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### The Impact of Strategic Cohesion on Administrative Excellence

**Thuraya Hussein Jassem**

Department of Public Administration  
College of Administration and Economics  
University of Baghdad.  
Baghdad, Iraq

[Thrythsynjasm@gmail.com](mailto:Thrythsynjasm@gmail.com)

**Adel Abdel-Wadoud Taher**

Department of Public Administration  
College of Administration and Economics  
University of Baghdad.  
Baghdad, Iraq

[adel1968aa68@gmail.com](mailto:adel1968aa68@gmail.com)

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#### Abstract:

This research aims to test the effect of strategic cohesion with its dimensions (organizational excitement, organizational casting, organizational synergy) as an independent variable on administrative excellence as a dependent variable in the Ministry of Planning, and through surveying several employees (general managers, heads of departments, and units managers). As a research community, and based on the importance of the research topic in the aforementioned research community. The researchers have adopted the descriptive-analytical using the questionnaire as the main data collection. 155 questionnaires were distributed, yet, 114 of them were retrieved and 110 were used for final statistical analysis. The researchers used the relevant standard statistical methods, for example, "(confirmative and exploratory factor analysis, coefficient of variance, and relative importance). To test the hypotheses and a number of statistical measurements based on them (SPSS, AMOS V.25)), the researchers depend on the (Kolmogorov – Smirnov test), The most prominent result is that strategic cohesion with its dimensions impact on administrative excellence. The most important recommendation is that there is a need for the Ministry of Planning to adopt strategic cohesion and focus on it to reach the excellence that the ministry seeks to reach its goals, vision, and mission.

**Paper type: Research paper.**

**Keywords:** Strategic Coherence, Administrative Excellence, Ministry of Planning

## 1.Introduction

Strategic cohesion in an organization is essential to achieve administrative excellence . It expresses the consistency of the options and components of the strategy of the organization and its functional levels. Cohesion is a distinctive element in the progress of the organization and the institution. Administrative excellence has also become a subject of wide interest and discussion by researchers. In the era of knowledge and information in particular, the research is divided into three parts. Thus, the first part focuses on the methodological lines of the research; the second part discusses the most important intellectual and applied starting points for the research; and the third part discusses the most important research results.

### 1.1 Literature review

There are many studies discussing strategic coherence, for example, Kah et al (2015) used a relationship between strategic cohesion in organizations and their available capabilities and encouraged the formulation of strategies based on quality in their work with investment funds in several countries in the Europe Continent.

Lusitania and Langley (2018) showed how to build strategic coherence collectively in the normal activities of daily organizational work, under organizational levels and across different levels. This is done through strategic planning among the medical staff in a hospital in Italy.

Al Daami (2019) found great interdependence and consistency in the strategy of the organization in question, and this is reinforced by the availability of effective leadership that is capable and based on achieving (initiatives, adapting to reality, and educating employees in them to formulate and implement the desired strategy that can be reached).

Cream (2022) encouraged and used a linkage and influence relationship between strategic cohesion by keeping it away from the organizational brilliance in the telecommunications companies in Iraq (Asia Cell, Zain Iraq, and Korek), where the link and influence were strong and coherent.

There are many studies discussing administrative excellence.

Houshi (2016) developed the level of the company's implementation of the European model and it was high. Commercial companies for the auto parts industry - EFQM can encourage employees to achieve their goals and objectives and develop their activities well.

Alhefeti et al (2019) proved and Developed the level of institutional performance and how to increase leaders' awareness of capabilities and competencies to develop, improve the quality of emiratization programs in Fujairah Municipality in the United Arab Emirates.

Hijjawia (2020) clarified and demonstrated that entrepreneurship has an impact on wise leadership and organizational excellence. In addition, visionary leadership has an impact on organizational excellence in a group of branches of the Jordanian Commercial Bank.

Fellahin (2022 ) explained the interest of the senior leadership in the university with mental alertness, which contributed significantly to institutional excellence, which occurs through administrative excellence, and employee excellence in addition to structural and strategic excellence at the University of Karbala.

The problem of this research can be summarized by answering this question: Does administrative leadership at the Ministry of Planning realize and care of the significance of impacting strategic cohesion and its impact on administrative excellence?

This research seeks to achieve a main goal, of the impact of strategic coherence on administrative excellence.

