



# The Impact of Smart Management on Achieving the Strategic Goals of Saudi Educational Institutions: Case Study of the University of Bisha

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**Abstract.** The study aimed to identify the impact of smart management on achieving the strategic goals of Saudi educational institutions. The study relied on the descriptive analytical approach. The study also used a questionnaire as a data collection tool that was distributed to a random sample of the study population consisting of (410) educational staff at the University of Bisha. The data was analyzed using the statistical package program (SPSS) to reach the results. The results showed a high degree of appreciation for smart management at the University of Bisha. The results also indicated a high level of strategic objectives at the University of Bisha. The results of testing the study hypotheses showed a statistically significant effect at the significance level (0.05) of smart management in its dimensions (smart planning, smart organization, smart control) on achieving the strategic goals of Saudi educational institutions. The study concluded with several recommendations.

**Keywords:** Bisha University, Educational institutions, Kingdom of Saudi, Smart management, Strategic goals.

## 1. INTRODUCTION

The world has recently witnessed a huge development in ICTs at various levels, which has had a significant impact on people and on their management style and approach. Therefore, many institutions have begun to adopt modern management concepts and methods around the world, both in developed and developing countries.

Thus, smart management has been found as a modern method of management. The adoption of ICT has become one of the pillars of modern management. The shift towards smart management reflects interaction, speed, enhancement and functioning of the relationship with individuals of the enterprise and management, as well as a global method that stimulates the adoption of electronic service systems. Smart governance is not limited to modern management mechanisms but goes beyond the creation of ways and methods to create an innovative, innovative, technological, administrative and commercial revolution, which contributes to the performance of tasks with positive interaction, more efficient and diversified activities.

The smart management system is an intelligent system that promotes inter-institutional collaboration, is flexible and adaptable to the needs of institutions and individuals working in those institutions, in order to develop knowledge and build skills and capacities to strengthen institutions and is ideal for managing operations with a holistic approach throughout the organization, thereby enhancing the organization's outputs.

Overall, smart management has emerged as a result of the evolution of the human mind that has contributed to the production and development of all devices and equipment as a means of helping to reduce constraints to management work. Smart management generally represents the flexible ability to successfully achieve the organization's objectives in calm or challenging conditions, enabling it to reap the advantages in achieving the organization's strategic objectives. On the other hand, achieving strategic objectives is one of the core goals of each institution, particularly in the education sector, as each institution sets specific measurable goals to guide its actions and decision-making towards achieving its long-term vision. These goals are drawn from an institution's strategic plan designed to address critical focus areas that will drive the enterprise's success and competitiveness.

In general, strategic objectives are the real rationale and orientation of institutions, including educational institutions, as they constitute a distinct feature because they disseminate their effects on the institutions' external relations and the nature of their internal organization. Hence, there is no doubt that there should be strategic objectives for any institution, and it is difficult to find an institution without objectives.

Hence, with the importance of achieving the strategic objectives and smart management in the educational sector, the current study seeks to link them and recognize the impact of smart management on the achievement of the strategic objectives of Saudi educational institutions through an applied study on the University of Bisha.

### 1.1. Research Problem

Strengthen their services and improve their efficiency to achieve strategic objectives and achieve the Kingdom's Vision 2030. These efforts focus on the provision of highly efficient and effective services. Commensurate with the standards of global institutions, particularly in the education sector, and in order to achieve this goal, educational institutions have encouraged and developed modern management methods, including smart management to enhance their staff's skills, but the smart management of Saudi educational institutions remains uncertain. Particularly with regard to its role in achieving the objectives of the institutions, since the efficiency of the smart management adopted by Saudi educational institutions has not been tested on the

achievement of the strategic objectives. The research problem is to determine the impact of smart management on the achievement of the strategic objectives of Saudi educational institutions through an applied study on Bisha University.

### **1.2. Importance of Research**

The importance of research is divided into two sections (theoretical and applied), which are as follows:

**Importance of theoretical study:** The theoretical importance of this study is highlighted by highlighting one of the topics of modern management: smart management, as well as the importance of achieving strategic objectives in institutions. The present study aims to examine the impact of smart management on the achievement of strategic objectives.

