



# THE IMPACT OF ELECTRONIC MANAGEMENT OF HUMAN RESOURCES IN ACHIEVING ORGANIZATIONAL EXCELLENCE: A FIELD STUDY IN THE KIRKUK EDUCATION DIRECTORATE

**Majid Saab Sallama**

Business Administration Department, University of Al-Qalam College

E-mail: [majid@alqalam.edu.iq](mailto:majid@alqalam.edu.iq)

**Abstract:** The current study aims to demonstrate the impact of the electronic management of human resources in achieving organizational excellence through an exploratory study in the Directorate of Education of Kirkuk and to diagnose the extent to which the Directorate applies the electronic management of its human resources, which contributes to linking its departments and divisions and providing its services to organizations and people through a modern communication network that reduces time and effort And the cost, so this study came as a contribution to this field, and in order to achieve the study's purposes, its problem was formulated with the following question (Does the electronic management of human resources have an impact on enhancing organizational excellence. In order to answer the questions that were raised in the study problem, a number of hypotheses were adopted that dealt with the subject from all its aspects, and to test the validity of these hypotheses, data related to the subject of the study were collected based on a questionnaire prepared for this purpose. Electronic management of human resources and organizational superiority in the organization in question. that enables it to withstand the challenges it faces.

**Keywords:** Electronic management, human resources, organizational excellence, Kirkuk Education Directorate.

## Introduction:

The process of taking care of the human resource is not only limited to providing the goods and services it needs, but the lives and health of human beings are the most important and most dangerous. In recent years, concern for the environment has become a preoccupation and at all levels, individual, organizational and international, and it is his right to do so, as it concerns the fate of all humanity, Since the emergence of the Industrial Revolution and the race that societies witnessed towards the development of industry, and the accompanying individual handicrafts, workshops, and small and modest shops in their infancy, they did not have clear negative effects on the environment.

The establishment of giant factories in the twentieth century led their presence to release gases and pollutants that caused important and dangerous changes at the same time to the Earth's environment, resulting in global warming, high temperatures, gradual destruction of the ozone layer and dangerous climatic changes that posed the most prominent threat facing the world, prompting scientists, thinkers and observers For the climate to issue warnings and warnings by issuing reports that confirm that the most important upcoming problems facing the world are industrial emissions, so it called on all organizations, especially industrial ones, to assume their responsibilities towards society and the environment in which they operate by reducing the amount of emissions and pollutants that result from manufacturing processes, and addressing them with research On new approaches and methods in manufacturing, the concept of green practices emerged as an environment friendly, which was adopted by organizations, both small and large, as part of their commitment to

environmental, social, ethical and even economic responsibility towards society and the environment in which they operate.

### **1-methodology and procedures of the study**

**1-1 The problem of study:** Many modern organizations are accelerating to take advantage of the technical leap that the world has witnessed and reap its fruits by applying electronic management of their human resources, especially in the education sector, which contributes to achieving balance in the work environment, which in turn is reflected in the extent to which these organizations are able to achieve excellence in their performance, and with the aim of formulating the research problem. I raised a number of questions, which were as follows:

- Are the electronic management requirements available in the organization in question?
- Does the organization in question achieve the dimensions of organizational excellence?
- Is there an impact and correlation between the electronic management of human resources and organizational excellence?

### **1-2 The importance of the study:**

The current study includes two important variables in the field of human resource management and the organization, and in this sense the importance of the research is summarized in the following data:

- The current research represents an intellectual proposal that attempts to rely on modernity in proposals related to electronic management of human resources and organizational excellence, because it is one of the axes that the researcher studies, each variable individually or related to other variables.
- The research variables have been studied and applied in an important field that is not considered the most important, which is the education sector.
- The importance of research is reflected in the conceptual introduction to cognitive frameworks and treatment methods related to research variables (electronic management of human resources and organizational excellence) in the field of education.