## 2. Material and Methods

After identifying the nature of the problem that the research seeks to address and diagnosing its most important goals, the analytical-descriptive approach is determined as a research design, as it is compatible with the nature of the phenomenon that the research is trying to study, and then his ideas will be based on formulating the research hypotheses and designing the special hypothetical scheme. In addition, it was identified the most important tools that will be relied upon in collecting and analyzing research data.

### 2.1 Research Tools

The research adopted the questionnaire as a main tool in collecting data. It was designed based on a set of ready-made indicators that had already been tested in successful organizations. Validity and reliability tests were used to match the nature of the local environment.

### 2.2 Data Analysis Tools

A set of measures of central tendency was used in the analytical work to measure the dimensions of the study and determine the reality of their application within the researched institution. In addition, the correlation coefficient and regression were used to discover the correlation and effects between them. Statistical measurements (SPSS-V28) and (Excel) were used to test the research hypotheses.

### 2.3 The hypothetical scheme of the research

Figure 1 shows the hypothetical model of the study that embodies the nature and idea of the research and the relationships between each of the independent variable (strategic coherence) and the dependent variable (administrative excellence) to clarify and define the hypotheses.

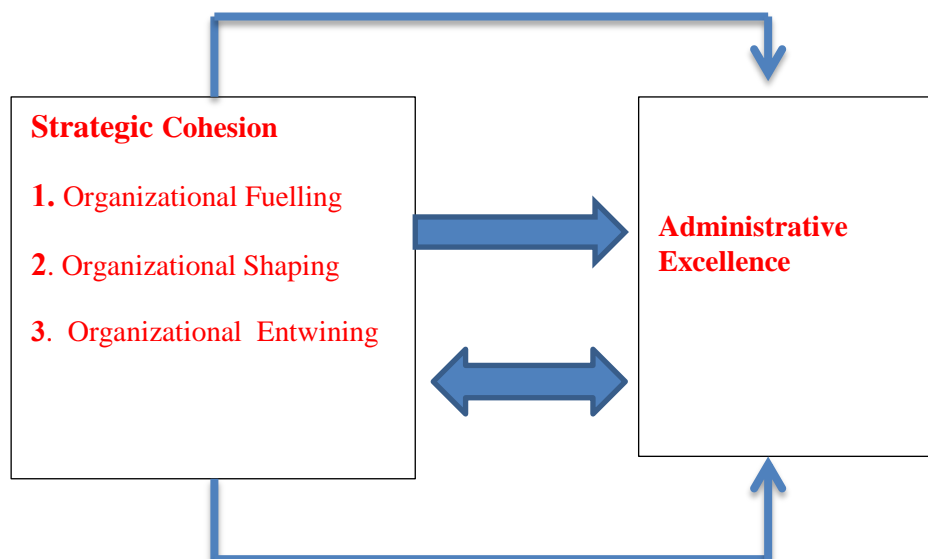


Figure 1: The hypothetical model of the study

### 2.4 The study assumptions

The first main assumption: There is a correlation at the level of (0.05) between strategic coherence and administrative excellence. The second main assumption: There is an indication effect at the level (0.05) of strategic coherence on administrative excellence.

## 2.5 the concept of strategic coherence

Strategic coherence is one of the essential things in strategic awareness and planning. Across it, the organization's departments and employees can achieve their strategic goals. Researchers have dealt with this term with similar concepts and meanings and other terms through which they referred to strategic coherence such as integration, congruence, and proportionality (Al-Abadi et al, 2016). A strategically cohesive organization is an organization that achieves the highest levels of quality through the product it provides and the service to customers so that it is free from defects and errors (Asad, 2016).

There must be a balance between market opportunities, skills, resources, values of organization members, and relationships within the organization to make it coherent (Mielcarek, 2018). There is coherence, consistency, integration, or compatibility through the departments and units of the organization. Based on this logic, "Strategic Cohesion" is understood as a system of mutually compatible meanings between those dealing with the institution, including the required organizational matters (Lusiani and Langley, 2018). Therefore, strategic cohesion is a program of compatible concepts between users about the organizational direction, that is the members' understanding on a large scale about the intended direction towards the actions to be achieved. Interest in the concept of strategic cohesion has increased due to the lack of interest in similar concepts and their dwindling (Al-Dami, 2019). It is a logical, regular, and consistent relationship for all the strategic components to achieve what it aims for and reach a sustainable competitive advantage (Karim, 2022). After examining the previous concepts, the researchers believe that strategic coherence can be defined procedurally for the current research as a set of consistent, regular, and interdependent relationships between all components of the strategy to fulfill the strategic aims that the institution aims to reach and achieve sustainability and competitive advantage that maintains its position and development compared to other organizations.