This study reflects a valuable contribution to the Arab Scientific Library in general and Saudi Arabia in particular and provides rich information that promotes future scientific research. Future studies may rely on the results and recommendations of this research, thus contributing to the development of concepts and practices in the field of modern management.

**The importance of applied study:** This study can provide valuable benefits to officials and administrators at the University of Bishah. It highlights the need to adopt modern methods of administrative work at the University, including smart management, which in turn may show an impact on the achievement of strategic objectives at the University.

### **1.3. Research Objectives**

The main objective of the study is to identify the impact of smart management on the achievement of the strategic objectives of Saudi educational institutions.

From this objective, the study sought to achieve the following sub-objectives:

1. Recognize the application of smart management (smart planning, smart organization, smart censorship) at the University of Bishah.
2. Identify the efficiency of achieving strategic objectives at the University of Bishah.
3. Measuring the impact of smart management on achieving the strategic objectives of Saudi educational institutions.

## **2. LITERATURE REVIEW**

### **2.1. Smart Management Concept**

Before addressing the concept of smart management, we will address the concept of management in general, as management represents a complex interaction between individuals, organizations and the objectives they share, and is put into practice by managers who use a wide range of management concepts to get things done using available resources and the skills of their staff (Coursera, 2023).

The Smart Department is "all intelligent, talented and creative individuals, scientific and technical applications, as well as data and information that facilitate the completion of the business and the achievement of the goals as quickly as possible, at the lowest cost and effort and at the highest profits in the enterprise" (Al Aryawi, 2021).

From the foregoing, we believe that smart management is defined as a modern approach to enterprise management based on the use of technology and artificial intelligence to improve processes and make decisions more effectively. The smart management concept aims to use smart data and analysis to improve operational performance and improve customer experience by applying advanced technology such as artificial intelligence and massive data analysis, Enterprises can guide strategies, improve efficiency and respond quickly to changes in the market. Therefore, switching to smart management is a necessary step for enterprises wanting to stay competitive and keep abreast of technological developments and customers' needs in modern times.

### **2.2. Dimensions of Smart Management**

Smart management has a range of dimensions, with our current study addressing the following dimensions of smart management (smart planning, smart organization, smart control), as shown below:

#### **2.2.1. Smart Planning**

Intelligent planning methodology is based on the principle that the key to achieving smarter infrastructure and easy economic processing is the sense of different changing factors in an enterprise So smart planning depends on the availability of a comprehensive database, which is formed based on electronic platforms containing different data online and related services and devices constituting a comprehensive database providing an image of reality, These data are processed after they are entered into software to obtain indicators that determine the course of the planning process (Saidawi and Issa, 2023).

In our view, smart planning is an essential process in project and business management, aiming to develop effective strategies to achieve goals sustainably, and involves the intelligent use of technology and data to analyze scenarios and guide decisions based on accurate knowledge. Through smart planning, risks can be reduced,

resource use improved and quality results improved markedly. Overall, smart planning is the basis for sustainable success and development in various economic and regulatory areas.

### **2.2.2. Smart Organization**

It is not possible to live properly without an element of organization in individuals' lives; It is the primary driver for the effective performance of mandated tasks, as the organization is known in several respects; The director uses him to run his companies and institutions, the mother uses organization in the management of her home, and the student organizes his school schedule in a way that ensures time use while giving satisfactory maturity (Profit, 2016).

Smart organization has not been addressed in any of the previous research and studies in this field, but the researcher believes that smart organization refers to an innovative organizational structure based on technology and artificial intelligence to improve the efficiency of processes and enhance interaction between different departments. Smart organization involves using big data and intelligently analyzing it to make informed decisions and improve prediction of future trends. Intelligent organization can foster communication and collaboration among employees, enhancing innovation and achieving outstanding results. Ultimately, smart organization is central to achieving sustainable development and organizational excellence in modern times.

### **2.2.3. Smart Control**

Oversight is through supervision of a job or work and depends on the Department's role in ensuring that work environment activities conform to laws. They are the execution of the authority dependent on supervising conduct or regulating the application of the process of a mechanical nature, as well as the verification of the success of something; This is done by implementing a comparison between the set of standards (Alharyyah, 2017).

