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Article

The Role of Organizational Mindfulness in Enhancing Organizational Excellence: An Analytical Study of the Opinions of a Sample of Employees in the Al-Hawija Education Department

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Abstract: The research sought to determine the importance of organizational mindfulness in promoting organizational excellence at Al-Hawija Education Department. The descriptive-analytical methodology was followed with data collection, data analysis, and tabulation, whereby a primary data collection tool, a questionnaire, will be used. The study population consisted of administrators of the Al-Hawija Education Department, who were used as the current study population with the selection of a random sample of (155) individuals. The research came out with a general conclusion that organizational mindfulness is a major factor that contributes to organizational excellence and with an impact rate of 26 on all its dimensions. In this regard, the study suggests the need to delve into the environment, follow the events and developments and capitalize on them in a way that improves the position of the organization.

Keywords: Organizational Mindfulness, Organizational Excellence, Leadership Excellence, Knowledge Excellence, Service Excellence, Al-Hawija Education Directorate.

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1. Introduction

The concept of change has become common and characteristic of organizational work. As such, the current organizational environment is volatile with a myriad of challenges encountered by most organizations on a daily basis, the most notable of which include globalization, rapid advancement of technology, introduction of new visions and trends within the workforce, social change, and various economic and political fluctuations. All these have certainly forced the organizational managements not to sit back and watch as the challenges facing them continue to increase. This means that survival has become a strategic goal to every organization. This has led to pressures that accentuate the need to be mindful to the organization, which has the power to react to the circumstances, adjust to the environment around it and generate a state of compatibility, and equilibrium by restructuring the organizational structure, operations, and different functional domains to gain excellence in the business world.

Furthermore, organizational excellence is one of the principal goals that organizations are aimed to attain as part of their plans and strategies because it increases their sustainability and allows them to perform better than their competitors. In accordance with the above significance,

this field study is an embodiment of examining the role of organizational mindfulness in organizational excellence in response to one of the most important challenges that business organizations face. As a result of these changes, society has placed an obligation on all organizations to strive towards excellence both at the individual and collective level, whereby it is important to develop certain standards to be adopted as part of the improvement and development processes in organizations in order to achieve organizational excellence.

2. The Scientific Methodology of the Study

First: Research Problem

The modern organization has abnormal challenges due to the transformation of knowledge, scientific advancement, interconnection, as well as complexity, which have been experienced in numerous facets of the economic, social, and cultural lives. This is because social and psychological changes that are brought about affect individuals and the society at large. Many employees require greater attention in their work due to a lack of connection with the present moment, which has prompted the need to pause and reflect on discovering ways to enhance awareness and attention while reducing states of distraction and mental wandering. This can be achieved through focusing on organizational mindfulness, which is based on bringing the mind to the present, freeing individuals from burdens that weigh on them physically and psychologically, enhancing their thinking, expanding self-openness, and reducing anxiety and stress to some extent.

Moreover, organizational mindfulness is utilized to achieve organizational excellence, which represents the backbone of organizational work. This, in turn, has an impact on the organization in general and on organizational excellence in particular, as these risks hinder the achievement of the objectives set by the organization.

Based on the needs of organizations for such studies, which are considered a primary cornerstone in the researched field, and the exploratory study that was conducted to help diagnose the research problem, it is evident that the responsibilities placed on individuals expose them to physical and psychological pressures, making it necessary for them to practice organizational mindfulness to achieve organizational excellence. From this context, the research problem emerged, raising the following question:

What is the role of organizational mindfulness in achieving organizational excellence?

From this main question, several sub-questions arise that the study seeks to answer, as follows:

1. To what extent is organizational mindfulness, in its various dimensions, available within the researched organization?
2. In what degree is organizational mindfulness in its different aspects, evident in the studied organization? (Note: This seems to be the same question as the first question; you might want to explain whether a different dimension was being addressed).
3. What benefit does organizational mindfulness have in promoting organizational excellence?

Second: Significance of the Study

The research is important due to the variables (organizational mindfulness in achieving organizational excellence). The study is relevant as it will provide the theoretical frameworks of the study variables as follows:

1. Illuminating the present position of organizational mindfulness in the organization under study.
2. Demonstrating the significance of organizational mindfulness and its ability to make the organization see and interpret the external and internal environment.
3. The purpose of the research is to assess the variable of the organizational excellence and identify the level of the same in the research organization.
4. Its relevance is based on the field problem addressed in the study, which is the variables embodied in the organizational mindfulness in the realization of organizational excellence

under the administrative sciences. The research on such variables helps in informing the researchers on how to offer a modern outlook of such variables.

Third: Objectives of the Study

Judging by the research problem and its relevance, the primary purpose of the conducted research is to investigate the concept of organizational mindfulness and the way it contributes to the attainment of organizational excellence in business organizations.

In addition, the study includes the following specific objectives:

1. To determine the level of presence of the dimensions of organizational mindfulness in the organization studied.
2. To establish how far the dimensions of organizational excellence are accessible in the studied organization.
3. To determine the degree to which organizational mindfulness in its many aspects can help the organization to improve its excellence in the organization under study.

Fourth: The Hypothetical Framework of the Study

The hypothetic framework is a guide towards the drawing of hypotheses and on the formulation of the connections between the variables of the study. On this basis, the hypothetical framework was developed according to the research problem and its objectives to describe the relationship between the variables of the study.

In this study, **organizational mindfulness** serves as the independent variable, relying on the works of Al-Shami, Al-Shilma & Al-Bayati, 2022; Lee et al., 2022), with the dimensions classified accordingly [1], [2]. The **dependent variable** is **organizational excellence**, based on [3], [4].