### 2.5.1 The dimensions of strategic coherence

#### 2.5.1.1 Organizational fuelling

According to Reena and Ahmed (2009), encouraging employees is an essential pillar of organizational excitement through which managers can increase their capabilities and innovations at work and advance organizational performance. Leadership is a major contribution to motivating workers (Reena and Ahmed, 2009). It is a factor of success and is important to create creativity and change. Leadership is the one that determines the position that the organization seeks to reach, and it always tries and works to motivate its members to strive to achieve a superior score performance and is associated with the reward system that the organization pursues and works with (Annamalai, 2010). Employee motivation is the extent to which employees are linked psychologically and emotionally to their organizations. It also develops and enhances self-esteem for employees to achieve the mission and goals and pushes the employee to achieve goals that go beyond the stated organizational goals (Anitha, 2014). Organizational fuelling means everything newly actions and initiatives that agree, harmonize the employees of the organization, that create the desired direction, and that signal the beginning of work with new ideas. It is generated in the different departments and destinations in the enterprise, continuous business, and orientations. Supports the strategic direction of the organization (Lusiani and Langley, 2018). It can be said that the creative stimulation and fuelling of the employee is an essential element for organizational survival in the competitive market. Organizations are constantly looking to inspire their employees to work creatively and develop creative and innovative ideas. Leadership is the main driver of organizational fuelling and innovation (Shafi and others, 2019).

### 2.5.1.2 Organizational shaping

Organizational shaping is a necessary and essential process and task in any organization, especially in production processes and knowledge of product quality, so it is a required task (Srivastava, 2010). Organizational shaping is a multi-faceted activity that depends on the recipient and the sender, the community's cultural, and linguistic backgrounds. (Musyoka and Karanja, 2014). Organizational culture describes the environment in which employees work and influences their way of thinking, behavior, and experience at work. It represents the culture of the entire organization or any group working together within that organization (Warrick, 2017). Studies have shown the importance of organizational behavior and its effectiveness in the survival of the organization which seeks to increase the awareness of workers and stimulate them to reach the desired behaviour, achieve goals, and outstanding performance (Nguyen et al., 2018). The values and principles of the enterprise are basic elements in explaining the behavior of the organization (Bo Diaf and Zaghlash, 2019).

### 2.5.1.3 Organizational Entwinning

The communication process is considered a major pillar in contributing a large part to the success of the organization and achieving its goals. The success of management depends to a large extent on the amount of understanding of the communication process. Good communication tends to motivate and encourage employees to improve performance and assists in the implementation of plans and programs (Al-Enezi, 2010). communication plays a crucial role in the formation of cohesive organizations, and according to the methods of communication used, effective communication is vital for the transfer of important information and decision-making, and good communication is an integral part of the work culture and has important in the soundness of organizational decisions (Gillespie and others, 2010). Communication as one of the available assets to the organization should be harnessed to accomplish the aims of the enterprise that lead to the establishment of bonds, whether with employees, competitors, suppliers, customers, and other audiences (Slatten and Sander, 2011).

In a world of rapid development and competitive environment, organizations should pay attention to communication and consider the most influential means (Saleem and Perveen, 2017). Communication may strengthen the worker's motivation towards his/her work, provide him/her with information, and explain instructions and directives. Therefore, most organizations strive and try hard to strengthen and enhance communication skills among workers, due to its positive effects that are reflected in the effectiveness of administrative communication (Al-Qadi, 2018). Communication as an activity carries out by a person to another through transmitting a message by which may include in the form of facts, ideas, feelings, data, and information (Kurniadi and Mahaputra, 2021).