We see smart censorship as a modern concept in process and enterprise management, using advanced technology such as artificial intelligence and massive data analysis to effectively monitor and monitor activities, enabling organizations to automatically analyze data and detect unusual or exceptional patterns of behaviors, allowing rapid intervention to correct problems and improve performance. Thanks to smart censorship, organizations are becoming more responsive environments ready to meet challenges and achieve their goals more efficiently. Smart oversight is a key element in promoting transparency and ensuring excellence and compliance across different sectors and industries.

## **2.3. Strategic Objectives**

Strategic objectives refer to the specific, measurable and time-bound objectives set by the organization to guide its actions and decision-making towards achieving its long-term vision. Those objectives are derived from the organization's strategic plan and are designed to address critical focus areas, which will drive its success and competitiveness (Rizwan, 2023).

The strategic objectives are one of the most prominent elements of planning and a guide for decision-making. They also contribute and pave the way for the sub-objectives of the functions of departments and individuals at different levels within specific criteria, which contribute to the identification of positions of responsibility based on their determination and thus contribute to the evaluation of the performance of employees (Al-Sha 'ar, 2021).

The process of achieving strategic objectives helps the organization and its leadership to reflect and plan for its future existence and fulfil the primary responsibility of the Governing Council, as the achievement of strategic objectives highlights the direction of the organization and its staff; Unlike the one-time strategic plan, effective strategic objectives are constantly planned, monitored and tested the enterprise's activities, resulting in increased operational efficiency, market share and profitability in the enterprise.

The achievement of strategic objectives also helps to develop future thinking habits, Which is one of the most important results of strategic management, in addition to contributing to the effective allocation of the organization's capabilities and resources, is based on making managers permanently more responsive and aware of environmental conditions and changes, and accurate forecasting of the results of strategic actions (slaves, 2021).

The characteristics of the strategic objectives varied, with the strategic objectives characterized by uncertain outcomes; Strategic objectives deal with the future situation, resulting in uncertainty and confirmation of their outcome, as managers are unaware of the consequences of their decisions, and a characteristic of which is complex; Uncertainty brings complexity to strategic objectives, as managers face an environment that is difficult to understand, so the analysis of the internal and external environment is carried out, as well as having long-term effects; The strategic objectives require a long-term outlook, as they make essential fundamental changes to the organization that are not evident in the short term, as well as in their broad-based participatory characteristics; Strategic objectives need a key role in institutional development. Collective action from senior management to the public (Jabo, 2021).

## **2.4. Previous Studies**

Khalidi and Boo Hadi (2023), entitled "Smart management and its contribution to the improvement of public

services: a case study", aimed at highlighting the efficiency of smart management in solving problems in public administration not only in Algeria but in many developing countries by increasing the transparency of governance and developing the provision of its services electronically to citizens.

The study adopted the analytical descriptive curriculum, and the study also used the questionnaire as a data collection tool distributed to a sample of 50 clients at the BNA agency in Tiaret, Algeria. Data have been analysed for results. The study found several results, most notably a statistically significant relationship between smart management and the quality of banking services, which required banks to adopt smart management by achieving accuracy and speed in performance through an important element and the quality of banking services, thereby achieving the ultimate goal of gaining customer satisfaction by ensuring the proper delivery of services through reliability and responding to queries from customers and the speed of providing banking services through ease of use and earning customer confidence in the security element and easy browsing on the website.

Abdelaziz (2022) study entitled "Smart management practices in some schools of general education in the region of Assyr in the light of digital transformation" The study aims to identify smart management practices in some schools of general education in the difficult area in light of the digital transformation by determining the degree of smart management practice in schools of general education in the Asir governorate, the requirements for their application and their constraints, from the point of view of school principals and agents in general education schools in the Asir governorate. The study used the analytical descriptive curriculum, with a sample of 119 managers and agents they were selected randomly from the study community during the university year 2022, and the data were analysed to reach results

The results of the study showed that the smart management of public education schools is highly practised, particularly in the dissemination of the school's decisions electronically, its reliance on technical means in providing its various administrative services, and that there are some obstacles to the application of smart management in the school, most notably the lack of incentives (physical/moral) in support of the transformation of electronic leadership, and the absence of (laws/legislation) in support of the application of smart management. The results also indicated that one of the most important requirements for the operationalization of smart management is the need for electronic means to benefit from the services provided by smart management. The study recommended the development of a strategic plan for the shift towards smart management, and the introduction of smart management as a legislative system by senior management.

