5. It should be noted that private colleges should take initiatives in establishing strategic partnerships between each other with the aim to develop the concept of e-learning knowledge and its proper implementation due to the great positive results, competitive advantage and contribution to the national tasks in view of unstable external environment in Iraq.
6. The administrations of affiliated private colleges should ensure the organizational climate favorable to the high performing faculty and staff allowing scientific

achievements, development of e-learning thinking and satisfaction of future aspirations of teaching personnel and students.

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