## 2.6 The concept of administrative excellence

The management can know and invest in opportunities, develop them, accept challenges at work, and deal with crises. Managerial excellence can be defined as leaders' capabilities to invest resources, which is measured by the extent to which workers can achieve excellence in the organization (Morris, 2012). Leadership as a main engine and foundation has a major role in achieving common goals by influencing workers to cooperate and reach excellence (Khalil, 2014). Leadership is the basic relationship between the leader and the employees in the organization that allows for achieving goals based on shared values and vision (Fairholm, 2015). As a result of the waves of change and modernity in all environments in general and the Iraqi environment in particular. in the current era, the concern of excellence has become a "wide" space in the awareness and thinking of contemporary organizations (Al-Taie and Al-Qaisi, 2016). Excellence can be defined in general as a continuous development process that takes quality and continuous improvement as its approach to achieve goals to stakeholders (Al-Amri and Hussein 2018). The organizations that achieve excellence are the organizations that are interested in overcoming the difficulties and problems that hinder the process of development.

Therefore, the importance of excellence is reflected in the capabilities of the organization, including human forces, organizational culture and, organizational structure ( Ali, 2020: 211). Excellence is important in creating a new leadership to deal with challenges and problems, enable it to reach correct and sound decisions, and create an appropriate space aimed at developing the capabilities of its employees (Ismail and Rameed, 2020).

## 2.7 Descriptive analysis of research variables

### 2.7.1 The Characterization and analysis of strategic coherence

As for the independent variable, it measures strategic cohesion through three dimensions (organizational shaping, organizational fuelling, and organizational entwining) and according to the hypothetical scheme and the approved model. The sample size was 110 leaders who work at the Ministry of Planning, and after deleting three items in the confirmatory factor analysis, which led to obtain strategic coherence at a high arithmetic mean (4.11) about the consistency of the strategic choices of the ministry across its units and the functional levels of the strategy in it, as the strategic coherence obtained a standard aberration (0.325), high relative attention (82.3%), and with a proportional variation factor (7.90%) pointing to the agreement, obtaining it in the first place at the level of search variables, and its dimensions are arranged suffice to the relatively factor of difference, and as explained later:

#### A. Organizational shaping

The Department of Planning depends on organizational shaping first to reinforce its leadership types, with a tall-plane arithmetic midst (3.90) and practiced with relative attention (78%). It is concerned with all works in which meanings are arranged and analyzed towards the desired aims and how to comprehend and work on that through types of acquaintances, with a criterion aberration (0.393), with a proportional variation factor (10.10%). The level item 12 (its business is related to daily goals, strategy, and long-term planning) ranked first with a proportional variation factor (15.6%), and it is explained that the sample reached an agreement on its availability with an average of 4.23, while item 10 (improvement types of coaching in sharing with the Ministry of Higher Didacticism and Research and through its academies) come in the seventh mattress with a proportional variation factor (27.8%) and an arithmetic midst (3.62) elevated. The researchers believe, through these ratios, that the organization in question organizes multiple meanings and interprets them about the intended direction, and tries to understand these meanings and strives to do so through the areas of knowledge and interest in organizational culture as in Table 1.

**Table 1: The arithmetic midst, criterion aberration, relative attention, a proportional variation factor, and preference for the regulatory shaping dimension.**

| The dimension          | Arithmetic midst | Criterion aberration | Relative attention % | A proportional variation % | Preference |
|------------------------|------------------|----------------------|----------------------|----------------------------|------------|
| Organizational Shaping | 3.90             | 0.393                | 78                   | 10.10                      | the first  |

#### B. Organizational fuelling

The Department of Planning got the second degree in organizational fuelling when it improved strategic cohesion with a tall-plane arithmetic midst (4.27) and high relative attention (85.7%) in approving new initiatives and activities in different sections of it, by encouraging its employees and generating the intended direction of implementing the instructions within it, and solutions tend to be consistent with a criterion aberration of 0.447, and with a proportional variation factor of 10.5%. Initiatives and activities encourage new opinions and independently of the objectives strategic on the first order, with a proportional variation factor (13.80%) and an arithmetic midst (4.38), it is very high. While the last item (7) (automatically



participates in all its parts in achieving cohesion within the ministry) has a proportional variation factor (17.6%) and an arithmetic midst (4.19) at a high level. Through the above percentages, the researchers think that new ideas, initiatives, and actions that may be in different parts of the organization are being adopted and in good proportions within the organization under study as shown in Table 2.