### **1-3 Study Objectives:**

This study seeks to achieve the following objectives:

- Spreading awareness and knowledge of electronic management of human resources and its effects in achieving organizational excellence in the organization in question.
- Theoretical and practical coverage of research variables in electronic management of human resources and organizational excellence in order to determine the main pillars of research variables.
- Suggesting a set of conclusions and recommendations for the development of the current research variables in the researched organization and other service organizations.

### **1-4 The hypothesis of the study:**

- There is a significant correlation between the electronic management of human resources and organizational excellence in the organization under study.
- There is a significant effect relationship between the electronic management of human resources and organizational excellence in the organization under study.

### **1-5 Methods of data collection:**

This paragraph is divided into two sides: the first is the theoretical side, which is covered depending on what is available from books, research, letters, and novels. The second: the practical aspect, covered by reference to a checklist that was designed for this purpose, as this list was based on the five-weight Likert scale (1,2,3,4,5).

### **1-6 Community of the study:**

The study community includes managers at higher levels and heads of departments, divisions, and units. The study relied on a descriptive analytical approach.

## **2- Electronic management of human resources**

### **2-1 What is the electronic management of human resources?**

Electronic human resource management is a relatively new term for IT-enabled human resource management in every sector, particularly through the use of web technology. The expectation is that HR departments using information technology may "now be freed from administrative constraints and be able to

focus more on developing intellectual capital, social capital, and knowledge management to improve organizational competitive advantage [1]. Electronic human resources management is a large-scale electronic network of the organization integrated of data related to human resources, information services, database, tools, applications and transactions that can be accessed publicly at any time by employees, managers and human resources experts [2].

## **2-2 The importance of EMHR**

The introduction of electronic in the function of human resources management is of great importance through the results it achieves, which are as follows: [3] [1].

- It is eliminating traditional manual labor intensive, but generating new jobs (webmasters, media brokers, HTML programmers).
- Telecommuting and flexible consideration of time and location are part of the job description.
- Privacy has also become a relevant issue, as the distinction between relevant personal and professional information is blurred, and personal time and work hours are mixed.
- Geographical barriers disappear, to the point where some businesses operate 24 hours a day using time zones appropriately.
- Cross-functional skills and teamwork are the capabilities required of the employees of the new economy.
- Modern, flat and team-based organizational structures take traditional forms (virtual organizations are an example of this phenomenon).

Despite the above main benefits and positive results, there may be a number of unintended consequences from its use. For example, there are concerns that new systems focus primarily on efficiency and cost reduction, and may not enhance the effectiveness of the HR process eg the selection process. There are also concerns that electronic human resource management systems may have a negative impact on members of some protected groups (legacy work applications), and have the potential to invade personal privacy information.

## **2-3 Objectives of EMHR**

HRM practices are changing the way of implementation by incorporating advanced technology. The main objective of integrating technology into HRM practices is to introduce a new dimension to the organization and synchronize with global supply and demand. The design of electronic human resources management is to achieve organizational goals in a strategic way, and the following are the main goals of electronic human resources management: [4]

- Electronic Human Resource Management provides a continuous system that is convenient, comprehensive and detailed around specific people and jobs.
- The electronic human resources department supports management for future planning and policy formulation.
- It facilitates electronic human resource management and monitors the demand for human resources and supply imbalances.
- The electronic human resources department provides automated information about employees.
- Electronic HR management enables faster response to employee related services and faster HR decisions.
- The electronic human resources department provides data security and personal privacy.

## **2-4 Success factors of EMHR**

The HR function of the future will be the main target of outsourcing. Thus, organizational resistance to the new changes involved in the use of an electronic HR management application is reduced and customer satisfaction is increased. The researcher and human resource practitioners have developed many methods for the success of the company's electronic human resource management, including: [5] [6]

- When a company implements a new electronic HRMS, some HR processes must be re-engineered so that the electronic HRMS becomes more effective, i.e. imperative alignment of processes and activities with the requirements of the new systems.
- This re-engineering mechanism is applied when converting manual HR processes into paperless forms. Re-engineering should begin before a program system is selected to ensure that changes are accepted by stakeholders and that the process can truly align with the new system. And that good planning takes a great deal of time before implementation.