The hypothetical framework can be illustrated as follows:

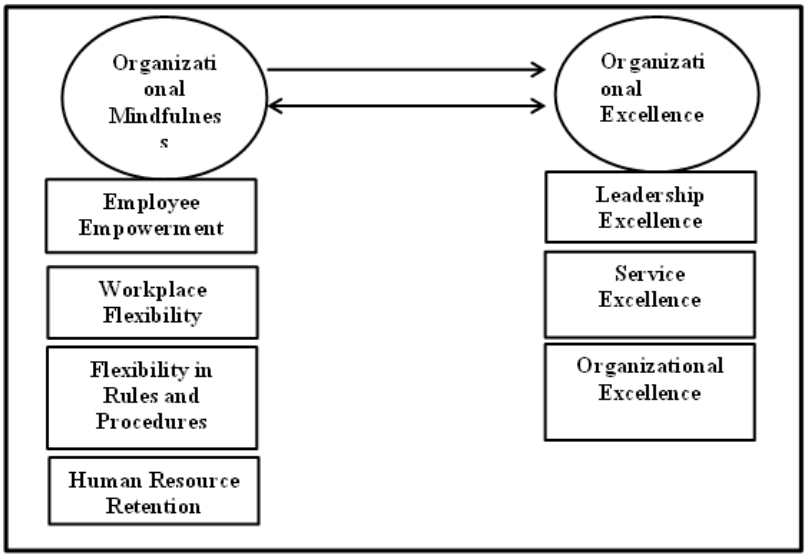

Figure 1. The Hypothetical Framework of the Study.

Source: Prepared by the Researchers

Based on the hypothetical framework above, the following main hypotheses can be derived:

1. **Main Hypothesis 1 (Ha1):** Organizational mindfulness, in its various dimensions, is present in the Al-Hawija Education Directorate.
2. **Main Hypothesis 2 (Ha2):** Organizational excellence, in its various dimensions, is present in the Al-Hawija Education Directorate.
3. **Main Hypothesis 3 (Ha3):** There is a significant positive effect of organizational mindfulness, in its various dimensions, on enhancing organizational excellence in the Al-Hawija Education Directorate.

3. Theoretical Framework

Section One

Organizational Mindfulness

First: The Concept of Organizational Mindfulness

Mindfulness has a Latin root of Veille meaning to be alert with regard to both the individual and organization. Therefore when an organization is cognizant of the changes and trends that are happening in the surrounding environment then it can be said to be mindful. This consciousness makes it able to be decisive and make right decisions and take the right actions at the appropriate time. Mindfulness can be described as the quest towards organizations keeping knowledgeable on both internal and external organizational variables. It is a single concept, which embraces different types of vigilance which include commercial, technological, environmental and strategic vigilance. It aims at capturing opportunities and shunning risks in potential predictive ways.

Organizational mindfulness can be described as the art of discovering, gathering, giving, and preserving information and cues in the context of law, rules, and morals. This process informs the organization at all levels of profitability and helps guide future technological, commercial, environmental, and strategic business decisions, in addition to protecting the present and preparing for potential competitor attacks.

It can be said that organizational mindfulness reflects a company's willingness and ability to observe and capture distinctive details about its environments in order to continuously improve and differentiate based on the most recent experiences and to understand unexpected events through details. This means that mindful companies can detect more precise signals from data, information, and reality, interpreting them as related to significant phenomena. Accordingly, organizational mindfulness may help companies identify potential opportunities, realize them, and respond appropriately [2].

view organizational mindfulness as the attention and awareness of the recipient to external events and experiences (such as sounds) as well as internal experiences (such as emotions) [5]. Zhang et al. (2013, p. 433) stated that it is the matter of the present (the presence factor) awareness and attention accompanied by a free attitude towards the current events and experiences (the acceptance factor) [6].

Organizational mindfulness is described as a continuous process of assessing and updating expectations based on current data, with the aim of fostering innovation, preparing for the future, and improving performance [1]. Based on the above, the researcher believes that organizational mindfulness can be defined as an organization's ability to monitor, collect, analyze, and interpret internal and external information and signals related to its environment, with the aim of anticipating opportunities and threats and making effective decisions in a timely manner.

Second: The Importance of Organizational Mindfulness

Organizational mindfulness and a mindful organization are critically important when task interdependence is high rather than low. Low interdependence between tasks makes the demanding work of organizational mindfulness and a mindful organization less necessary, as decisions and actions do not need to be strictly consistent and coordinated. It is worth noting that the original theories and principles of organizational mindfulness are derived from highly interdependent work among human rights employees. Accordingly, organizational size may similarly affect organizational mindfulness and a mindful organization, and both may appear and persist more easily in smaller organizations [7].

Furthermore emphasized a set of points, which include the following [8], :

1. Organizational mindfulness helps provide cues about what the organization expects, including rewards, support, adaptation, and improvisation with senior management, aligning these across all organizational levels through middle management, and implementing them effectively in frontline operations that are well executed and managed.
2. Organizational mindfulness contributes to building collaborative relationships by enhancing individual awareness among organization members, helping them gain an objective perspective even in stressful situations. This can facilitate communication among individuals in such contexts and support consideration of expertise.
3. Organizational mindfulness can help in the early identification and adoption of novel and

alternative perspectives and this way the organization can look at situations with a new angle instead of viewing them as predetermined versions and responding in an impulsive manner.

4. The more the organization is mindful, the more satisfied individuals will be with their job in the team working to achieve success because people might be more ready to work hard, study the crisis, and be ready to it. The concept of personal awareness in creating commitment and flexibility is affirmed.

Third: Dimensions of Organizational Mindfulness

Upon reviewing previous studies and literature the researcher found out that the majority of studies on organizational mindfulness were based on some dimensions [1], [2]. The researcher however will consider other dimensions in this study that are considered to have a core influence and a major role in the sustainability of organizational excellence, responsiveness to emerging challenges and changes and responding to sudden changes and unpredictable events.