**Table 2: The arithmetic midst, criterion aberration, relative attention, a proportional variation, and preference for the organizational fuelling dimension.**

| The dimension           | Arithmetic midst | Criterion aberration | Relative attention % | Proportional variation % | Preference |
|-------------------------|------------------|----------------------|----------------------|--------------------------|------------|
| Organizational Fuelling | 4.27             | 0.447                | 85.4                 | 10.5                     | the second |

C. In the third order, The Department of Planning adopts organizational entwining to increase strategic cohesion with a tall-plane arithmetic midst (4.17), therefore it high relative attention (83.4%), which achieves support for all interrelated works in meanings in the desired direction, and works on communication in different departments of the ministry and every trend to encourage novel initiate and activities. As the solutions tended to agree with criterion aberration of (0.472), and with a proportional variation factor (11.30%), as for the level of items (21-15), Item 16 (the ministry operates with a system of vertical communications between all administrative levels and when planning and implementing the strategy) with a proportional variation factor (14.7%) and its availability with an arithmetic midst (4.25) is very high, while the last item (20) (there is a clean work environment empty of disputes and tussle among its workers) with a proportional variation factor (24.1%), a tall-plane arithmetic midst (4.02). As shown in the above values, interest in all types of communications came in the third rank, meaning that interest in it must be strengthened and the communications that exist in different parts of the ministry, whether these communications are vertical or horizontal, upward or downward, in all directions to encourage new initiatives and ideas as shown in Table 3.

**Table 3: The arithmetic midst, criterion aberration, relative attention, a proportional variation, and preference for the organizational entwining dimension.**

| The dimension            | Arithmetic midst | Criterion aberration | Relative attention % | Proportional variation % | Preference |
|--------------------------|------------------|----------------------|----------------------|--------------------------|------------|
| Organizational Entwining | 4.17             | 0.472                | 83.4                 | 11.30                    | the third  |
| Strategic Coherence      | 4.11             | 0.325                | 82.3                 | 7.90                     |            |

### 2.7.2 The characterization and analysis of administrative excellence:

The Department of Planning tends to adopt administrative excellence in a way that improves its level of organizational excellence, with an arithmetic midst of 4.08, which is high, and with a relative attention of (81.6%). Directly on excellence, through an administrative system responsible for all directions of modern management and its development, to obtain the competitive advantages that distinguish it from the rest of the competitors, and administrative excellence, in general, obtained a criterion aberration of 0.588, a proportional variation factor (14.40%), either at items (26-22). Therefore, item 22 (the ministry's administration is excellently capable of achieving organizational effectiveness) got the first place in terms of agreement and with a proportional variation factor (12.5%) and its availability of practice motivation with an arithmetic midst (4.32) is very high, while it ranked item 26 (the administration supports participation and interaction between its human resources through decision-making) on the

fourth rank, with a proportional variation factor (14.6%) and its availability with an arithmetic midst (4.22) is very high. As shown in the above ratios, the researchers believe that the administrative excellence, capabilities, and skills that a leader can manage functional tasks in the organization and achieve organizational goals have an important role in achieving excellence and enhancing the competitive advantage of the researched organization. As shown in Table 4.

**Table 4: The arithmetic midst, criterion aberration, relative attention, a proportional variation, and preference for administrative excellence.**

| The dependent variable    | Arithmetic midst | Criterion aberration | Relative attention % | Proportional variation % |
|---------------------------|------------------|----------------------|----------------------|--------------------------|
| administrative excellence | 4.08             | 0.588                | 81.6                 | 14.4                     |

From the above tables, it is apparent that strategic coherence obtained the superior degree with a proportional variation factor (7.90%), with high relative attention (82.30%), a superior degree arithmetic midst (4.11), while it is clear that organizational shaping contributed to enhancing strategic coherence in general, while it is after organizational fuelling. Organizational entwining oriented to improve strategic coherence in the Ministry of Planning. As shown in Table values (5), accordingly, the study answered some of the issues of the study problem in terms of application.