- Training and education is a critical step in managing change itself, as employees must be educated about the new system to understand how it will change business processes.
- Education is the catalyst that brings users' knowledge to the point where they can learn about the new electronic HRMS quickly and adequately.
- Managing change within an organization can be a full-time job in itself as it requires managing people and their expectations, and resisting change, confusion, repetition and errors.
- For the implementation of e-HRM to be successful, senior managers need to agree and continually support the responsible parties during the implementation phase to ensure that there are no obstacles that prevent or delay progress.
- One of the most important factors for success in implanting the electronic human resources system is the support of senior managers and their involvement in the project during its life cycle. An executive sponsor must be appointed to coordinate, communicate and integrate all aspects of the project between the development team and senior management. The executive sponsor must communicate, integrate and approve the shared organization vision, responsibilities, and structure of the new electronic HRMS.

## **2-5 Functions (dimensions) of electronic management of human resources**

The electronic management of human resources includes a number of functions within the organization, which are: [7] [8]

**2-5-1 Intranet:** The intranet is defined as an internal network that organizations produce, regardless of their sizes, objectives, and nature of work. The network uses Internet protocols as well as uses Internet services such as e-mail, and no one outside the organization can enter this network, and it is in short a means of communication between the organization's staff as well as a means to accomplish Business [9].

**2-5-2 E-recruitment:** E-recruitment means the use of the Internet and modern technologies to perform all procedures related to employment, starting with job announcements, passing through filling out employment application forms, following up on the request electronically by the applicant, inquiring about it, and conducting electronic comparison among the applicants, and ending with announcing the results on the site [10].

**2-5-3 E-training:** E-training is a branch of open, remote training based on the highest use of the Internet on the broadcast and dissemination of contents in various forms, management of the training process and the group of trainees over the network, the presence of specialists in the training process and the set of contents [7].

## **3- Organizational excellence**

### **3-1 The concept of organizational excellence**

The organizational excellence is relatively modern in the science of management, as it is "a philosophical and intellectual method of management based on methodology related to how to follow in achieving the results of the intelligence within the organization with the aim of achieving a balance between the whole parties and the fulfillment of its contents, whether they are correct, whether they are in the interests, whether they are, and continuous improvement [11]. Organizational excellence is defined as "the capabilities and capabilities that are unique to the organization by providing goods and services characterized by modernity, creativity and originality to build a positive mental image of its customers to achieve a leading position in the business environment [12]. Dealing with it all, identifying its competitors' performance and diagnosing strengths and weaknesses [13].

### **3-2 The importance of organizational excellence**

It is easy to make comparisons with organizations that operate in a similar way, position the organization among them, and focus on human capital because it is a key component of the organization's superiority as a means of achieving and developing results. The importance of organizational excellence lies in the following: [14]

- Directs organizations in devising ways and means to identify the obstacles they face when they arise.
- Directs its focus towards customers, which achieves a balance between the needs of employees, the organization and stakeholders in general.
- Providing the necessary skills for the decision maker, whether an individual or a group? And reflect on the sensitivity of the role it plays and its importance in achieving creativity and excellence in organizations.
- Organizational excellence interacts with internal resources, activities and strategies at the level of the organization.

- Organizational excellence focuses on improving the organization's performance, which may exceed expectations, thus contributing to the realization of benefits that appear in the long run, as well as its focus on management development.

### **3-3 Organizational Excellence Objectives**

Organizations wishing to achieve excellence should focus on achieving the following goals: [15]

- Achieving customer satisfaction.
- Achieving the vision and strategic planning of the organizations.
- Generating a culture of values for each organization.
- Integration of both management and leadership in the organization.
- Attention to participation, motivating the worlds and your desire for achievement.
- Performance development.
- Measuring progress at all levels to achieve excellence.
- Managing the chain of changes.

### **3-4 Principles of Organizational Excellence**

The basic principles that should be observed by contemporary business organizations that seek to achieve excellence, include the following: [16][17]

- