

**Reality of Management Excellence in the
General Directorates of Education in
Baghdad, Al- Rusafa Al-Ola and Al- Karkh
Al-Ola**

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تاريخ النشر	تاريخ قبول النشر	تاريخ استلام البحث
1/ 6/2023	20/ 10 /2022	12 / 6 /2022

Abstract

The objective of the research is to identify the reality of the application of the Management Excellence in the two General Directorates of Education in Baghdad, Al-Rusafa Al-ola and Al-Karkh Al- Ola. To achieve the research objective, the researcher adopted the descriptive approach by designing a questionnaire that included 5 variables (leadership, operations management, human resources, policies and strategies, relations and resources), and was verified as being valid and reliable. The research sample consisted of 80 department directors and division heads and was implemented in the year 2020-2021. The research reached a set of conclusions and recommendations. The most important conclusions are show that all items had low and close intensity. This is a significant indicator of poor interest in the Management Excellence by the two general directorates. And Last place came the variables of human resources which is the least resource and the head of intellectual property of an organization. Its construction needs a painstaking effort and a long time.

Keywords: Excellence, Management, Leadership, Human resources management

Introduction

The emergence of huge global challenges for organizations influenced their performance and changed the role of the management process from the traditional role to the use of scientific methods in the use of resources to improve performance and the level of service provided, which led them to a new challenge which is reformulate management functions in the light of new data so that they can meet the needs and desires of society and beneficiaries. In view of this challenge, the term "Management Excellence" has emerged, indicating the need to seek to capture opportunities in a decisive manner, which should be preceded by a strategic vision, clear objectives, effective planning, high commitment of personnel and adequate sources so that the organization can reach the desired level of excellence.

section I

Research methodology

1-Research Problem

The problem of research is to examine the degree to which the departments and divisions of the General Directorates of Education in Baghdad Al- Rusafa Al-Ola and Karkh Al-Ola implement standards of management excellence that are appropriate to the essence of their work, along with determining the reality of outputs that express the degree of performance of the departments.

The two departments entail to apply methods that allow them to align the achievement of their objectives and values with the upgrading of their performance to deliver services that are consistent with the needs of students and parents and achieve their satisfaction and the satisfaction of the community in its entirety. These departments serve a wide range of our students who intensely need their services.

These two general- directorates in which question face significant challenges to keep pace with developments and

investing chances resulting from changes that ensure constant optimization in the disposal of randomness and building on management's foundations and standards and interrelated and effective processes in performance planning to do business and optimize the use of available resources to reach excellence and realize the needs and satisfaction of its students concerned.

The problem of this research can be formed by the question:

- What is the reality of the application of the Management Excellence in the General Directorates of Education in Baghdad, Rusafa Al-Ola and Karkh Al-Ola

2-Research Objectives

The study achieve following objectives to determine:

- 1- Determine the degree to which the General Directorates of Education adopt the management excellence criteria.
- 2- Determine the efficacy of management excellence and its contribution to the growth of their performance .

3-Importance of the research

- 1- Excellence management is one of modern administrative topics capable of achieving competitive advantages and permanent development of the organizations performance in an environment characterized by rapid and successive changes.
- 2- The necessity to adopt a comprehensive system that comines the elements of management excellence on superior foundations that achieve efficient capacities in the face of external variables .
- 3- The success of concept of research management in results is one of the positive results in many international and regional institutions that worked on adopting and implementing this concept .

Research Delimitations

4-Research Delimitations

-Spatial limits: Directors of departments and Heads of Divisions in the General Directorates of Education, Baghdad,

Rusafa Al-ola and Karkh Al-ola.

-Time limits: 1/10/2020- 1/10/2021

4- Definition of terms

-Excellence is defined as follow:

- Superiority and increased success compared to others: It also indicates that the person and organization possess a talent or characteristic that makes it positively and admirably different from others. (El-Rub, 2013: 114)
- Planned organizational efforts aimed at achieving permanent competitive advantages for the organization (Zayed, 2005:6)

6-Operational Definition

Uniqueness, excellence and ability to excel and regenerate, which is a fundamental working method and a requirement of the organization, whether productive or service, enables it to proceed and keep being in the first, evolve and compete in the second.