The researcher relies on four dimensions of organizational mindfulness in this study, namely: **Employee Empowerment, Workplace Flexibility, Human Resource Retention, and Flexibility in Rules and Procedures**.

1. Employee Empowerment

Empowerment has been described as a potent means of enhancing performance in the organization and boosting employee satisfaction. Nevertheless, it should be used with caution and considerations, including the issues it will encounter. Empowerment has also been defined as delegation of power by the senior management to the employees as a way of making them more involved in decision making and improve the organizational performance .

Empowerment is important for both employees and their organizations; when employees feel empowered, they exhibit more positive attitudes toward work and job satisfaction [9]. Employee empowerment is defined as the process of enabling and encouraging employees to take initiative and make decisions that help shape the direction of their work, either individually or as part of a team. It involves providing employees with the tools, knowledge, and authority to utilize their skills and capabilities to make decisions independently within their organizations.

It can also be seen as a strategy that encourages employees, allowing them to control their work and influence decisions within the company, which increases autonomy, job satisfaction, and performance. Empowerment is reflected in the organization granting employees the freedom to access the information they need to perform their tasks, as well as fostering a sense of loyalty and attachment to the organization [10].

2. Workplace Flexibility

The notion of workplace flexibility describes the capability of the organization to adjust in the work environment through the permanent enhancement of its operations and infrastructure to move, adapt to disruptions, and respond to changes in the environment [11]. It also describes the ability of employees to resolve the task conflict through exchange of information to settle the disagreements and finish tasks a process, which could generate ideas, insights and creative understanding.

Task conflicts can help the staff to revisited the situation and change their aims, tactics, and procedures, as well as, encourage the adaptive thought and innovative approach to solving the problem. This, in its turn, contributes to the perception and reaction of employees to the external changes [12]. The concept of flexibility was coined by the Latin word resilire which implies that the organization can go back to its original position which enables the organization to acquire new skills in disruptive conditions.

3. Flexibility in Rules and Procedures

Organizational flexibility is a core competency that allows organizations to adjust to the changes in the environment and become more flexible to change. In literature on organizational change, flexibility is viewed as a dynamic capability that organizations use in dealing with change. In this regard therefore flexibility is the capability of an organization to alter its policies, practices, or procedures swiftly and with ease in order to suit the various and changing environmental needs [13].

Organizational flexibility enables a firm to operate effectively and efficiently in uncertain and turbulent environment and is positively related with supply chain agility. The companies that

depend on several different stakeholders include logistics service companies. Organizational flexibility is explained as the capacity of a company to have control over an unprecedented happening by using diverse managerial resources and capabilities, responding to changes in a fast, efficient, and effective manner [14]. Flexibility of organization is also defined as the capability of the company to exploit the existing competences and at the same time adjust its rules and procedures to be able to pursue new opportunities [15].

4. Human Resource Retention

Human resource retention may be described as an organized endeavor to foster and enhance a conducive atmosphere that perpetually motivates workers to stay longer in their workplaces through adoption of policies and practices that satisfy the various needs of the workers. Employee retention refers to the act of ensuring that workers do not leave the company or encouraging them to remain with the organization as long as they can. It is a way through which businesses have a strong workforce and meet the operational needs. Retention is the efforts by an organization to motivate employee to remain with the organization or ensure that they remain until they finish a project by creating policies and practices that satisfy their diverse needs [16].

The other definition of retention is the process whereby an organization aims at retaining its most talented employees or employees with likelihoods of leaving. Retaining the best employees is not always achieved but the organization can have strategies laid down which have been proved to ensure that the best employees are retained. Retaining valuable human resources in companies is a factual challenge and the propensity by employers to provide appealing organizational rewards in terms of career development usually makes rival companies to revisit their employee retention measures. In cases where firms want to keep employees long, there is need to provide employees with a situation where they feel secure in their job. As well, other scholars concur that successful organizations have a common philosophy of appreciating and investing in human resource [17].

Section Two

Organizational Excellence

First: The Concept of Organizational Excellence

Organizational excellence is a notion that is based on realizing excellent performance and continued growth. It is a complex task which involves incorporation of leadership, culture, strategy and innovation. Those organizations that perform well in these aspects do not only out perform their rivals in terms of performance but also display the ability to stand in tough conditions. The excellence journey entails the process that constantly enhances management practices, learning, and innovation in order to strike a balance between the stakeholder and society needs [18].

Organizational excellence is a perfect model of growth and development in an organization since it reveals the strength and potential areas of growth. Great organizations are those who constantly aim at adjusting themselves to the model of excellence as a measure of attaining the superiority of the organization.

equally conceptualize organizational excellence as a capacity of the organization to establish and sustain motivating and remedial environment, adequately respond to work performance challenges, and offer development prospects [19]. Organizational excellence also signifies the ability of the organization to constantly learn, nurture talents and effective performance management that would be able to service the customers and fulfill their needs [20].

The notion of excellence is a sign of the necessity of the multi-faceted approach which incorporates the factors and aspects of constructing the organizations on the higher levels. Organizations of this type have high adaptive capacity to changes and conditions in the outside environment, complete unity and consistency of the components, and they exploit their basic competence and advantage in the market to provide a benefit to the stakeholders in the organization, to owners, employees, customers, and society. Innovation used as part of excellence is to do things in a different way compared to others either in a competitive or non competitive way, like innovation of creating a new market segment. It also involves the creation of the competitive advantage by being the best in something or somewhere (cost, quality, flexibility, innovation). Excellence is saving them the old fashioned and investing in the new within a shorter period than its competitors.

The idea of excellence management has a clear intellectual framework that is premised on

integration and interconnection in that it follows the logic of systematic thinking where the organization is perceived as an integrated system wherein the elements of the organization interact and that mechanisms are interconnected. The joint abilities of it are its outputs. Excellence management is the skill of integrating the elements of the organization to ensure high effectiveness, to create results that satisfy the desire, benefits and expectation of the stakeholders [21].