**Table 5: Values and the arrangement of variables and their dimensions**

| Variants                  | Arithmetic midst | Criterion aberration | Proportional variation % | Relative attention % | Preference |
|---------------------------|------------------|----------------------|--------------------------|----------------------|------------|
| Strategic cohesion        | 4.11             | 0.325                | 7.90                     | 82.3                 | The first  |
| Organizational fuelling   | 4.27             | 0.447                | 10.5                     | 85.4                 | 2          |
| Organizational shaping    | 3.90             | 0.393                | 10.1                     | 78                   | 1          |
| Organizational entwining  | 4.17             | 0.472                | 11.3                     | 83.4                 | 3          |
| Administrative excellence | 4.08             | 0.588                | 14.4                     | 81.6                 | The second |

## 2.8 Hypothesis testing

### 2.8.1 Testing the first main hypothesis (the correlation between strategic cohesion and administrative excellence)

This topic aims to find out the relationships between the variables separately, and the (Pearson) factor was employed, because the research sample was more than 30 observations and the numbers and information were available, the values of the connection factor between them (1 + / -), while the relationship in its right and opposite direction is slanted in (0 <-> 0.30) weakly, from (0.30- < 0.50) average potential, from (0.50). -> 1) powerful and evident in the opinion of (Cohen, 11106: 14). Strategic cohesion can form a direct relationship with administrative discrimination (0.283\*\*), with a probability value of (0.003) as in Table (6).



**Table 6: The correlation between strategic coherence and its dimensions with administrative differentiation.**

| The dimension             | Organizational Fuelling | Organizational Shaping | Organizational Entwining | Strategic coherence |
|---------------------------|-------------------------|------------------------|--------------------------|---------------------|
| Administrative excellence | 0.283**                 | 0.008                  | 0.309**                  | 0.283**             |
|                           | 0.003                   | 0.923                  | 0.001                    | 0.003               |

### 2.8.2 Patterned the second major hypothesis, the effect of strategic coherence on administrative excellence:

Check of the supposition: The remoteness of strategic coherence influences multilateral administrative discrimination in clearer that the examined paradigm obtained the F-calculated estimate (11.416), which is higher than its tabular ratio (3.928) at a significant level (0.05), a level of liberty (109), in an addendum to having an exegesis factor (0.096), and exegesis the modified is 0.087, as the dimensions (whole strategic cohesion) it able interpret (8.7%) of the alteration that gets on the administrative discrimination, and residual the ratio (91.3%) are other alteration that was not drawer it in the sample consent to its statistics and reliable in clarifying what happens to the administrative distinction in terms of improvement due to strategic cohesion.

While there was a forthright influence of the dimension of organizational entwining in administrative discrimination with the quantity of 0.385, with the potential degree of 0.001, with a calculated (T) score of (3.379), upper than its tabular value (1.982)., freely (109) and with at a significant level (0.05), and no investment appeared in the dimension (organizational fuelling, organizational shaping) in developing administrative discrimination, and the Ministry of Planning committed itself to (organizational entwining) in developing administrative discrimination positively, and these lead to consenting the main second hypothesis (all dimensions of strategic cohesion greatly affect administrative discrimination) under the next equation:

managerial discrimination (Y) = (2.475) + 0.385 \* (organizational entwining)

**Table 7: The impact of the dimensions of strategic cohesion on administrative discrimination**

| The Independent variable |                 |                |       |       |       |       | Administrative excellence |
|--------------------------|-----------------|----------------|-------|-------|-------|-------|---------------------------|
| F P T                    | AR <sup>2</sup> | R <sup>2</sup> |       | B     | A     |       |                           |
| 11.416                   | 0.111           | 1.609          | 0.087 | 0.096 | 0.170 | 2.475 | Organizational Fuelling   |
|                          | 0.530           | 0.630          |       |       | 0.059 |       | Organizational Shaping    |
|                          | 0.001           | 3.379          |       |       | 0.385 |       | Organizational Entwining  |

The source: the output of SPSS V.28

Through this information, it is clear that the ministry can invest in modern initiatives and activities that can be in its various departments, and its employees are encouraged to find the desired direction by carrying out work in them..

