

## **The role of critical success factors in achieving organizational excellence: An analytical exploratory study of the opinions of a sample of employees at Al-Mustaqbal University College**

**By**

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### **Abstract**

This research aims to show the impact of the critical success factors represented in its dimensions (strategic objectives, senior management support, information technology infrastructure, organizational infrastructure) on organizational excellence through its dimensions (operational efficiency, personnel excellence, strategic excellence, leadership excellence) and represented. The main research problem is the limited awareness of the research sample to the basics of the field relationship between the critical success factors and organizational excellence. Several statistical methods and through the ready-made statistical program (SPSS V.28), and the research came out with a set of results, the most important of which is the existence of a direct correlation between the research variables and a positive influence relationship for the critical success factors with their dimensions in organizational excellence.

**Keywords:** critical success factors, organizational excellence.

### **Introduction:**

Contemporary business organizations face many challenges as they operate in a rapidly changing environment, and the most important challenges are globalization and intense competition among them, which gives them the impetus for innovation and development in order to excel in their performance and withstand these challenges. This requires the adoption of critical success factors that are necessary elements for the organization to help it. Focusing its efforts towards building its ability to succeed and enhance the process of continuous improvement and its superiority over other organizations.

## **Research methodology and some previous studies**

### *The research methodology*

#### *Research problem*

Excellence in organizational performance requires the adoption of critical success factors that enable the organization to develop its strategic plans, identify opportunities and threats, and identify important areas in all stages of the organization, which is reflected in the extent of this organization's ability to excel, and that this represents a knowledge gap that should be addressed. Therefore, the current research is trying Filling this knowledge gap by studying the impact of critical success factors on organizational excellence, and the research problem crystallizes in the following questions and their answers:

- A Are there critical success factors in the college under study?
- B What is the level of organizational excellence in the researched college?
- C What is the relationship between critical success factors and organizational excellence in the college under study?
- D Do the critical success factors affect the organizational excellence in the college under study.

#### *The importance of research:*

The importance of this research comes from the importance of the researched variables that dealt with the critical success factors and organizational excellence, so we can define the importance of the current research as follows:

- A- Raising the attention of the organization in question to the importance of the relationship between critical success factors and organizational excellence to encourage it to apply critical success factors, which is reflected in achieving its superiority over other organizations.
- B- The research variables constitute an influential field reflection on the reality of the researched organization (University Future College) for its visions and ideas that read the future on solid scientific bases, leading to superior performance.
- C- The importance of the current research is also evident through the faculty leadership being able to devise the most important methods of harmony and consistency between the critical success factors and achieving organizational excellence.

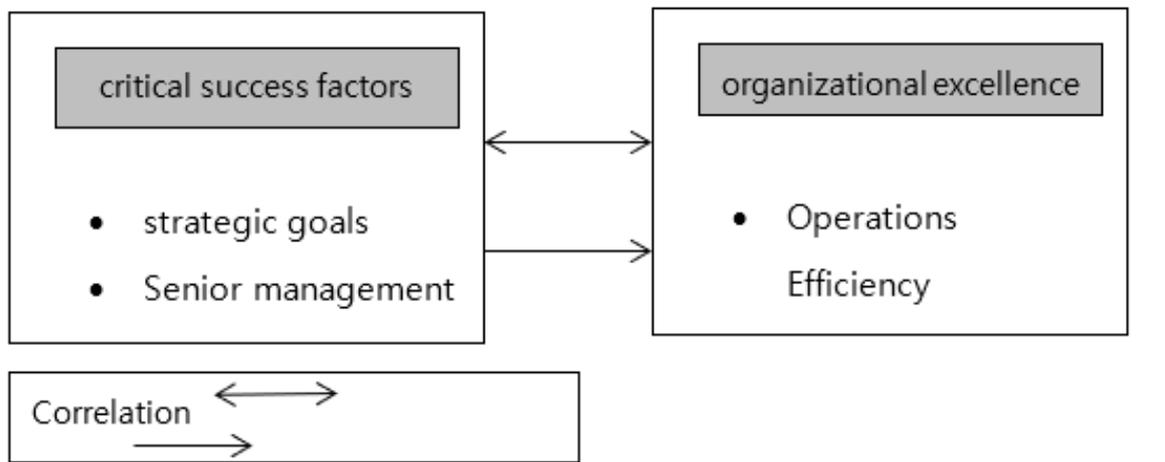
#### *Research objectives:*

The current research seeks to achieve the following objectives:

- A- Providing a framework of knowledge related to the research variables and its sub-dimensions, by monitoring what was presented about the two variables theoretically, and then providing a field framework describing the directions of interpreting the research variables.
- B- Knowing the availability of critical success factors and organizational excellence in the researched college? T- Testing the correlation between critical success factors and organizational excellence at the University's Future College.
- C- Testing the impact of critical success factors in achieving organizational excellence at the University's Future College, and determining which of the dimensions of critical

success factors has the most impact in achieving organizational excellence in the University's Future College.

***The hypothetical research scheme***



**Figure (1)** The hypothesis of the research

**Source:** Prepared by the researcher.

***Hypothesis Research Hypothesis***

***First Principal***

There is a significant correlation between the critical success factors and organizational excellence in Al-Mustaqbal University College, from which the following hypotheses are branched:

- A There is a significant correlation between strategic objectives and organizational excellence.
- B There is a significant correlation between the support of senior management and organizational excellence.
- C There is a significant correlation between information technology infrastructure and organizational excellence.
- D There is a significant correlation between organizational infrastructure and organizational excellence.

***The second main hypothesis***

There is a significant effect of the critical success factors on organizational excellence at the University of the Future College, from which the following hypotheses are branched:

- A There is a significant effect of strategic objectives on organizational excellence.
- B There is a significant effect of the support of senior management on organizational excellence.
- C There is a significant effect of information technology infrastructure on organizational excellence.
- D There is a significant effect of organizational infrastructure on organizational excellence.

*Second, some previous studies*

***Study (Robinson, 2018) entitled:***

Multi Case Analysis of Critical success Factors in Vietnam Laboratories Implementing Quality Management systems to Earn International Accreditation.

The aim of the study is to know the most important five critical factors and the barriers that prevent the implementation of the quality management system, especially those that exist in developing countries such as Vietnam. The study sample was a group of laboratories in the Vietnamese Ministry of Health. Inhibit the successful implementation of the quality management system.

***A study (Al-Khafaji, 2019) entitled:***

Measuring the critical success factors for total quality management, a comparative research for a number of private colleges.

The aim of the study is to measure the critical success factors for total quality management in private colleges through the availability of critical success factors when applying total quality management in these colleges. The questionnaire was used as a measurement tool, and it became clear that a number of private colleges were distinguished by the presence of a large number of critical success factors, which led to their distinction in the process of applying total quality management.

***A study (Ahmed & Mohamed, 2018) entitled:***

Human resource management practices and organizational excellence in Public Organizations.

This study aims to know the effect of human resource management practices on organizational excellence in Sudanese public sector organizations. The sample size for the study was (245) individuals working in Sudanese organizations. The study used the descriptive analytical method. in Sudanese public sector organizations.

***Study (Al-Rawashdeh, 2019) entitled:***

Factors of the internal environment and their impact on organizational excellence in the universities in southern Jordan from the point of view of workers.

This study aims to analyze the internal environment factors and their impact on organizational excellence in universities in southern Jordan from the workers' point of view. The sample size was (301) employees in these universities. The study used the descriptive analytical method. In achieving organizational excellence by its dimensions in the surveyed universities. Previous studies were made use of in the theoretical framework and research methodology, and the formulation of some paragraphs of the questionnaire related to the research variables.

## **Theoretical framework for research**

***The critical success factors***

***The concept of critical success factors (CSFs)***

Critical success factors are defined as the factors necessary to ensure the success of an

ERP project (Marais, Milandrie, et al., 2017:1-12).

(Naveed, et al., 2017: 172) sees them as the few major journals in which things must go right in order for businesses to thrive.

Whereas (Hatem, 2019:115) sees it as a tool for managers to sharpen their minds, and it is a description of the basic skills and resources needed for successful performance.

As for (Silva & Mattos, 2019:4), it considers them as factors that support the successful implementation of systems and help the organization focus on the most important factors to achieve goals.

Hence, it is clear that the critical success factors are the necessary elements for the organization in order to achieve its basic objectives and ensure its success.

### ***The importance of critical success factors:***

The importance of critical success factors in organizations is demonstrated by the following:

- A The critical success factors reduce the risks of failure to achieve the strategic objectives of the organizations (Hatem, 2019: 131).
- B The critical success factors help the organization focus its efforts towards building its capacity for success (Amberg, 2005:7).
- C Critical success factors determine the important areas in all stages of the life of the organization (Naveed, et al., 2017: 173).
- D The critical success factors help in developing strategic plans and identifying potential opportunities and threats (Johnson, 2013: 359).
- C The critical success factors enhance the process of continuous improvement of operational and operational performance in the organization (Al-Zamili, 2016: 23).
- H Critical success factors are an important means of predicting and evaluating the speed of success of any organization and avoiding it from collapse, because they provide important data that are effective in making the right decisions and this helps in determining the strategic goals of the organization (Caral, et al., 2004: 11).