A study (Glybovets & Mohammad, 2017) entitled E-government versus smart government: Jordan versus the United States, aimed at examining the differences between e-government and smart government and how smart governments will benefit modern public administrations and service delivery. It seeks to compare and differentiate between smart government and e-government. In addition, it compares the application of smart government with e-government in the United States and Jordan. The study relied on a qualitative approach to information from 13 reliable sources.

The study found that the area of smart management included initiatives to improve internal work in the public sector. Moreover, there were several differences and similarities between Jordan's smart government model and that adopted in the United States. He concludes that America has a longer history of using digital systems to deliver public services. The United States is already moving from e-government to smart government. Jordan's new system remains an electronic government institution rather than a smart government system, although both systems have common objectives

A study entitled from strategic goals to business model innovation paths: an exploratory study ", aimed at analysing the extent to which different strategic objectives (for SMEs = SMEs) relate to BMI innovation paths taken by SMEs when improving their businesses. 11 in-depth case studies were conducted involving SMEs that create their own business models (BMs). The results showed evidence that SMEs' strategic objectives (start-up of new businesses, growth and profitability) lead them to an alternative innovation path in terms of components of affected business models. The results suggest that the strategic management view in which strategic objectives are defined also applies to SMEs. The authors' distinctive business model pathways provide evidence that while SMEs may not have a clearly formulated strategy, their strategic objectives determine the type of improvements they make to their business models.

### **3. METHODOLOGY**

The study adopted a descriptive approach in order to describe and explain the phenomenon in order to reach the causes of the phenomenon and draw conclusions for dissemination.

The study also relied on the analytical curriculum, through field survey work to collect and analyze data and access to know the impact of smart management on the achievement of the strategic objectives of Saudi educational institutions. The study's analytical descriptive curriculum was used as follows:

- Descriptive curriculum in the description of study variables Smart management and the extent to which the strategic objectives of Saudi educational institutions are achieved
- Analytical curriculum to analyze the impact of smart management on achieving the strategic objectives of Saudi educational institutions.

### 3.1. Specification of the Model

The University of Bisha has been identified as an applied study, where the study community includes the university's teaching staff, and for the purposes of the study the random sample method will be resorted to, so that the sample study includes a sample.

The following Figure 1 refers to the independent study model and variables:

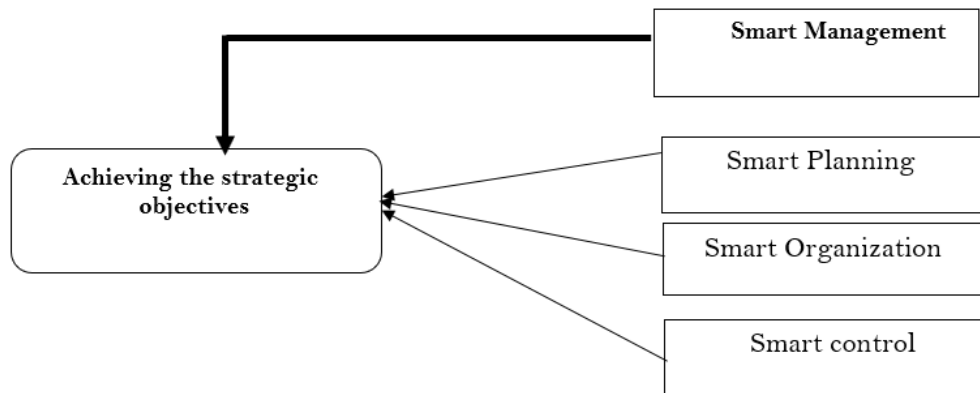


Figure 1: Study Model.

*H<sub>1</sub>* : There is a statistically significant impact at an indicative level (0.05) for smart management in its dimensions (smart planning, smart organization, smart control) on achieving the strategic objectives of Saudi educational institutions.

*H<sub>1-1</sub>* : There is a statistically significant impact at an indicative level (0.05) for smart planning to achieve the strategic objectives of Saudi educational institutions.

*H<sub>1-2</sub>* : There is a statistically significant impact at an indicative level (0.05) of smart organization on achieving the strategic objectives of Saudi educational institutions.

*H<sub>1-3</sub>* : There is a statistically significant impact at an indicative level (0.05) for smart control on achieving the strategic objectives of Saudi educational institutions.

Two sources of data collection associated with the study have been approved:

Secondary sources: which follow the principle of desk survey from references, books and studies.

Primary sources: Which depend on the data that will be collected from the study sample individuals based on the study tool.

Previous studies have been based on the development of a questionnaire for the collection of preliminary data, where the questionnaire is the following parts:

Part I contains information on the characteristics of the study sample, according to demographic variables.

Part II: This section contains paragraphs covering the independent variable "smart management" in University of Bisha.

Part III: This section contains paragraphs covering the variable of "achieving strategic objectives" in its dimensions at the University of Bishah.

### 4. EMPIRICAL RESULTS AND DISCUSSION

In order to analyse data, draw results and test the validity of the study's hypotheses, meta-statistical methods will be used, using the statistical package (SPSS) which includes:

1. Repetitions and percentages.
2. Calculation averages and standard deviations of questionnaire paragraphs.
3. Multi-regression test.

The computational averages and standard deviations of the sample study answers on smart management have been found in achieving the strategic objectives of Saudi educational institutions by applying to the University of Bisha. The results are as follows:

Independent Variable: The independent variable includes three areas (Smart Planning, Smart Organization, and Smart Control).

- Smart planning: Table 1 indicates the calculation averages and standard deviations of the questionnaire paragraphs on smart planning:

**Table 1:** Calculation averages and standard deviations of questionnaire paragraphs on smart planning.

| Number | Paragraph   | Arithmetic mean | Standard deviation | Rank | Level |
|--------|---|-----------------|--------------------|------|-------|
| 1      | Technology intelligence is relied upon in planning at the university  | 4.210           | 0.838              | 1    | High  |
| 2      | Technology intelligence is used to adopt scheduled and targeted action plans  | 4.162           | 0.843              | 2    | High  |
| 3      | Distribution of works at the university to those who will perform them according to schedules determined through smart programs | 4.143           | 0.852              | 3    | High  |
| 4      | Technology intelligence is adopted in the development of the solutions required for each problem before it occurs               | 4.086           | 0.903              | 4    | High  |
|        | Smart Planning  | 4.150           | 0.859              | ---  | High  |

Table 1 refers to the responses of the study sample individuals about the intelligent planning paragraphs. The table shows that the calculative average of the variable was 4.150, indicating a high level of intelligent planning at the University of Bishah. The calculation averages of the variable's paragraphs ranged from 4.086 to 4.210. Paragraph (1), which states that "technological intelligence is relied upon in planning at the University", was first of the highest relative importance, with the arithmetic average (4.210) at a high level, while paragraph (4), which states that "technological intelligence is adopted in the development of the solutions required for each problem before it occurs", was last at an average arithmetic (4.086) and at a high level.

- Smart organization: Table 2 indicates the calculation averages and standard deviations of the questionnaire paragraphs on smart organization:

**Table 2:** Calculation averages and standard deviations of questionnaire paragraphs on smart organization.

| Number | Paragraph  | Arithmetic mean | Standard deviation | Rank | Level |
|--------|--|-----------------|--------------------|------|-------|
| 5      | Work is done to identify the work and functions needed to do it through technological intelligence             | 4.067           | 0.899              | 3    | High  |
| 6      | The university has technologically qualified and experienced human resources in AI                             | 3.971           | 0.988              | 4    | High  |
| 7      | There is an accurate electronic organization on all the tasks, activities and processes required of the cadres | 4.081           | 0.874              | 2    | High  |
| 8      | Human resources are coordinated to make the most of their efforts through technological intelligence           | 4.086           | 0.882              | 1    | High  |
|        | Smart Organization   | 4.051           | 0.911              | ---  | High  |

Table 2 refers to the responses of the study sample individuals to the clauses of intelligent regulation and shows from the table that the arithmetic average of the variable was (4.051) indicating a high level of intelligent regulation at the University of Bisha, and the arithmetic averages of the paragraphs of the variable ranged between (3.971-4.086). Paragraph (8), which states that "human resources are coordinated to make the most of their efforts through technological intelligence", was first of the highest relative importance, with the arithmetic average (4,086) at a high level, while paragraph (6), which states that "the University has technologically qualified human resources with expertise in artificial intelligence", was last at an average arithmetic level (3,971) and at a high level.