7-Management Excellence:

- A management philosophy and a comprehensive introduction to management based on the principle of maximizing the utilization of the resources available to the Organization in the best possible ways in order to enable the Organization to become one of the best organizations in its field of activity and to add positive benefits to all stakeholders, internal and external clients, employees, and society (Mubarak, 2013:56).
- The ability to harmonize and coordinate all components and segments of the organization and to process them in complementarity and coherence to obtain the maximum effectiveness ratios and to reach a distinct level of output that satisfies all parties of the organization (3:2001, Okland).
- **Operational definition:** A comprehensive management

philosophy based on the optimal investment of the resources achievable to the Organization by the most possible means in order to maximize its resources and enable it to reach advanced ranks compared to similar organizations and add positive value to it and provide the best service to its beneficiaries, employees and the community.

Section II

Theoretical framework

Concept of management excellence

First, the differences between the terms; Management excellence, Performance Excellence, Organizational Excellence and sustainable excellence should be identified. Performance Excellence focuses on the performance of the worker and his or her assigned tasks, to the best of his or her ability. Management Excellence is a comprehensive philosophy that the management believes in and practices in all its activities, whether they be inputs, outputs or feedback. Organizational excellence is that the management of the organization enables the principle of excellence and that is reflected in the performance of employees, that is, the focus on all processes and results, which is the result of the Management Excellence continuous sustainable excellence in application to an organization that maintains itself in an ideal state of success, profitability and competition for a long time and can harmonize with the variables of the internal and external environment (Ionica & Baleanu, 2010: 126). It is the view of some that the concept of Performance Excellence is synonymous with high and superior performance. This is inaccurate and unacceptable in theory and practice because Performance Excellence is an individual-level conceptual structure, while high performance and superior performance have conceptual structures that reflect the organization's level (Fatlawi, 2012: 122). The difference between management

excellence and excellence of the business is that management excellence is intended to be professional in the management of the organization's activities, which enables it to obtain a degree of efficiency and effectiveness. Business excellence means the organization use a set of principles and tools for quality management, continuous improvement, customer focus and meeting stakeholders' expectations (Verboncu et al., 2011: 5). Organizational excellence applies to public sector organizations while business excellence applies to private sector organizations (Al-Dhaafri & et al., 2013: 75). In this direction, excellence is reflected as a modern management philosophy that came as an inevitable result of the evolution of intellectual theses in the outlook on the Organization's condition and its promise as an imperative required by the current environment (Shawki, 2010: 21), which led to its placement on top of knowledge as a comprehensive and holistic concept that is indivisible, meaning that the distinguished organization in All aspects and not one side without the other (Al-Qarza'i, 2018: 19)

Elements of management excellence

- 1- **Leadership:** Performance Excellence is related to the availability of leadership initiatives and capabilities with a high level of creativity and innovation (Youssef, 2007: 33). It is the most critical factor in the Management Excellence (Al-Dhaafri et al., 2013: 77). In the educational environment, leadership should show workers its future vision to be able to participate in the formulation of the process of development, learning and creativity by introducing new ideas for excellence.
- 2- **Human resources management:** Performance Excellence is closely related to the human factor, since normal performance can be transformed into performance excellence, which can be considered a

human phenomenon and thus the human resource is the inspiration for performance excellence (Lynda, 2005: 18). The organization should adopt a range of effective measures to implement management excellence, including guiding workers to achieve performance excellence. and workers should be responsible, loyal and flexible towards change as well as working together and confronting uncertainty and ambiguity in the external environment. Human resources management should therefore adopt a certain set of practices, such as allowing staff to participate in the Organization's management and performance appraisal, as well as linking incentives to performance excellence. (Al Abadi, 2007: 98-99)

- 3- **Operations Management:** Operations Management is characterized by a series of tools and techniques to improve the performance and integration of operations throughout the Organization, as the Organization's performance depends on it. If the operations are late, they are late. And it is an essential element in the design of organizational structure, continuous improvement of problem solving, maximization of returns and adoption of best practices to achieve the best satisfaction of the beneficiaries of the organization in other words, the operations concerned with systemic management, measurement and analysis of all multifunctional operations and delegation of authority (Lee & Dale, 1998: 216).
- 4- **Relations and resources:** Emphasis should be placed on the degree of their integration into various management excellence activities. Participation and relationships contribute to the acquisition of new skills for workers understanding the importance, management and contribution of quality control. Contribution of quality control is in three aspects: task forces, workers'

proposals, and employees' commitment. (Jurran & Gryna, 1993: 410) The Management Excellence also resorts to planning and managing internal and external relations in order to support policies and strategies and mobilize resources that meet the Organization's ongoing and future needs, society and the environment (Marrewijk, 2004: 95) as well as utilization of physical resources and improvement of management information system techniques (Sanch et al, 2006: 60).