### ***Dimensions of critical success factors***

The research relied on determining the dimensions of the critical success factors on the scale (Tavallaei & Fadeai, 2016) as it fits the nature of the current research and its internal environment. The dimensions are:

### ***Strategic goals***

Strategic objectives are defined as a brief description of the organization's direction for survival and prosperity, that is, long-term goals that reflect the future status of the organization as indicated by its senior management to describe the success of the strategy implementation (Al-Khafaji, 2018).

(Al-Zamili, 2016) believes that the strategic objectives of the organization are an administrative commitment that achieves specific goals and within a prescribed time frame to achieve results directly related to the organization's strategic vision and core values to achieve a specific status or leadership in a specific scope.

### ***Supporting senior management***

Senior management support is a prerequisite and necessary for the successful implementation of projects and plans. Support from senior management includes many resources necessary for successful implementation. The essence of senior management support is related to effective decision-making and the support management style helps increase employee motivation and improve their performance and productivity (Omar, 2019).

That is, the support of senior management is the support provided by the administration to the decision maker or to the decision-making team, given that the decision-making process is the basis of the administrative process, which is reflected in the superiority of the organization.

### ***The information technology infrastructure***

Information technology infrastructure means a set of technologies, tools and resources used to obtain, process, store, disseminate and use information in the context of the organization, and information technology infrastructure includes human resources that have the skills necessary to run information technology applications (Al-Sabawi et al., 2019).

Through the foregoing, researchers see that information technology infrastructure provides the means, tools and techniques that provide ideal data and information for effective decision-making in the organization, which leads to its superiority.

### ***Organizational Infrastructures***

Organizational infrastructure includes the sum of all the basic elements, physical structures, organizational conditions, and available human resources necessary for the proper functioning of the organization (Too, 2009: 15), that is, it is a set of services, a service delivery system, information system support, quality assurance, continuous quality improvement systems, internal and external communication systems All of them are critical success factors that have a significant role in the organization's superiority.

### ***Organizational excellence***

#### ***The concept of organizational excellence:***

(Pinar & Girard, 2008:31) believes that the key to organizational excellence is the organizations' investment of critical opportunities preceded by effective strategic planning and commitment to realizing a common vision dominated by clarity of purpose, adequacy of resources and keenness on performance, and that organizational excellence is a state of administrative creativity and organizational excellence that achieve levels Extraordinary performance and implementation of the productive, marketing, financial and other processes in the organization, resulting in achievements that exceed those achieved by competitors and satisfy customers and all stakeholders in the organization.

(Shelton, et al., 2010: 46) emphasizes that organizational excellence is the good leadership that governs the organization, and at the heart of this leadership lie four organizational values: creativity, innovation, development and continuous improvement. They are necessary in order to achieve organizational excellence and achieve remarkable positive results. Thus, new leadership strategies and skills, and through these strategies and skills, leaders are able to advance their organizations and lead them

to excellence.

And (Shih, et al., 2013: 145) believes that organizational excellence is setting the broad lines that the organization can take to achieve excellence by developing several strategies to achieve a set of goals in the workplace and mitigate the negative in the performance of employees. Through the development of those strategies, skills can be developed. The efficiency of the performance of employees and the achievement of competition at the level of the external environment.

As for (Ghazi, 2014: 8), he believes that organizational excellence is represented in the organization's ability to make an evolutionary leap and a leap in organizational performance that helps leaders to gain ambitions to achieve efficiency and excellence in performance to reach the required level.

Based on the foregoing, it is clear that organizational excellence is the organization's superiority over others in its performance and in achieving coherence and interaction with its customers, employees and stakeholders.

### ***The importance of organizational excellence***

The importance of organizational excellence is illustrated by the following:

- A It helps in developing human capital and upgrading its basic principles by building competencies, personal capabilities, relations between workers and learning to facilitate group work (Al-Zaidi, 2007: 131).
- B Improving participation and creating a strong customer-centric culture (Al-Jubouri, 2012: 77).
- C Help link human resource management practices with each other and work to continue developing human resources (Kahwaji, 2016: 45).
- D It helps to achieve sustainable competitive advantage.
- C Improving performance, diagnosing the strengths of the organization and improving its competitiveness.
- H It is considered a factor in enhancing the organization's work and effectiveness and making it an innovative organization that achieves its mission through effective leadership.

### ***Dimensions of organizational excellence***

It was relied on (Antony & Sanghamitra, 2010) in determining the dimensions of organizational excellence, which are as follows:

#### ***Operations efficiency***

This dimension focuses on the degree of commitment of the organization to provide products or services of high quality that meet the needs of customers. Operations efficiency means that it is all the vital internal activities and events that distinguish the organization from other organizations and through which the needs and expectations of customers are met, which have an impact to their satisfaction, which helps managers to achieve a distinct value for them through the activities and events that characterize the organization (Whittington, et al., 2012: 1344).