Upon this, the researcher is of the opinion that organizational excellence can be determined as the capability of an organization to perform optimally and sustainably, based on the continuous enhancement of its processes and combination of its strategic components (leadership, culture, learning, and innovation) in a way that will satisfy the stakeholders and provide a competitive edge.

Second: The Importance of Organizational Excellence

Companies that can venture into their core competitive advantages, act swiftly, and enhance their products, capitalize on creativity, and use modern technologies are those that demonstrate better organizational performance. The organizational excellence implies the necessity of diagnostic tools to define and resolve issues, approaches to gather data to make decisions about employees, training, and preparing managers and staff members to make the organization outperform the competition, develop the required skills, and embrace the continuous improvement and high performance to lead to innovation [22].

Organizational excellence is notable since it can help to improve efficiency and effectiveness of business organizations and its general mechanisms. It also helps in improved operations and resource management, adoption of best practices and tools of quality measurement, self-assessment and continuous improvement. Organizational excellence is a crucial part of managerial development in which the skills and capabilities of employees in the organization should be reinforced [23].

Third: Dimensions of Organizational Excellence

There are many dimensions that organizational excellence deals in, which is measured in the process of it. Scholar and authors opinion on such dimensions have been divided. Having applied the framework created by the National Institute of Standards and Technology, Malcolm singled out the five dimensions, namely: strategic planning, customer focus, workforce focus, process focus, and business results. In contrast, Al-Naqqar proposed three dimensions: **participation, processes, and resources**.

Most studies, including Al-Quraishi and Al-Shobaki & Abu Naser, concurred that the core areas of designation of organizational excellence are these leadership excellence, service excellence, and organizational excellence. The current study will adopt these dimensions since they are the closest dimensions to the objective of the study and the operation environment of the organization as follows:

1. Leadership Excellence

Leadership excellence describes how managerial leaders can contribute to excellence in the organization. Effective leadership is the name of any successful organization as it influences the organizational culture and guides employees on the way toward goal achievement. Leadership is also crucial in helping to create a culture of organizational excellence where leaders will be the force behind ensuring the organization is directed and headed in achieving its goals [24].

How do managerial leaders contribute to achieving organizational excellence?

1. **Creating an Environment that Encourages Innovation and Creativity**

2. Exemplary leaders provide an organisational culture that fosters innovation and embracing novel ideas. They also make the employees share their ideas and suggestions and offer the resources needed to make these ideas come true.

Khadir notes that excellent leadership directly affects the achievement of potential of individuals and their inspiration to excellence and innovativeness . These leaders have the skills needed to develop new thinking patterns, and go beyond traditionalism. This tactic, according to them, is one of the most effective means of motivating the employees to exchange information, expertise, knowledge, and new ideas to come up with creative alternatives and innovative solutions to organizational issues. Moreover, effective leadership facilitates open interaction among

employees and can influence, motivate and guide employees, ensuring that they continue to work with each other in a high efficiency that will attain the desired results of the organization.

2. **Service Excellence**

Service excellence is the addition of value-added services and is a technique to attract and discontinue the customers. It has always been referred to as a process or strategy to enhance performance of the business through customer satisfaction, making the organization be a leading player in the market, as well as making sure the business lasts and achieves competitive advantage [25].

The continuous process of globalization of services has led organizations in different service industries to concentrate on realizing user satisfaction by attaining service excellence, in order to gain a competitive edge and build long term user relationship. Service excellence comes about when the user feels that the service is better than what they thought. As an example one can say how it gives the services that the users require and easily, without making mistakes, and delivered in a nice manner by the experienced personnel, and at a reasonable price.

Moreover, providing quality services is paramount to the competitive strategies of the majority of, or all service organizations. More specifically, the anxieties about the quality of the services offered in the major institutions have heightened the awareness of the significance of internal user satisfaction [26].

3. **Knowledge Excellence**

This aspect is concerned with the necessity to know the customers and the market in establishing strategies and the correlation between business plans and the needed transformation of the work systems. Baldrige framework assists organizations in the process of grasping and analyzing the achievements of organizations regarding how much they achieve which matters to the organization, thus concentrating on organizational enhancement. The standards evaluate the quality of organizational processes deployment and its outcomes, whether the organization learns, improves and grows in accordance with the organizational needs [27].

This dimension concentrates on value generation to all stakeholders, continuous growth, organizational learning, agility, flexibility, and efficiency in the operation process. It also focuses on minimizing the time of completion of a process, quality, innovation and design of new services to satisfy customer needs and expectations and monitor performance levels compared to other organizations and competitors offering the same products and services [3].

4. The Practical Aspect of the Study

Introduction:

This chapter involves the interpretation of the findings of the study under the fieldwork element, which gives responses by the sample of the study within the organization under research. Data analysis is carried out on data collected (questionnaires) to determine the role of organizational mindfulness in promoting organizational excellence. The basis of this analysis is that the statistical techniques and methods will be used (such as the arithmetic mean, standard deviation, correlation coefficient, and Cronbachs alpha) in processing the data collected by the responses of the employees (study sample).

This analysis will be aimed at evaluating the reactions of the sample to determine the place of mindfulness in the studied organization (study field) based on the questionnaire as well as to reconcile the results with the assumptions put forward in the conceptual framework of the research. This is meant to arrive at conclusions and recommendations made by the researcher.

Accordingly, this chapter has been divided into two sections, as follows:

Section One

Preliminary Test and Descriptive Analysis

First: Preliminary Tests

This section involves conducting preliminary tests on the data to ensure its suitability, as follows:

1. **Normality Test**

In order to use parametric tests, the responses of the study sample are to be checked concerning their normal distribution. A normal distribution is said to be a distribution of the gathered data that is presented in a bell-shaped or an inverted pyramid shape. The distribution is symmetrical giving consistent results of the measured variable.

Obtaining a normal distribution curve is subject to the nature of the sample especially where the tests have been used in the right manner. The data has some easiness and difficulty; the more that data resembles a normal distribution, the more the distribution is balanced. The skewness and kurtosis coefficients are used to test the hypothesis of normal distribution of data.

In this research, the values of skewness and kurtosis were determined on all the study variables and their dimensions. Numbers that are said to be near to a normal distribution will have skewness values of between -1 and +1 as well as kurtosis of between -3 and +3. The skewness and kurtosis coefficients of all the variables in the studies and their dimensions, as indicated in the table below, lie within the acceptable range.

Table 3. Results of Skewness and Kurtosis Values.

Variables and Dimensions	Skewness Value	Kurtosis Value
First: Employee Empowerment	781-.	776.0
Second: Workplace Flexibility	791-.	807.0
Third: Flexibility in Rules and Procedures	655-.	675. 0
Fourth: Human Resource Retention	504-.	015.0
Organizational Mindfulness Variable	757-.	397-.
First: Leadership Excellence	526-.	538.0
Second: Service Excellence	476-.	097-.
Third: Knowledge Excellence	146-.	224-.
Organizational Excellence Variable	661-.	695-.

Source: Prepared by the researcher based on the results of **SPSS v24**.

2. Reliability of the Study Instrument (Cronbach's Alpha)

This is the degree to which the questionnaire scale is consistent and this gives the same results when used twice and at varying times. The reliability is evaluated by using the Alpha (α). The Cronbach Alpha coefficient is a good measure of reliability when most of the time because the technique depends on the internal consistency of the respondent in performing across items.

In this study, all variables were tested for reliability using the Cronbach's Alpha values, with $\alpha \geq 0.60$ considered acceptable. This interpretation aligns with Bougie & Sekaran, who explained the results of Cronbach's Alpha as follows:

1. If **Cronbach's Alpha (α) ≥ 0.9**, the measurement is excellent.
2. If $0.8 \leq \alpha < 0.9$, the measurement is good.
3. If $0.7 \leq \alpha < 0.8$, the measurement is acceptable.
4. If $0.6 \leq \alpha < 0.7$, the measurement is questionable.
5. If $0.5 \leq \alpha < 0.6$, the measurement is weak.
6. If $\alpha < 0.5$, the measurement is unacceptable.

The results appeared in Table (17), showing good values that reflect reliability and acceptance of the questionnaire items, as presented in the table below.

Table 4. Results of Cronbach's Alpha Analysis – Reliability of the Items and Dimensions of the Study Variables.

S	Variables	Number of Items	Cronbach's Alpha Coefficient	Measurement Index
1	Organizational Mindfulness	16	862.0	Good

2-1	Employee Empowerment	4	860.0	Good
3-1	Workplace Flexibility	4	863. 0	Good
4-1	Flexibility in Rules and Procedures	4	874.0	Good
5-1	Human Resource Retention	4	849. 0	Good
2	Organizational Excellence	12	953.0	Excellent
1-2	Leadership Excellence	4	880. 0	Good
2-2	Service Excellence	4	913. 0	Excellent
3-2	Knowledge Excellence	4	856.0	Good
Total		28	962.0	Excellent

Source: Prepared by the researcher based on **SPSS v24**.

As can be seen based on Table (4) results, the reliability coefficients Cronbachs Alpha of the variables and sub-dimensions were beyond 0.60, which is greater than the assumed value, and it shows the validity and reliability of the instrument (questionnaire). In this regard, the questionnaire as a whole had good reliability value of 0.962, which records positive outcomes and a high degree of consistency of the dimensions of the questionnaire.

Second: Description of the Study Variables

The study relied on the **arithmetic mean, standard deviation, and coefficient of variation** to describe and analyze the dimensions and variables of the study based on the responses of the surveyed sample. The arithmetic mean was divided into five categories, as shown in the table below:

Table 5. Interpretation of the Arithmetic Mean Values.

S	Range of Categories	Category Level
1	80-1. 1	Very Low
2	81.1 -60. 2	Low
3	61. 2 -40. 3	Moderate
4	41.3 -20. 4	High
5	21.4-00.5	Very High

Source: Dewberry, C. Statistical methods for organizational research: Theory and practice. Routledge.

Table (5) shows that the arithmetic mean was divided into five categories, based on which the study variables will be identified and analyzed as follows:

1. Description of the Organizational Mindfulness Variable

Table (6) presents the arithmetic mean, standard deviation, and coefficient of variation for the organizational mindfulness variable at the overall level. The results indicate that the overall mean for this variable falls within the **moderate** category, with a value of **3.1584**. The standard deviation is **0.39088**, and the coefficient of variation is **12.375%**, which is below 50%. This indicates low dispersion in the responses of the sample members and demonstrates homogeneity and convergence of opinions regarding the availability of organizational mindfulness in the researched organization. The following table illustrates these results:

Table 6. Description of the Organizational Mindfulness Variable.

Sub-Dimensions	Items	Description of Items	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Rank of Importance	Level of Acceptance
Employee Empowerment	**X1-1**	**Encourages the sharing of information**	3.36	1.400	%42	3	**Moderate**

		within the company.					
	X1-2	**Encouraging employees to make routine decisions.**	3.20	1.071	%33.5	2	**Moderate**
	X 1-3	**Utilizes advanced technology to assist employees in performing their duties efficiently.**	3.74	1.236	%33	1	**High**
	X1-4	**Providing incentive rewards for the most creative employees.**	2.31	1.292	%60	4	منخفض
Average	**X1**		3.152	0.603	%19.12	**Third**	**Moderate**
Workplace Flexibility	**X2-1**	**Ensures employee participation in decision-making to guarantee appropriate decisions.**	3.36	1.400	%42	3	**Moderate**
	X2-2	**Enables employees to perform work remotely.**	3.20	1.071	%33.5	2	**Moderate**
	X2-3	**Accepts the performance of tasks beyond the usual job description.**	3.74	1.236	%33	1	**High**
	X 2-4	**The work environment adapts by modifying the organizational structure.**	2.32	1.287	%55	4	**Moderate**
Average	**X2**		3.154	0.602	%19	**Second**	**Moderate**
Flexibility in Rules and Procedures	**X 3-1**	**Skipping certain routine steps in urgent situations.**	3.05	1.047	%34	2	**Moderate**
	X3-2	**Simplifies procedures to facilitate service delivery to customers.**	3.32	1.209	%36	3	**Moderate**
	X3-3	**Reassesses internal**	2.35	1.237	%53	4	منخفض

		regulations to keep pace with environmental changes.					
	X3-4	**Allows alternative methods to complete tasks instead of adhering to a specific procedure.**	3.46	0.933	%27	1	**High**
Average	**X3**		3.045	0.549	%18	**First**	**Moderate**
Human Resource Retention	**X 4-1**	**Requires building trust by providing support.**	3.29	1.211	%36.8	2	**Moderate**
	X4-2	**Provides them with financial rewards to motivate their work.**	3.33	1.235	%37	3	**Moderate**
	X4-3	**Enhances communication among employees to strengthen their social cohesion.**	3.04	1.240	%41	4	**Moderate**
	X4-4	**Discloses the information it obtains to all of its employees.**	3.47	0.989	%29	1	**High**
Average	**X4**		3.282	0.677	%21	**Fourth**	**Moderate**
Overall Average	**X**		3.1584	0.39088	%12. 375		

Source: Prepared by the researcher based on the SPSS program (Version 24).

As shown in Table (6), the mean, standard deviation, and coefficient of variation for each dimension of organizational vigilance are as follows:

A. Employee Empowerment

According to Table (6), the mean of this dimension was 152.3, which is a moderate dimension with a standard deviation of 603.0 and coefficient of variation of 19% showing that there was no high dispersion of answers by the sample surveyed and also that responses have converged.

As indicated in the table, this dimension comprises of four items. The highest mean of 74.3, standard deviation of 236.1 and coefficient of variation of 33 were recorded in the item (X1-3) which mentions that it uses advanced technology to help employees perform their jobs efficiently, there was low dispersion and agreement of opinion on this item (less than 50). This implies that the management of the organization is interested in information exchange amongst employees and enabling better communication and cooperation towards making the right decisions.

Conversely, the item (X1-4) that provides incentive rewards to the most creative employees had the lowest mean of 31.2, standard deviation of 292.1 and coefficient of variation of 60, which is above 50, meaning that the responses of the surveyed sample had a high level of variability in

relation to this item.

It is evident to the researchers that the dimension of employee empowerment exists in the studied field.

B. Work Flexibility

Table (6) indicates that the mean of this dimension was 154.3 which is a moderate score, the standard deviation was 602.0 and coefficient of variation was 19 implying that there was little dispersion on the responses of the surveyed population and convergence of opinions.

As indicated in the table, there are four items in this dimension. The highest mean of 74.3, standard deviation of 236.1 and coefficient of variation of 33, which is lower than 50, of the item (X2-3) stating that one should accept tasks that are not included in the normal job description indicates that there is low dispersion and congruence of opinion on this item. Moreover, embracing tasks that are not part of their regular tasks will help minimize the resistance to change and enable them to make the right decisions in the organization.

Conversely, the lowest mean of 32.2, standard deviation of 287.1 and coefficient of variation of 55% shows that the item (X2-4), which says that the work environment is adaptive through change in the administrative structure, had the lowest response and thus very variable responses among the surveyed sample to the item.

From the above, it is evident that the dimension of work flexibility exists in the studied field.

C. Flexibility in Rules and Procedures

Table (6) reveals that, the mean of this dimension was 345.3, which is a mid score with a standard deviation of 549.0 and a coefficient of variation of 18, thus there is low dispersion in the responses of the sampled participants and there is a convergence of views.

The table reveals also that this dimension is made up of four items. The item (X3-4) that says, Allowing alternative methods to complete tasks other than following a certain procedure, had the greatest mean of 346.3, a standard deviation of 933.0 and a coefficient of variation of 27 that is not more than 50 showing low dispersion and consensus of opinions on this item as an indication of flexibility in conducting daily tasks.

Comparatively, the lowest mean of 235.2, standard deviation of 237.1 and the coefficient of variation of 53 indicate that the responses of the sampled population were highly varied to this item (X3-3) since the mean is less than one-half.

From the above, it is evident to the researchers that the dimension of flexibility in rules and procedures exists in the studied field.

D. Human Resource Retention

Table (6) shows that the mean for this dimension reached 282.23, which represents a moderate level, with a standard deviation of 677.0 and a coefficient of variation of 21%, indicating low dispersion in the responses of the surveyed sample and a convergence of opinions.

It can also be observed that this dimension has four items as indicated in the table. The highest mean of 347.3, standard deviation of 989.0 and coefficient of variation of 29 (less than 50) indicates low dispersion and a consensus in opinions expressed on the item (X4-4), which says: Discloses the information obtained to all its employees. This medium degree indicates that the organization under study prefers honest and open communication with the employees and offers necessary services to them and a variety of choices, which is manifested in complete disclosure and in sharing ideas with colleagues.

In contrast, the item (X4-3), which states *"Enhances communication among employees to strengthen their social cohesion"*, received the lowest mean of 304.3, a standard deviation of 240.1, and a coefficient of variation of 41%, which is less than 50%, indicating low dispersion in the responses of the surveyed sample regarding this item.

From the above, it is evident that the dimension of human resource retention exists in the studied field.