- Smart control: Table 3 indicates the calculation averages and standard deviations of the questionnaire paragraphs on smart control:

**Table 3:** Computational averages and standard deviations of the questionnaire paragraphs on smart control.

| Number | Paragraph  | Arithmetic mean | Standard deviation | Rank | Level |
|--------|--|-----------------|--------------------|------|-------|
| 9      | Actual achievement is compared with departmental metrics based on technological intelligence   | 4.119           | 0.897              | 2    | High  |
| 10     | The performance of the subordinates is corrected to ensure that the objectives of the work and the plans developed have been achieved                    | 4.095           | 0.949              | 3    | High  |
| 11     | The descriptive, quantitative and qualitative reports requested by officials in charge of doing business are provided through technological intelligence | 4.071           | 0.853              | 4    | High  |
| 12     | Work is done as a team in exercising control over the project's workflow.  | 4.210           | 0.893              | 1    | High  |
|        | Smart control  | 4.124           | 0.898              | ---  | High  |

Table 3 refers to the responses of the study sample individuals about smart control paragraphs. The table shows that the average calculation of the variable was 4.124, indicating a high level of smart control at the University of Bishah. The calculation averages of the variable's paragraphs ranged from 4.071 to 4.210.

Paragraph (12), which reads "Work as a team in the exercise of oversight of the functioning of the project", was first of the highest relative importance, with an average calculation (4.210) at a high level, while the paragraph was held (11) Which stipulates that "descriptive, quantitative and qualitative reports requested by business officials are provided through technological intelligence", the latter with an average arithmetic (4.071) and at a high level.

#### 4.1. Independent Variable: Smart Management

Table 4 indicates smart management variables. Calculation of calculation averages for each smart management area at the University of Bishah has been made in descending order of estimate. The results are as follows:

**Table 4:** Smart management variables are rated downward by rating.

| Model              | Arithmetic mean | Standard deviation | Level |
|--------------------|-----------------|--------------------|-------|
| Smart planning     | 4.150           | 0.859              | 1     |
| Smart organization | 4.124           | 0.898              | 2     |
| Smart control      | 4.051           | 0.911              | 3     |
| total              | 4.108           | 0.889              |       |

Table 4 indicates computational averages, standard deviations and grade for smart management areas. The table indicates a high rating for smart management at the University of Bishah with an average calculation of 4.108. The table indicates that the area of smart planning was in the first grade with an average arithmetic of 4.150, followed by the area of smart control with an average arithmetic of 4.124 and the dissolution of smart organization at the latter level with an average arithmetic of 4.051, where those areas were at a high level of estimation.

#### 4.2. Dependent variable: Efficiencies in Achieving Strategic Objectives

Computational averages and standard deviations of the sample's responses to the variable paragraphs of the strategic objectives were calculated and the results were as follows:

**Table 5:** Computational averages and standard deviations of variable paragraphs related to the efficiency of achieving strategic objectives.

| Number | Paragraph  | Arithmetic mean | Standard deviation | Rank | Level |
|--------|--|-----------------|--------------------|------|-------|
| 13     | The university administration focuses on providing contemporary educational services.                          | 4.205           | 0.875              | 1    | High  |
| 14     | The university administration is focused on improving and developing existing services.                        | 4.152           | 0.867              | 3    | High  |
| 15     | The university administration often seeks to find new locations for its services.                              | 4.052           | 0.934              | 6    | High  |
| 16     | The university administration is interested in expanding the use of the latest technology on an ongoing basis. | 4.200           | 0.852              | 2    | High  |
| 17     | The university's objectives are efficiently achieved.  | 4.100           | 0.920              | 5    | High  |
| 18     | The objectives achieved contribute effectively to the University's strategic vision.                           | 4.129           | 0.840              | 4    | High  |
|        | How efficiently are strategic objectives achieved  | 4.140           | 0.881              | ---  | High  |

Table 5 indicates the responses of the study sample individuals on the subordinate variable paragraphs of the efficiency of achieving the strategic objectives. The table shows that the arithmetic average of the variable was 4.140, indicating a high level of efficiency in achieving the strategic objectives at the University of Bishah. The arithmetic averages of the variable's paragraphs ranged from 4.052 to 4.205.