There are some magazines in which the efficiency of operations appears, including:

- 1 The organization's response to development and innovation processes for the purpose of developing new products or services.
- 2 Increasing the value of the customer by expanding and deepening the reciprocal relations with the current customers and counting them as joint partners in the performance.
- 3 Achieving operational excellence by developing and improving internal processes.

***Distinguishing the employees:***

This dimension is concerned with maximizing the contribution of employees by developing them and seeking to involve them and encourage their contributions in a positive way while promoting cultural values that stipulate trust, openness and empowerment. The methods of excellence in human resources are through:

- 1 It is necessary to encourage the two workers to put forward ideas while being keen to listen and respect them.
- 2 Encouraging free discussion.
- 3 Encouraging competition among employees. The superior organization seeks to develop its human resource by all means and capabilities, realizing that it is the most important and greatest of its assets, as it does not age and does not lose its value with the passage of time.

***Strategic Excellence:***

Between (Kandula, 2002: 55) that strategic excellence is the steps taken by the organization to achieve its vision, mission and interaction with a unified and comprehensive plan that links the advantages of the organization to its strategic ability and makes it able to face environmental challenges with high effectiveness.

(Porter & Tanner, 2004: 16) explained that strategic excellence is the ability to assess the internal and external environment, understand all levels of challenges and opportunities facing the organization, and develop a roadmap for the organization's transition from the current state to the future, if it is a future vision of what the organization will achieve in the future of goals.

***Leadership Excellence:***

The senior leadership is considered one of the factors supporting the achievement of a culture of excellence in the organization through its role in introducing the concepts of the open-door strategy in the sense of supporting communication between leadership and workers and the ability to compete and the formation of suggestions and innovations for new solutions to its problems (Al-Buhaisi, 2014:33).

Distinguished leadership is the one who is able to invest in organizational opportunities, confront and provide developmental opportunities, accept extended business, and help the organization face multiple crises. (Belhamer, 2016: 31) indicates that leadership excellence comes through:

- 1 The ability to find a common vision

- 2 Confidence in oneself and others
- 3 Increasing employee participation rate
- 4 Providing education and training opportunities for employees
- 5 Development of innovation at the individual and organizational levels.

## The applied aspect of research

### *The reliability and validity of the research measurement tool*

The stability of the scale means its stability and non-contradiction with itself, and therefore it will give the same results if it is re-applied to the same sample, meaning that stability means stability and consistency of the scale (Sekrana, 2003: 203). One of the most famous scales used in measuring the stability of the questionnaire questions is the (Cronbach's Alpha) scale, and (Sekrana, 2003: 311) indicates that if the value of the mentioned test is less than (0.60), this is an indication of the weakness of the stability of the scale used, while the stability of the scale is considered acceptable if it exceeds the percentage (0.70), while the percentage of its stability is good if it reaches (0.80) or more.

Validity means that the scale actually measures what it is designed to measure, in other words, does the scale used measure the phenomenon under research and not something else (Sekrana, 2003: 206). And honesty is types, the researcher used, including Content Validity, which is a judgmental measure (Judgmental) that depends on the exact identification of the researcher for the variables of the research subject, and this certainly depends on the amount of information he studied regarding the topic (Cooper & Schindler, 2014:257. To measure honesty mathematically, it equals The square root of the reliability coefficient (Abdel-Fattah, 2008: 565), and Table (1) shows the reliability and validity coefficients of the research variables with their dimensions.

**Table (1)** *values of the reliability and validity coefficient of the research variables with their dimensions*

<b>N</b>	<b>Variables and their dimensions</b>	<b>Scale stability</b>	<b>veracity of scale</b>
	critical success factors	0.937	0.967
1	strategic goals	0.890	0.943
2	Senior management support	0.892	0.944
3	IT Infrastructure	0.890	0.943
4	organizational infrastructure	0.843	0.918
	organizational excellence	0.954	0.976
1	Operations Efficiency	0.884	0.940
2	Distinguishing working people	0.861	0.927
3	Strategic Excellence	0.885	0.941
4	Leadership Excellence	0.891	0.943

**Source:** SPSS V.28 outputs

It is evident from Table (2) that all the values of validity and reliability coefficients for the research variables (critical success factors and superiority) with their dimensions are within the statistically acceptable limits, which means that the scale used to measure the research items has high stability, which enables the researcher to rely on the results that will be obtained to make a sound decision .