- 5- Focus on beneficiaries:** The key to achieving quality and excellence is to maintain a strong relationship with those who are exempt from the organization's services so that they can accurately identify their needs and desires and receive feedback from them about their success in meeting their needs and desires (Flynn, et al., 1994: 339).

Dimensions of management excellence

First dimension: All the management's actions and decisions and the systems and processes it adopts should be distinguished in other words by the superior quality in which there is no room for error or deviation and create the real opportunity to do the work right from the first time.

Second dimension: Achieving unprecedented results that outperform its competitors and itself compared to its previous results through the use of the concept of learning (Peaceful, 2002: 80).

Requirements for the application of the Management Excellence

- 1- An integrated strategic plan that incorporates the organization's future directions and should contain the necessary elements (mission, vision, values, objectives, strategy, long and short-term objectives, plans).
- 2- An integrated set of rules that control and regulate the

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- activity of the business and guide it to higher performance standards.
- 3- Flexible horizontal organizational structures adapted to performance requirements, scalable and adaptable to the Organization's external and internal changes and challenges.
 - 4- A sophisticated comprehensive quality assurance system in which process analysis mechanisms are determined and not to define quality specifications and requirements.
 - 5- Preparing and developing human resources and evaluating their efficiency.
 - 6- An integrated information system to assist the Organization's decision-making and performance assessment processes (results and achievements)
 - 7- Effective leadership should provide the essential standards for implementing strategies, plans, policies, decision-making, values, and ethics in order to attain excellence.
 - 8- An integrated system for evaluating employees as individuals or task forces, strategic business units and Organizational performance for the purpose of evaluating and measuring achievements in relation to the objectives and expressions of performance (Al-Sulmiu, 2014:257).
 - 9- Effective systems to stimulate, support and empower workers so as to contribute to achieving target performance rates with minimal time and cost and to allow competitive superiority over other competing counterparts.
 - 10- Self-evaluation of the organization so as to identify opportunities for success and excellence, identify threats and distance from them or identify mechanisms for dealing with them within the limits of the least damages and gains.

- 11- Building an ethical constitution that defines the framework of values, patterns and standards to be dealt with by the organization's employees at all levels, as well as adopting ethical practices when dealing with stakeholders, especially clients, suppliers, financial owners and others.
- 12- The organization fulfills its social responsibilities towards its employees and clients, especially with regard to maintaining environmental standards.
- 13- Adopting a culture of excellence, creativity and innovation within the organization so that employees can come up with ideas and suggestions that will lead to new products and services or better performance of existing products (Porter & Tanner, 2004, 6-7).

Relationship between Total Quality Management and Management excellence

Excellence is an important tool to help organizations, especially as they operate in a changing external environment in which competitors grapple and an internal environment in which working conditions fluctuate. As continuous improvement and continuous development have become one of the most important features of the organization's continuity and success, it has been shown in recent decades that many organizations are going to adopt the concept of total quality management as a means of developing performance excellence. Particularly in-service organizations, since an important aspect of their output is intangible and incompatible with the principle of reprocessing performance deficiencies is supposed to be correct from the first time, and this is consistent with quality mechanisms (Mahjoub, 2005: 24).

Many researchers and academics have addressed the links between management excellence and total quality

management in different forms that can be indicated according to the following categories:

Some writers closely link the Management Excellence with the total quality management, the formula:

"Management Excellence = total quality management (Kanji,2002: 1).

Two other researchers noted that management excellence is the results achieved from the successful application of total quality management in the sense that excellence is the post-implementation phase of total quality management, and portrayed excellence as a last stage in the evolution of the quality concept and represented the total quality management base of management excellence (Youssef, 2007: 3). Some authors dealt with comparison from a different perspective, with some referring to total quality management that is not comprehensive because it focuses solely on the customer and neglects the beneficiaries (suppliers, clients, employees, advisers), adding that its continued development focused on eliminating production defects or providing service, but was supposed to focus on additional improvement that added value, and that planning in total quality management was limited to progress from the current place to the target place, but reverse planning was supposed to be from the target to the current (Kanji, 2002: 6).