Paragraph (13), which states: "The interest of the University Administration in providing contemporary educational services is concentrated in the first place with the highest relative importance, with the arithmetic average (4.205) at a high level, while paragraph (15), which states that" the University Administration often seeks to seek new places for its services ", was last with the arithmetic average (4.052) at a high level.

##### 4.2.1. Hypothesis Testing

H<sub>1</sub>: There is a statistically significant impact at an indicative level (0.05) for smart management in its dimensions (smart planning, smart organization, smart control) on achieving the strategic objectives of Saudi educational institutions.

To test the main study hypothesis, the regression test was conducted to demonstrate the extent of a statistically significant impact of smart management in its dimensions (smart planning, smart organization, smart control) on the achievement of the strategic objectives of Saudi educational institutions.

#### 4.2.2. Test Model Strength

**Table 6:** Form Summary.

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.802 | 0.644    | 0.638             | 0.44090                    |

Table 6 indicates that the value of the correlation factor between the independent variable and the dependent variable was (0.802), as shown, and the value of the determination factor ( $R^2$ ) was (0.644), so the independent variables were able to be explained (64.4%) by changes in the dependent variable.

#### 4.2.3. Overall Morale Test of the Regression Model

Table 7 represents the results of the ANOVA variance analysis to test the morale of the regression model

**Table 7:** Results of variance analysis.

| Model      | Sum of Squares | df  | Mean Square | F       | Sig.  |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 72.303         | 3   | 24.101      | 123.982 | 0.000 |
| Residual   | 40.044         | 206 | 0.194       |         |       |
| Total      | 112.347        | 209 |             |         |       |

Table 7 shows the variance analysis which aims to recognize the explanatory power of the model and the variable is independent of smart management on the variable. (F), and by what the Table (13) shows that there is high morale to test (F) estimated at (123.982) above the tabular value (2.19), and at the indicative level estimated at (Sig = 0.000) is below the indicative level ( $0.05 \leq \alpha$ ), thus the regression model is appropriate to measure the causal relationship between the autonomous variable and the subordinate to the achievement of strategic objectives. In this sense, the zero hypothesis is rejected with the acceptance of the alternative hypothesis, which states that "the moral regression model (there is an impact of autonomous variables on the dependent variable)". Thus, there is an influence of the independent variable on the dependent variable, as the independent variables interpreted the amount (64.4%) of the dependent variable.

That is, there is a statistically significant effect at the indicative level (0.05) for smart planning to achieve the strategic objectives of Saudi educational institutions.

Thus, it can be said that there is at least one autonomous variable with a statistically significant effect on the dependent variable, which can be moral, and this is determined by a moral test of multiple regression equation factors.

#### 4.2.4. Multiple Regression

Table 8 shows the regression factors' values of capacity and statistical tests as shown below:

**Table 8:** Correlation factors between independent variables and the achievement of strategic objectives.

| Model              | Unstandardized Coefficients |            | Standardized Coefficients |       |       |
|--------------------|-----------------------------|------------|---------------------------|-------|-------|
|                    | B                           | Std. error | Beta                      | t     | Sig.  |
| (Constant)         | .597                        | 0.190      |                           | 3.139 | 0.002 |
| Smart planning     | .164                        | 0.073      | 0.159                     | 2.233 | 0.027 |
| Smart organization | .346                        | 0.071      | 0.355                     | 4.835 | 0.000 |
| Smart control      | .355                        | 0.072      | 0.354                     | 4.921 | 0.000 |

$H_{1-1}$  There is a statistically significant impact at an indicative level (0.05) for smart planning to achieve the strategic objectives of Saudi educational institutions.

Table 8 indicates that there is a significant impact of smart planning systems to achieve the strategic objectives of Saudi educational institutions, where the value (T) has reached a value (2.233) higher than its tabular value and a statistical indicative level (0.027) and is below the specified value (0.05), thus the zero hypothesis is rejected with the acceptance of the alternative hypothesis.

$H_{1-2}$  There is a statistically significant impact at an indicative level (0.05) for smart organization to achieve the strategic objectives of Saudi educational institutions.