### *Second, to test the normal distribution of the data*

After the researcher made sure of the data collection tool after subjecting it to a reliability test, and because the hypothesis test in the current research depends on the parametric statistics, which is based on a basic assumption that the data subject to analysis must be distributed naturally (normally distribution), and if it is adopted Parametric methods for data that are not subject to normal distribution, then the results obtained from those tests cannot be trusted (Field, 2009:132). Despite the statisticians' indication that if the researcher uses a large sample compared to the research community, there is no need to worry about the normal distribution of the data (Field, 2009:329), but the researcher, out of his concern for the accuracy of the research results, subjected the data obtained from the questionnaire form To one of the most important tests for the normal distribution of data, which is the (Kolmogorov-Smirnov) test, which indicates that if the sample size is greater than (35) individuals, the value of the test can be calculated through the following law (Copper & Schindler, 2014:623).

$$D = \frac{1.22}{\sqrt{n}}$$

Since n represents the sample size here, and since the size of the research sample is (60) singles, then the standard (D) value will be (0.15), if the value of his statistic (Kolmogorov-Smirnov) is greater or close to the standard (D) value at the level Significant (1%), then the data are distributed naturally at the mentioned level, and therefore, parametric statistical analysis tools can be used and the results can be reassured. In the event that the data is not subject to a normal distribution, the researcher will use the non-parametric analysis tools.

**Table (2)** shows the results of the normal distribution of the research variables with their dimensions.

**Table (2)** Testing the normal distribution of the research variables with their dimensions

N	Variables and their dimensions	His computed Kolmogorov-Smirnov statistic	D . value normative	Comparison	the decision
	critical success factors	0.21	0.15	Calculated is greater than the norm	distributed naturally
1	strategic goals	0.20	0.15	Calculated is greater than the norm	distributed naturally
2	Senior management support	0.19	0.15	Calculated is greater than the norm	distributed naturally
3	IT Infrastructure	0.21	0.15	Calculated is greater than the norm	distributed naturally
4	organizational infrastructure	0.22	0.15	Calculated is greater than the norm	distributed naturally
	organizational excellence	0.19	0.15	Calculated is greater than the norm	distributed naturally
1	Operations Efficiency	0.19	0.15	Calculated is greater than the norm	distributed naturally

2	Distinguishing working people	0.20	0.15	Calculated is greater than the norm	distributed naturally
3	Strategic Excellence	0.21	0.15	Calculated is greater than the norm	distributed naturally
4	Leadership Excellence	0.22	0.15	Calculated is greater than the norm	distributed naturally

**Source:** SPSS V.28 outputs

It is evident from Table (2) that the data on the variables (critical success factors and superiority) sub or overall are subject to a normal distribution, which makes them eligible to undergo parametric analysis tools.

### ***Characterization and diagnosis of research variables***

This paragraph aims to present, analyze and interpret the results of the answers of the individuals of the research sample regarding the paragraphs contained in the questionnaire form by reviewing the values of the weighted arithmetic means, the relative importance, the standard deviations and the coefficients of variation for each paragraph of the research variables.

The research determined the level of the answers in the light of the arithmetic averages by defining their affiliation to any category, and because the research form depends on the five-point Likert scale (strongly agree - strongly disagree), there are five categories to which the arithmetic averages belong, and the category is determined by finding the length of the range ( $5 - 1 = 4$ ), and then divide the range by the number of categories (5) ( $4 \div 5 = 0.80$ ). After that, (0.80) is added to the lower limit of scale (1) or subtracted from the upper limit of scale (5). The categories are as follows : (Dewberry,2004:15)

- 1 - 1.80: very low
- 1.81 - 2.60: Low
- 2.61 - 3.40: moderate
- 3.41 – 4.20: High
- 4.21 - 5.00: very high

This aspect will be dealt with according to the following paragraphs:

### ***Presenting, analyzing and interpreting the responses of the research sample members regarding the critical success factors***

Table (3) shows the values of the weighted arithmetic means, the relative importance, the standard deviations and the calculated coefficients of variation for the dimensions of the critical success factors variable, as follows:

**Table (3)** *Descriptive statistics of the critical success factors variable*

N	Dimensions	weighted arithmetic mean	standard deviation	coefficient of variation%	Relative importance%
1	strategic goals	3.43	1.21	35.49	68
2	Senior management support	3.41	1.31	38.40	68
3	IT Infrastructure	3.63	1.23	33.98	73

4	organizational infrastructure	3.65	1.30	35.65	73
	critical success factors	3.50	1.27	36.11	70

**Source:** SPSS V.28 and Microsoft Excel 2010 outputs

It is clear to us from Table (3) that the critical success factors variable achieved a weighted arithmetic mean (3.50), as it falls within the category (high) and with a standard deviation (1.27) and a coefficient of difference (36.11%), and this indicates that the college under study is concerned with its administrative and institutional field in order to achieve Its superiority in performance is reinforced by the fact that the relative importance reached (70%).