### 3. Discussion of Results

- i. The research community relied on organizational shaping first to strengthen the style of its senior management, with a higher arithmetic average level (3.90) and worked with good relative interest (78%), relying on works in arrangement and interpreting the significations and in the direction they aspire to and understand these meanings and strive to accomplish this by knowledge trends path
- ii. In the second degree, the organization adopted organizational fuelling and developed strategic cohesion with an arithmetic average, high relative importance, and the investment of initiatives and modern works in all its departments, by encouraging its employees to implement activities that generate the desired direction, as the answers tend to be consistent and compatible, according to the previously mentioned ratios.
- iii. In the third degree, the ministry adopted organizational entwining , in a way that develops and encourages strategic cohesion in general, with a high arithmetic mean, and it paid attention to it at a good level about the rest of the dimensions. Which seeks to possess all interrelated and consistent procedures and harness them towards the desired direction, relying on all types of communication in the ministry under study, in each trend to reach all initiatives, modern and developed ideas and achieve sustainable competitive advantage.
- iv. The ministry sought to adopt administrative excellence to develop its level of organizational excellence, with a relatively high arithmetic average, and a high-interest rate of approximately and rely on administrative leadership responsible for all directions and development, and access to competitive advantages that outweigh the rest of the competitors. Administrative excellence in general received the attention of the organization because the leadership senior management in any organization has an active role in achieving the goals, as senior management has an effective role in improving cohesion and reaching the required differentiation to keep the organization always at the forefront.

### 4. Conclusions

- i. The Ministry of Planning has shown a very high interest in organizational fuelling, in light of its endeavor to expedite the start of initiatives and procedures that independently generate ideas of strategic objectives, as well as has the automatic participation of its joints in achieving good internal cohesion.
- ii. The Ministry of Planning strengthened its strategic cohesion with the organizational shaping by linking its activities with operational and strategic objectives, as well as developing technical and financial training activities through partnerships with the Ministry of Higher Education and Scientific Research through its universities.
- iii. The Ministry of Planning resorted to adopting high organizational entwining as a result of its work according to the system of vertical communication between the upper, middle, and lower administrative levels when the ministry formulates and implements the strategy, as well as has a fertile work environment free from conflicts and frustration among workers.
- iv. The interest of the Ministry of Planning in administrative distinction was shown to improve its level of organizational excellence resulting from the ministry's ability to achieve organizational effectiveness with distinction, as well as support the participating administration and dealing with its human resources through sound decision-making.

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## تأثير التماسك الاستراتيجي في التميز الاداري

عادل عبد الودود طاهر  
جامعة بغداد/ كلية الادارة والاقتصاد/ قسم الادارة العامة  
بغداد، العراق  
adel1968aa68@gmail.com

ثرية حسين جاسم  
جامعة بغداد/ كلية الادارة والاقتصاد/ قسم الادارة العامة  
بغداد، العراق  
Thrythsynjasm@gmail.com

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## مستخلص البحث:

يهدف هذا البحث الى اختبار تأثير التماسك الاستراتيجي و أبعاده (الإثارة التنظيمية ، السبك التنظيمي ، التظافر التنظيمي) كمتغير مستقل في التميز الإداري كمتغير تابع في وزارة التخطيط من خلال استطلاع آراء عدد من الموظفين (المدرء العامين ، ورؤساء الأقسام ، ومسؤولي الوحدات الادارية) كمجتمع للدراسة . اعتمد الباحثان المنهج الوصفي التحليلي في إجراء هذا البحث باستطلاع رأي عينة البحث وكان عددهم (155) بعد حصرهم الكامل ، وزعت عليهم (155) استبانة ، تم استرجاع (114) منها ، تم استبعاد (4) منها ، لتكون (110) صالحة للتحليل الإحصائي ، بحيث كانت العينة مقصودة ونسبية. تم توزيع استبيان كأداة رئيسية في جمع البيانات ، بالإضافة إلى المقابلات الشخصية التي أجريت كأداة ثانية تساعد في جمع البيانات ، واستخدم الباحثان عددًا من الأساليب الإحصائية ضمن البرنامج SPSS في تحليل البيانات ، منها على سبيل المثال (تحليل العامل التآكدي والاستكشافي ، والمتوسط الحسابي ، والانحراف المعياري ، ومعامل ارتباط بيرسون ، والانحدار الخطي البسيط والمتعدد) ، وواحد من أبرز النتائج التي تم التوصل إليها وجود تأثير للتماسك الاستراتيجي وأبعاده في التميز الإداري ، ومن أهم التوصيات ضرورة أن تتبنى وزارة التخطيط التماسك الاستراتيجي والتركيز عليه للوصول إلى التميز الذي تسعى إليه الوزارة للوصول إلى أهدافها ورؤيتها ورسالتها.

المصطلحات الرئيسية للبحث: التماسك الاستراتيجي ، التميز الإداري ، وزارة التخطيط