As a result, the first main hypothesis (Ha1) is accepted: organizational vigilance, in its

dimensions, is present in the Hawija Education Directorate.

Description of the Organizational Excellence Variable

Table (7) shows the mean, standard deviation, and coefficient of variation for the strategic creativity variable at the overall level. The results indicate that the overall mean for this variable falls within the moderate category, reaching 2882.3, with a standard deviation of 62239.0 and a coefficient of variation of 18%, which is less than 50%. This indicates low dispersion in the responses of the surveyed sample and a convergence of opinions regarding the presence of organizational excellence in the studied organization.

A. Leadership Excellence

Table (7) shows that the mean for this dimension reached 258.3, representing a moderate level, with a standard deviation of 6469.0 and a coefficient of variation of 20%, indicating low dispersion in the responses of the surveyed sample and a convergence of opinions.

The table also shows that this dimension consists of four items, with the item (Y1-1), which states *"Top management has a clear vision to achieve it"*, receiving the highest mean of 4.3, a standard deviation of 174.1, and a coefficient of variation of 35%, which is less than 50%.

Table 7. Description of the Organizational Excellence Variable.

Dimensions Subcategories	Items	Description of Items	Mean	Standard Deviation	Coefficient of Variation	Importance Ranking	Acceptance Level
Leadership Excellence	**Y1-1**	The senior management possesses a clear vision for its achievement.	3.40	1.174	%35	1	Moderate
	Y1-2	They make decisive decisions at the appropriate time.	3.24	1.207	%37	3	Moderate
	Y 1-3	They possess effective and clear communication skills.	3.04	1.24	%41	4	Moderate
	Y 1-4	They build a positive and motivating work culture.	3.35	1.074	%32	2	Moderate
Average	**Y1**		3.258	0.6469	%20	**Second**	Moderate
Service Excellence	**Y 2-1**	The organization delivers its services quickly and efficiently.	3.45	0.933	%27	1	High
	Y2-2	The organization	3.32	1.202	%36	2	Moderate

		provides innovative services to consistently achieve customer satisfaction.					
	Y2-3	It listens to the needs of stakeholders.	3.31	1.232	%37	3	Moderate
	Y2-4	It resolves problems effectively and promptly.	3.05	1.23	%40	4	Moderate
Average	**Y2**		3.280	0.6658	%20.3	**Third**	Moderate
Cognitive Excellence	**Y 3-1**	The employees possess extensive knowledge in their field of expertise.	3.45	1.011	%29	1	High
	Y3-2	They share knowledge with others to build a dynamic work environment.	3.39	1.173	%35	2	Moderate
	Y 3-3	They continuously strive to develop their knowledge and learn new things.	3.27	1.175	%36	3	Moderate
	Y 3-4	They are able to connect theoretical knowledge with practical application.	3.2	1.234	%39	4	Moderate
Average	**Y3**		3.327	0.6397	%19	**First**	Moderate
Total	**YY**		3.2882	0.62239	%18. 927		

Source: Prepared by the researcher based on the statistical program (SPSS Version 24).

As shown in Table (7), the mean, standard deviation, and coefficient of variation for each dimension of strategic creativity are as follows:

The item (y1-1), which states "**The senior management possesses a clear vision for its**

achievement," achieved a high mean score of **4.3**, with a standard deviation of **1.174** and a coefficient of variation of **35%**, which is less than **50%**, indicating low dispersion and a convergence of opinions regarding this item. This suggests that the study sample recognizes that senior leadership has a clear vision, and everyone works toward achieving it, representing organizational excellence.

In contrast, item (y1-3), which states "**They possess effective and clear communication skills,**" obtained the lowest mean score of **3.4**, with a standard deviation of **1.24** and a coefficient of variation of **41%**, which is also below **50%**, indicating low dispersion in the responses of the surveyed sample regarding this item.

The sub-items overall received a **moderate level**, which demonstrates the presence of the **leadership excellence dimension** in the studied field.

B. Service Excellence

Table (7) shows that the mean score for this dimension reached **3.280**, which is considered a **moderate level**, with a standard deviation of **0.6658** and a coefficient of variation of **3.20%**, indicating low dispersion in the responses and a convergence and homogeneity of opinions among the surveyed sample.

The table also shows that this dimension consists of **four items**, and the item that most strongly supported this dimension is item …

(Y1-2), which states "**The organization provides its services quickly and efficiently,**" achieved a high mean score of **3.45**, with a standard deviation of **0.933** and a coefficient of variation of **3.20%**, which is less than **50%**, indicating low dispersion and a convergence of opinions regarding this item. This suggests that the surveyed organization delivers all its services promptly and without delay.

In contrast, **item (Y2-4),** which states "**They solve problems effectively and quickly,**" obtained the lowest mean score of **3.05**, with a standard deviation of **1.23** and a coefficient of variation of **40%**, also below **50%**.

All items received a **moderate level of practice**, indicating the presence of the **service excellence dimension** in the studied field.

C. Cognitive Excellence

Table (7) shows that the mean score for this dimension reached **3.327**, which is considered a **moderate level**, with a standard deviation of **0.6397** and a coefficient of variation of **19%**, indicating low dispersion in the responses of the surveyed sample and a convergence of opinions.

The table also shows that this dimension consists of **four items**, with the item **(Y3-1),** which states "**Employees possess extensive knowledge in their field of specialization,**" achieving the highest mean score of **3.45**, a standard deviation of **1.175**, and a coefficient of variation of **29%**, which is below **50%**, indicating low dispersion and consistency of opinions. This suggests that the employees in the Hawija Education Department possess the required skills within their specializations.

In contrast, **item (Y3-4),** which states "**They can link theoretical knowledge to practical application,**" obtained the lowest mean score of **3.2**, with a standard deviation of **1.234** and a coefficient of variation of **39%**, also below **50%**.