Referring to the results presented in Table (3), we note the following:

### ***Strategic goals***

The strategic objectives dimension achieved a weighted arithmetic mean of (3.43) meaning that it falls within the category (high), while the relative importance reached (68%), and the value of the standard deviation was (1.21), while the percentage of the coefficient of variation was about (35.49%). From the foregoing, it is clear that the college administration sets its goals according to a future vision and works to allow workers to participate in formulating those goals in order to achieve its superiority over the rest of the colleges in the field of work.

### ***Senior management support***

The support of the senior management achieved a weighted arithmetic mean of (3.41), meaning that it falls within the category (high), while the relative importance reached (68%), and the value of the standard deviation was (1.31), while the percentage of the coefficient of variation reached (38.40%) of the above We conclude that the administration is working to involve all managers in the development of overall strategic plans through coordination and integration between the efforts of employees and senior management in order to achieve the set goals of providing training and development opportunities for employees to improve their educational capabilities.

### ***IT Infrastructure***

The IT infrastructure dimension achieved a weighted arithmetic mean of (3.63), meaning that it falls within the category (high), while the relative importance reached (73%), and the standard deviation value was (1.23), while the percentage of the coefficient of variation was (33.98%). . From the foregoing, it is clear to us that the college uses a set of techniques, tools and resources used to obtain, process, store, publish and use information within the context of its work through its use of modern software to provide solutions to problems related to its performance.

### ***Organizational infrastructure***

The organizational infrastructure dimension achieved a weighted arithmetic mean of (3.65), meaning that it falls within the category (high), while the relative importance reached (73%), and the value of the standard deviation was (1.30), while the coefficient of variation was (35.65%). From the foregoing, it is clear to us that the college administration emphasizes organizational flexibility to achieve coordination in the face of emergency situations in making effective decisions. In addition, it seeks to define roles and responsibilities for performing duties, speeding up achievement and achieving goals.

***Presentation, analysis and interpretation of the responses of the research sample members regarding organizational excellence***

Table (4) shows the values of the weighted arithmetic means, the relative importance, the standard deviations, and the coefficients of variation calculated for the dimensions of the organizational excellence variable, as follows:

**Table (4)** *Descriptive statistics of the organizational excellence variable*

N	Dimensions	weighted arithmetic mean	standard deviation	coefficient of variation%	Relative importance%
1	Operations Efficiency	3.43	1.34	39.06	68
2	Distinguishing working people	3.64	1.19	32.75	73
3	Strategic Excellence	3.44	1.39	40.50	69
4	Leadership Excellence	3.57	1.05	29.54	72
	organizational excellence	3.52	1.25	35.65	71

**Source:** SPSS V.28 and Microsoft Excel 2010 outputs

It is clear to us from Table (4) that the variable of organizational excellence achieved a weighted arithmetic mean (3.52), as it falls within the category (high) and with a standard deviation of (1.25) and a coefficient of difference (35.65%), and this indicates the ability of the college administration to make an evolutionary shift and a leap in organizational performance. Contributes to its superiority over the rest of the organizations, and this is reinforced by the fact that the relative importance reached (71%).

Referring to the results presented in Table (4), we note the following:

***Operations Efficiency***

The efficiency of the operations achieved a weighted arithmetic mean of (3.43) meaning that it falls within the category (moderate), while the relative importance reached (68%), and the standard deviation value was (1.34), while the percentage of the coefficient of variation reached (39.06%). From the foregoing, it is clear that the college possesses high control and oversight over the work procedures and their documentation. In addition, the work policy in it is clear and known to all employees and listed under regulations and organizational instructions, as it adopts objective and accurate criteria and evaluates the efficiency of its operations.

***Distinguishing working people***

The dimension of excellence of working individuals achieved a weighted arithmetic mean of (3.64), meaning that it falls within the category (high), while the relative importance reached (73%), and the value of the standard deviation was (1.19), while the percentage of the difference coefficient was (32.75%), which From the results, it is clear to us that the college administration is interested in maximizing the contribution of employees by developing them and seeking to involve them and encourage their contributions in a positive way to achieve organizational excellence.

***Strategic Excellence***

The strategic excellence dimension achieved a weighted arithmetic mean of (3.44), meaning that it falls within the category (high), while the relative importance was (69%), and the standard deviation value was (1.39), while the coefficient of variation was (40.50%), which

We conclude that the college administration has the ability to assess its internal and external environment and understand all levels of challenges and opportunities it faces.

### ***Leadership Excellence***

Leadership excellence achieved a weighted arithmetic mean of (3.57), meaning that it falls within the category (high), while the relative importance was (72%), and the standard deviation value was (1.05), while the percentage of the difference coefficient was (29.54%). From the foregoing, it is clear to us that the college administration is able to exploit the available opportunities, face challenges and provide development opportunities, as well as encourage employees to work in a team spirit and encourage them to innovate and continuously improve.

### ***To test the hypotheses of correlation and influence between the research variables***

It aims to test the correlation and influence relationships between the research variables, where the correlation and influence relationships will be tested at the level of sub-hypotheses that emerged from the main hypotheses, as well as testing the relationships and influence at the overall level through the use of the simple correlation coefficient (Pearson) and the simple linear regression coefficient.

- 1 Testing the first main hypothesis which states (there is a significant correlation between the critical success factors and organizational excellence) and four sub-hypotheses were branched from it, as shown below:
  - A There is a significant correlation between strategic objectives and organizational excellence.
  - B There is a significant correlation between senior management support and organizational excellence.
  - C There is a significant correlation between information technology infrastructure and organizational excellence.
  - D There is a significant correlation between organizational infrastructure and organizational excellence.

Table (5) shows the matrix of simple correlation coefficients (Pearson) between these variables and their dimensions. Before entering into testing this hypothesis, Table (5) also indicates the sample size (60) and the type of test (2-tailed). The abbreviation (Sig.) in the table refers to the correlation coefficient significant test. If a sign (\*) appears on the correlation coefficient, this means that the correlation is significant at the (5%) level, but if there is a (\*\*) sign on the correlation coefficient, this means that the correlation is significant at the 1% level. The strength of the correlation coefficient is judged in light of the rule (Cohen, 1977:79-81), as follows:

- \* Low correlation: If the value of the correlation coefficient ranges between (0.10 to 0.29).
- \* Medium correlation: If the value of the correlation coefficient ranges between (0.30 to 0.49).
- \* The correlation is strong: if the value of the correlation coefficient ranges between (0.5 to 1).

**Table (5) Testing the first main hypothesis (correlation hypothesis)**

		<b>strategic goals</b>	<b>Senior management support</b>	<b>IT Infrastructure</b>	<b>organizational infrastructure</b>	<b>critical success factors</b>
organizational excellence	Pearson Correlation	**0.539	**0.606	**0.642	**0.555	**0.633

Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
n	60	60	60	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed)

**Source:** SPSS V.28 outputs

Table (5) shows the correlation matrix that tested the first main hypothesis and the hypotheses that branched from it that there are strong positive correlations (because its value is greater than 0.50) and with significant significance at the level (1%) between the critical success factors and organizational excellence, as the correlation coefficient values reached Among the critical success factors and organizational excellence, its value was (0.633) at the level of significance (1%), and it is considered a strong relationship with the light of Cohen's rule.

At the level of dimensions, the strongest correlation was between each of the information technology infrastructure and organizational excellence, as the value of the correlation between them reached (0.642) at a significance level of (1%), and it is a strong direct relationship in light of the (Cohen) rule. Whereas, the weakest correlation was between strategic goals and organizational excellence, as the value of the correlation between them was (0.539), and it is considered a strong correlation in light of Cohen's rule.

The results obtained from Table (5) indicate the acceptance of the existence hypothesis for the first main hypothesis and its sub-hypotheses, which states that ((there is a significant correlation relationship between the critical success factors and organizational excellence)).

Testing the second main hypothesis which states (there is a significant effect of critical success factors in organizational excellence). Four sub-hypotheses were derived from it, as shown below:

- A. There is a significant effect of strategic objectives on organizational excellence.
- B. There is a significant effect of supporting senior management in organizational excellence.
- C. There is a significant effect of information technology infrastructure on organizational excellence.
- D. There is a significant effect of organizational infrastructure in organizational excellence.

**Table (6)** Estimating the relationship of simple linear regression to critical success factors in organizational excellence

dependent variable independent variable	$\beta$	$R^2$	T	organizational excellence		
				T tabular 1%	F	F tabular 1%
strategic goals	0.53	0.29	7.26		52.82	
Senior management support	0.61	0.36	8.64	2.70	74.73	7.31
IT Infrastructure	0.64	0.41	9.51		90.61	
organizational infrastructure	0.55	0.30	8.36		63.10	

**Source:** SPSS V.28 outputs

It is clear from the results of Table (6) that the regression coefficient of the success factors variable on organizational excellence is (0.63). This means that if the critical success factors change by one unit, the organizational excellence will increase by (63%), bearing in mind that the effect is significant, because the value of (t) The calculated amount (9.28) is greater than its tabular counterpart amounting to (2.70) at the level of significance (1%).

It is also noted that the critical success factors explain the percentage (40%) of the changes taking place in organizational excellence, and the remaining percentage (60%) is due to other variables outside the current research model. Note that the estimated model is significant overall, because the calculated (f) value is greater than its tabular counterpart, which is (7.31) at the level of significance (1%).

Accordingly, and based on the foregoing, the second main hypothesis is accepted, which states (there is a significant effect of critical success factors in organizational excellence).