While some researchers pointed out that the organization's excellence in applying TQM depends on competitors using themselves for the same concept, the increased use of TQM applications reduces the excellence of results achieved (Hendricks & Singhal, 2001: 18)

Some authors also refers to the philosophy of TQM that embraces the concept of progressive continuous improvement and sometimes requires a period of time to achieve results, taking a long time to apply and reap results (Al-Rasheed, 2004: 24).

From the above, there is no agreement between researchers

and administrators in determining which is best for the organization to use total quality management or management excellence, but both models have a prominent role in achieving continuous improvement. The Management Excellence is complementary to total quality management by using the same mechanisms in achieving excellence in outputs.

Section III

Research Procedures

The following techniques were performed in order to fulfill the research objectives:

- 1- Selecting a suitable sample from the research population: The population consists of the directors of departments and heads of divisions in the two general directorates of education in Baghdad, Karkh Al-ola and Karkh Al-ola under the Ministry of Education.
- 2- Building a valid and reliable tool with which to recognize the realities of management excellence.
- 3- Making use of proper statistical methods.

Research sample:

The precise identification of the research sample is critical in order to move towards the primary objective of the research. Therefore, the sample of the study involved the taking of opinions of 15 department directors from each directorate to bring the total number 30 directors and 25 heads of a division from each directorate so that the total number would be 50 head of a division, they were chosen randomly as shown in Table 1.

Table 1. Sample preparation

Governorate	Department Directors	Division Heads
Baghdad/Rusafa Al-ola	15	25
Baghdad/Karkh Al-ola	15	25
Total	30	50

Research methodology

The researcher used the descriptive method, which is one of the research methods used in educational research and focuses on describing what is currently happening in the educational process, knowing that it is not limited to data collection and tabulation, but rather includes a measure of data interpretation and significance.

Research tool

To obtain a comprehensive and in-depth analysis of the research topic, a questionnaire was used to identify the perspectives of a sample of department directors and division heads, to identify the problem's priorities and the critical variables that require more attention, and to collect data and information. The basis for data collecting was:

- **Closed questionnaire:** - As preparing some of the items outlined in the closed questionnaire, the literature and studies related to the topic were relied upon.

The questionnaire included an introduction stating the name of the research and instructions for answering its items. The questionnaire also included 37 items distributed over five variables. The first was dedicated to leadership questions, the second to strategies and policies, the third to operations management, the fourth to human resources, and the fifth to relations and resources.

The questions were distributed according to the principal variables, with the first variables including 7 questions, the second variables containing 7 questions, the third variables containing 6 questions, the fourth domain variables containing

7 questions, and the fifth variable containing 9 questions.

Validity and Reliability:

There are multiple ways and means of finding validity. The researcher used face validity to determine the validity of the questionnaire items by showing the tool to a sample of competent arbitrators¹. The items that obtained their consent were adopted after the amendments they proposed to the questionnaire items.

To confirm the validity and reliability of the questionnaire's answers, they were subjected to additional test aimed at ensuring the correctness and transparency of the data received from the questionnaire:

1- **Reliability:** Reliability is an excellent and widely utilized method of testing. It implies getting the same findings if the questionnaire is redistributed to the same sample under comparable conditions. For which Test-Retest Method was used:

- Test-Retest Method: The questionnaire was provided to a random sample of 10 department heads and 20 division heads from the study population 15 days later, the questionnaire was redistributed to the same sample, and the correlation coefficient between the two responses was 0.84 when calculated. This ratio suggests that the two responses are very reliable.

2- **Validity:** The root of the reliability coefficient which is calculated as follows:

$$\text{Validity: } \sqrt{\text{reliability}}$$

Since the reliability factor found under the test-retest method

¹ Arbitrators' names

- Dr. Mohamed Abdel Hassan
- Dr. Ashwaq Abdul Hassan
- Dr. Bushra Abdel Kazem

is 0.84, the validity of the questionnaire is 0.92. This is a high and good validity ratio.

3- **Distribution and collection of the questionnaire:** After ensuring the questionnaire's validity and reliability, it was circulated in the study's target locations. Distribution and collection took three months, with 900 questionnaires distributed and collected, resulting in a very high response rate (100 percent).