All items received a **moderate level**, indicating that employees apply what they have learned in their academic and professional paths. Ultimately, this confirms the presence of the **cognitive excellence dimension** in the studied field.

As a result, the **second main hypothesis (Ha2)** is accepted, which states: **Organizational excellence, in its dimensions, is present in the Hawija Education Directorate.**

5. Testing the Study Hypotheses

First: Testing the Correlation Hypothesis at the Overall Level

This section involves measuring the correlation coefficient between the study's variables and dimensions to determine the level of correlation between them. The level of correlation was divided into five categories, as shown in the table below.

Table 8. Correlation Levels and Percentages.

S	Correlation Levels	Correlation Percentages
1	No Correlation	**r = 0**
2	Weak Correlation (Positive or Negative)	**0-30%)+ - (**
3	Moderate Correlation (Positive or Negative)	**31%-70%)+ - (**
4	Very Good Correlation (Positive or Negative)	**71% -99%)+ - (**
5	Perfect Correlation (Positive or Negative)	**1) + - r(**

Source: Saunders, M., Lewis, P., & Thornhill, A. Research methods for business students. "5th ed Pearson Education Limited: Prentice Hall England(P 459).

Accordingly, the study's correlation hypothesis can be tested to determine whether there is a strong or weak relationship between the study variables, through two levels: overall and partial, as follows:

- **Testing the first main hypothesis of the study:** This section tests the correlation between organizational alertness and organizational excellence. Table (below) illustrates this relationship:

Table 9. Correlation between Organizational Alertness and Organizational Excellence.

Independent Variable / Dependent Variable	Organizational Awareness	Significance (Sig.)
Organizational Excellence	**0.517**	**0.000**

Source: Prepared by the researcher based on SPSS (version 24).

Table (9) presents the results of the analysis for testing the first main hypothesis, which represents the existence of a correlation. The results indicate a significant positive correlation between organizational vigilance and organizational excellence in AsiaCell Iraqi Communications. The total correlation coefficient between the two variables is **0.517** at a statistical significance level of **0.000**, which is below the significance threshold of **0.05**. This indicates a statistically significant positive relationship, suggesting that as organizational vigilance increases within the organization, organizational excellence also increases.

Second: Testing the Influence Hypotheses

This section tests the second main hypothesis, which states the existence of a statistically significant positive effect of strategic openness on strategic creativity in the researched organization. A simple linear regression analysis was employed to determine whether to accept or reject the second main hypothesis and to accurately assess its related sub-hypotheses, as shown in the following table:

Table 10. Results of the Effect of Organizational Vigilance on Enhancing Organizational Excellence.

Model summary				Analysis of Variance (ANOVA)		Regression Coefficients (Constant)			
Model	**R^2**	**R**	**Adjust Rsquare**	**F**	**Sig**	**B**		**T**	**Sig**
1	**0.267**	**0.517**	**0.261**	**47.737**	**0.000**	**(Constant)**	**.689**	**1.819**	**0.000**
						Organizational Vigilance	**.823**	**6.909**	**0.071**

Source: Prepared by the researcher based on the outputs of SPSS version 24.

We observe from Table (10) that there is a significant positive effect of organizational vigilance on organizational excellence, as the calculated F-value reached (737.47), which is statistically significant at p = 0.000, with degrees of freedom (1, 132). The coefficient of determination (R^2) is (0.267), meaning that organizational vigilance explains 26.7% of the variations in organizational excellence, while the remaining 73.3% may be attributed to other random variables or factors not addressed by the researcher in this study.

The standardized regression coefficient (β) is (0.689), indicating that organizational vigilance is present in the field, and that a one-unit change in organizational vigilance will result in a 0.823 change in organizational excellence. The calculated t-value is (6.909), which exceeds the tabulated value (1.984) at a significance level of 0.000, which is below 0.05. This result indicates a strong fit along the regression line, with lower deviations reflecting better model accuracy.

Accordingly, the main hypothesis three (Ha3) is accepted, which states: There is a significant positive effect of organizational vigilance, in its dimensions, on enhancing organizational excellence in the Directorate of Education in Al-Hawija.

6. Conclusions and Recommendations

Conclusions

1. The study found that the researched organization employs advanced technology to assist employees in performing their duties efficiently.
2. The organization allows employees to perform tasks outside their usual job descriptions as long as it does not affect their primary responsibilities.
3. The organization's top management permits alternative methods for accomplishing tasks instead of strictly adhering to a single procedure.
4. The organization provides employees with access to information that helps them complete their tasks effectively.
5. The top management of the organization supports and encourages the creation of a positive and motivating work environment.
6. The organization delivers its services quickly and efficiently to the relevant stakeholders.
7. The organization has employees with extensive knowledge in their respective fields of specialization.
8. Organizational vigilance in the researched organization has a positive impact on enhancing organizational excellence; therefore, environmental scanning outside the organization should be strengthened, opportunities exploited, and threats avoided.

Recommendations

1. Enhance the use of advanced technology to facilitate daily tasks and increase efficiency.
2. Encourage employees to engage in other tasks and promote job rotation to acquire additional work experience.
3. Allow alternative methods that are more efficient and faster in completing tasks, provided they do not negatively affect service delivery.
4. Strengthen information sharing among employees by building internal communication networks based on information and communication technology (ICT).
5. Develop a positive work environment that motivates employees toward creativity and innovation by increasing incentives and recognition rewards.
6. Enhance the delivery of services with high efficiency and speed to increase stakeholder satisfaction by focusing on their needs.
7. Develop the knowledge of employees at Al-Huweija Directorate of Education through additional training courses, workshops, and sending staff to advanced universities to achieve human excellence.

Focus on continuously exploring the environment, monitoring significant external events

and developments, and addressing them before they pose risks to the organization, using the organization's intelligence capabilities and technological tools to track recent events.

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