When referring to Table (6), and for the purpose of proving the validity of the sub-hypotheses emanating from the second main hypothesis, the following becomes clear:

The first sub-hypothesis: There is a significant effect of strategic objectives on organizational excellence. Table (6) shows the following:

- A The regression coefficient reached (0.53), which means if the dimension changes by one unit, the organizational superiority variable will increase by (53%), knowing that the effect was significant because the calculated (t) value of (7.26) is higher than its tabular counterpart at the level of significance (1) %, amounting to 2.70.
- B The value of the determination coefficient (R<sup>2</sup>) is about (0.29), which means that the dimension explains about (29%) of the changes that occur in the organizational excellence, while the remaining percentage (71%) is due to other factors not within it in the current model.
- C We find that the calculated (F) value of (52.82) is higher than its tabular equivalent of (7.31) at the level of significance (1%), and accordingly we note that the estimated model is significant overall.

Therefore, the researcher infers from the analysis of the results of Table (6) the acceptance of the alternative hypothesis which states ((there is a significant effect of the strategic objectives on organizational excellence)).

Second sub-hypothesis: There is a significant effect of support for senior management in organizational excellence

Table (6) shows the following:

- A The regression coefficient was (0.61), which means if the dimension changes by one unit, the organizational superiority variable will increase by (61%), knowing that the effect was significant, because the calculated (t) value of (8.64) is higher than its tabular counterpart at the level of significance (1) %, amounting to 2.70.
- B The value of the coefficient of determination (R<sup>2</sup>) is about (0.36), which means that the dimension explains 36% of the changes that occur in organizational excellence, while the remaining percentage (64%) is due to other factors not within it in the current model.
- C We find that the calculated (F) value of (74.73) is higher than its tabular equivalent of (7.31) at the level of significance (1%), and accordingly we note that the estimated model is significant overall.

Accordingly, the researcher infers from the analysis of the results of Table (6) the acceptance of the alternative hypothesis which states ((there is a significant impact of moral significance to support senior management in organizational excellence))

The third sub-hypothesis: There is a significant effect of information technology infrastructure on organizational excellence. Table (6) shows the following:

- A The regression coefficient reached (0.64), which means if the dimension changes by one unit, the organizational superiority variable will increase by (64%), knowing that the effect was significant because the calculated (t) value of (9.51) is higher than its tabular counterpart at a significant level (1) %, amounting to 2.70.
- B The value of the determination coefficient (R<sup>2</sup>) is about (0.41), which means that the dimension explains (41%) of the changes that occur in organizational excellence, while the remaining percentage (59%) is due to other factors not within it in the current model.
- C We find that the calculated (F) value of (90.61) is higher than its tabular equivalent of (7.31) at the level of significance (1%), and accordingly we note that the estimated model is significant overall.

Therefore, the researcher infers from the analysis of the results of Table (6) the acceptance of the alternative hypothesis which states ((there is a significant effect of information technology infrastructure on organizational excellence))

Fourth sub-hypothesis: There is a significant effect of organizational infrastructure on organizational excellence. Table (6) shows the following:

- A The regression coefficient reached (0.55), which means if the dimension changes by one unit, the organizational superiority variable will increase by (55%), knowing that the effect was significant, because the calculated (t) value of (8.36) is higher than its tabular counterpart at a significant level (1) %, amounting to 2.70.
- B The value of the determination coefficient (R<sup>2</sup>) is about (0.30), and this means that the dimension explains the percentage (30%) of the changes that occur in the organizational excellence, while the remaining percentage (70%) is due to other factors not within it in the current model.
- C We find that the calculated (F) value of (63.10) is higher than its tabular equivalent of (7.31) at the level of significance (1%), and accordingly we note that the estimated model is significant overall.

Therefore, the researcher infers from analyzing the results of Table (6) the acceptance of the alternative hypothesis which states ((there is a significant effect of organizational infrastructure on organizational excellence)).

## **Conclusions and Recommendations**

### ***The conclusions***

- 1 It became clear that the critical success factors in their dimensions are available in the college under study, and this is what supported its superiority over the rest of the private colleges in Iraq.
- 2 The interest in using the critical success factors (strategic objectives, support for senior management, information technology infrastructure, and organizational infrastructure) was reflected in the achievement of organizational excellence in the college under study.
- 3 It was found that there is a strong significant effect of the critical success factors in achieving organizational excellence in the college under study.
- 4 It was found that the information technology infrastructure was more influential in

achieving organizational excellence, followed by the support of the senior management. Secondly :

### ***Recommendations***

- 1 The necessity of investing in the positive relationship between the critical success factors and the organizational excellence for the continued superiority of the college over the rest of the private colleges in Iraq.
- 2 The need to increase interest in and develop information technology infrastructures for their clear impact in achieving organizational excellence.
- 3 Increasing the support provided by the senior management in its various forms for its role in achieving the organizational excellence in the college under study.

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