STATISTICAL MEANS

The responses of the research sample were analyzed using the following statistical methods:

- 1- Weighted mean =
- 2- Relative Weight = weighted average \times 100
- 3- Pearson correlation coefficient to find the reliability coefficient.

$$r = \frac{n \sum xy - (\sum x) (\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

$$X = \frac{\sum_{i=1}^n w_i x_i}{\sum_{i=1}^n w_i}$$

Section IV

Data Analysis and Presentation

This chapter aims at presenting, evaluating and analyzing data based on the responses of the research sample to get a real view of the application of management excellence by the two General Directorates of Education in Baghdad Rusafa Al-ola and Karkh Al-ola, as well as determining the most influential domains to prioritize them when suggesting solutions. The following is an analysis of the responses according to the main domains:

1. LEADERSHIP

This domain includes 7 items and is a significant domain. If there is no support of the senior leadership, excellence lacks its intrinsic value and effectiveness. From the analysis of the

total sample answers, the results of all items consisting of the domain in a weighted mean (1.34-2.2) to two relative weights (44.58-73.3% %). The order of the items is presented in Table (2).

Table 2. Weighted Mean and Relative Weight of leadership

Item Order	Item Number	Items	Weighted Mean	Relative Weight
1	2	Periodically reviewing systems and instructions	2.2	73.3
2	7	Smooth communication between different administrative levels	2.1	70
3	4	Clear specific measures in selecting leadership (efficiency, certificate, experience, etc.)	2	67
4	3	Task forces are encouraged to perform tasks	2	66.7
5	1	Rewarding workers for their excellent achievements	1.5	50
6	6	Maintaining excellent relationships with the beneficiaries of its services	1.4	46.7
7	5	Continuous clarification of its mission and vision	1.34	44.58

2. Strategies and policies

This domain consists of 7 items and is an important domain of excellence for the success of the organization. The analysis of the overall sample answers ranged from (1.4-2.42) to the relative weights limited between (48%-81%). The order of the items is illustrated in table 3.

Table 3. Weighted Mean and Relative Weight of the Domain Strategies and Policies

Item Order	Item Number	Items	Weighted Mean	Relative Weight
1	6	The General Directorate has a department for educational planning and development	2.42	81
2	2	Adopting approved and documented strategies/policies	2.28	75.3
3	7	Continuous dissemination of strategies/policies to its departments, divisions and schools	2.11	70.42
4	4	Strategies/policies are formulated according to the needs of its beneficiaries (community, students, employees)	1.9	63
5	3	Adapting strategies/policies to users' future needs	1.8	60
6	1	Strategies/policies align with internal and external environmental changes	1.7	55
7	5	Continuous reviews of strategies/policies towards continuous improvement practices	1.4	48

3. Operations management

This domain included 6 items. Table 4 shows that the highest weighted mean is 2.43 and the relative weight is (80-83). The lowest weighted mean is 1.38 and the relative weight is (45.8). This indicates that operations management in the two research

directorates is done on an average.

Table 4. Weighted mean and relative weight of operations management

Items Order	Item Number	Items	Weighted Mean	Relative Weight
1	8	Clear distribution of powers and responsibilities	2.43	80.83
2	6	Key processes are designed in a documented, clear and systematic manner	2.43	68
3	4	Adopting the standards of total quality management and excellence in its operations	1.9	65.42
4	3	Prioritize operations according to beneficiaries' needs and wishes	1.9	64.58
5	2	Take advantage of the experiences of other general directorates to develop their services	1.8	60
6	7	Use of scientific standards in performance evaluation	1.66	55.42
7	5	Benefit from feedback in work development	1.46	48.75
8	1	Adding new processes to develop its services according to the needs of the environment	1.38	45.8

4. Human resources

This variable consists of 7 items, and as shown in Table 5, the weighted arithmetic mean of the answers of the researched sample ranged between (1.36 2.3) and two relative weights

ranged between (45.42%-77.8%). All items have similar degrees of intensity, and this indicates that they are interrelated causes, which reduce the effectiveness of human resources in achieving excellence.

Table 5. Weighted Mean and relative weight show human resources

Item Order	Item Number	Items	Weighted Mean	Relative Weight
1	3	The instructions issued are clear and specific	2.3	77.8
2	7	Job descriptions consistent with the nature of the tasks assigned	1.89	63
3	6	Paying attention to the humanitarian aspects of employees	1.74	58
4	4	Use of appropriate performance standards in the evaluation	1.64	54.58
5	2	Training programmes for staff to develop their skills	1.58	52.5
6	1	Empowerment to increase the streamlining of work	1.48	49.58
7	5	Staff preparation is commensurate with the size of the tasks	1.36	45.42

5. Relations and resources

This domain consists of (9) items, the answers of the sample indicated that the most significant item in the area of relations and resources is (possessing adequate databases that can be easily consulted) and obtaining a weighted mean of 2.2 and a relative weight of 73.8. Last place came the item (Communication with global educational organizations (such as UNESCO, ALESCO, UNICEF), obtained a weighted mean

1.3 and a relative weight 43.8 and, among them, the rest of the items, as presented in table 6.