Table 8 indicates that there is a significant impact of systems of intelligent regulation to achieve the strategic objectives of Saudi educational institutions, where the value (T) has reached 4.835, is higher than its tabular value and has a statistical indicative level (0.00), which is below the specified value (0.05), and therefore the zero hypothesis is rejected with the acceptance of the alternative hypothesis.

$H_{1-3}$  There is a statistically significant impact at an indicative level (0.05) for smart censorship to achieve the strategic objectives of Saudi educational institutions.

Table 8 indicates that there is a significant impact of smart surveillance systems to achieve the strategic objectives of Saudi educational institutions, where the value (T) is 4.921, higher than its tabular value and at a

statistical indicative level (0.00), which is below the specified value (0.05), and therefore the zero hypothesis is rejected with the acceptance of the alternative hypothesis.

## 5. PRESENTATION OF THE RESULTS

Results showed a high rating score for smart management at the University of Pesha from the perspective of the study sample teaching staff at the University and the results show that after intelligent planning he was in the first grade, Followed by smart censorship, finally and in the last order after smart regulation, All these dimensions were highly appreciated, a result consistent with Abdelaziz's study (2022) which reached the consent of the study sample members that smart management of public education schools in the difficult region is highly practiced, the results of each dimension of smart management are as follows:

- With respect to intelligent planning; The results showed a high rating score for smart planning at the University of Pesha, and the University was found to rely on technological intelligence for planning, and the results of the study sample individuals' opinions showed that the University relies on technological intelligence to develop the solutions required for each problem before it occurs.
- With respect to intelligent regulation; The results showed a high rating of intelligent organization at the University of Bisha, and it was found that the University coordinated human resources to make the most of their efforts through technological intelligence, and the results of the study sample individuals' opinions showed that the University has technologically qualified and experienced human resources in artificial intelligence.
- With respect to intelligent oversight; The results showed a high rating of smart control at the University of Pesha, and it was found that the University worked as a team in exercising control over the project's workflow. The results of the opinion of the study sample showed that the University provided the descriptive, quantitative and qualitative reports requested by business officials through technological intelligence.

The results also indicated a high degree of appreciation for the efficiency of achieving strategic objectives at the University of Bisha from the point of view of the study sample teaching staff at the university. The results showed that the interest of the university administration is focused on the provision of contemporary learning services. The results of the study sample individuals' opinions also showed that the university administration often seeks to seek new places for its services.

The results also showed that smart management had an impact on the achievement of strategic objectives from the perspective of the University's educational cadre sample. The results showed that modern technology contributed to the achievement of the University's vision and mission. The results also showed that smart planning plays an important role in the achievement of the University's strategic objectives. The results of the study's hypothesis test indicated that:

There is a statistically significant effect at an indicative level (0.05) for smart management in its dimensions (Smart Planning, Smart Organization, Smart Oversight) on the achievement of the strategic objectives of Saudi educational institutions, and on the impact of each dimension of smart management on the achievement of the strategic objectives, a result agreed with the study of Khalidi and Boo Hadi (2023) Al Yatt has found a statistically significant relationship between smart management and the quality of banking services and achieving the ultimate goal of gaining client satisfaction.

The results showed that:

- There is a statistically significant impact at an indicative level (0.05) for smart planning to achieve the strategic objectives of Saudi educational institutions.
- There is a statistically significant impact at an indicative level (0.05) of smart organization on achieving the strategic objectives of Saudi educational institutions.
- There is a statistically significant impact at an indicative level (0.05) for smart control on achieving the strategic objectives of Saudi educational institutions.

## 6. CONCLUSION

Saudi institutions strive to strengthen their services and improve their efficiency in order to achieve the strategic objectives and Vision 2030. This effort focuses on providing efficient and effective services in line with the standards of international institutions, especially in the field of education. In order to achieve this goal, educational institutions have promoted and developed modern management methods, including smart management, with a view to enhancing their staff's skills. This approach has become essential to the achievement of the educational institution's objectives.

The problem with the study is clear that smart management in Saudi educational institutions is clearly uncertain about their role in achieving the institutions' objectives. Although Saudi educational institutions rely on smart management, the effectiveness of this approach in achieving the strategic objectives has not been clearly tested. Accordingly, the study aims to identify the impact of smart management on the achievement of the

strategic objectives of Saudi educational institutions.

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