Table 6. Weighted mean and centennial weight illustrate relations and resources

Items Order	Item Number	Items	Weighted Mean	Relative Weight
1	6	Possessing adequate databases that can be easily consulted	2.2	73.8
2	9	Permanent communication with students and their parents	2.1	70
3	2	Taking advantage of civil society groups' ability to aid the educational process	2.1	68.8
4	8	Budget for the geographical area of the Directorate-General is sufficient	2	68
5	1	Communicating with different parts of society	1.9	65.8
6	4	Communicating with other General Directorates continuously	1.7	56.7
7	3	Having modern means of communication between departments and divisions	1.5	49
8	5	Using the web page to provide beneficiaries' services	1.3	45
9	7	Communication with global educational organizations (such as UNESCO, ALESCO, UNICEF)	1.3	43.8

It is noticed from the analysis of degrees of intensity that all the items have low intensity degrees and relative weights, and this indicates a decrease in the application of management

excellence, and this is shown in Table (7).

Table 7. Weighted Mean and the relative weight distributed according to the main domains

Items Order	Rank	Main Domains	Weighted Mean	Relative Weight
1	2	Strategies and Policies	2.04	67.45
2	3	Operations Management	1.82	61.1
3	5	Relations and Resources	1.79	60.1
4	1	Leadership	1.79	59.75
5	4	Human Resources	1.71	55

Section V

Conclusions and recommendations

First: Conclusions

- 1- Answers of the research sample show that all items had low and close intensity. This is a significant indicator of poor interest in the Management Excellence by the two general directorates.
- 2- Last place came the domain of human resources which is the least resource and the head of intellectual property of an organization. Its construction needs a painstaking effort and a long time. This is a testament to their neglect of the most important resource of excellence in its work, staff, which influences the satisfaction of this vital segment and affects their work.
- 3- Leadership is ranked penultimate and means poor leadership interest in managing excellence.
- 4- Lack of communication with international educational organizations (such as UNESCO, ALESCO, UNICEF), which misses important opportunities to refine ideas and keep abreast of global developments.
- 5- Weakness in the use of electronic means of communication in identifying problems as well as identifying the most important proposals of key partners in the development of

the organization's performance.

- 6- Weak objective criteria in recruiting and evaluating employees allowing patronage and medium in selecting and motivating workers to work.
- 7- There is a deficiency in the adoption and dissemination of innovative positive behaviors among employees, as there is a weakness in the adoption and dissemination of privileged positive behaviors.
- 8- Poor attention to staff satisfaction, as well as staff's lack of involvement in the planning process.
- 9- The lack of an effective management system with rewarding incentives and team spirit, as well as clear standers in staff selection and recruitment.

Second: Recommendations

- 1- Building a community partnership: the two general directorates must concentrate on meeting the requirements of shared stakeholders (pupils, students, parents, society, relevant ministries).
- 2- Working in the spirit of the team and help employees to participate in the changes to the best and in the decision-making process, adopt inventive ideas and solve problems.
- 3- Employing people who are qualified for the job and have the proper wage and bonuses, as well as laws that assist manage and enhance performance, avoid overlap or redundancy in choices and working methods.
- 4- Paying attention to information and communications systems through constant upgrading of information technology systems to provide a continuous flow of information across all departments and simple and continuous contact between employees.
- 5- Encouraging workers to innovate and create in order to strengthen their loyalty and sense of belonging by believing in progress and change in the service of work.

- 6- Consolidating clear rules and amending them when circumstances change, particularly in the event of abrupt changes in the internal and external environment, with top management encouraging employees to offer suggestions for increasing performance and excellence.
- 7- Paying attention to senior management's capabilities and skills, because selecting managers requires objective, clear, and stated criteria, the most important of which are fluency, flexibility, and automaticity, and the manager's ability to form visions, formulate strategic objectives, and assess future variables.
- 8- Enhancing excellent management practices and linking them to material and moral incentives as senior management can honor employees based on their performance excellence or creative new ideas.
- 9- Adhering to ethical methodologies towards society by meeting its requirements, expectations and needs, as well as participating in sports, cultural, environmental, human and health activities by developing a systematic and clear plan for these social activities

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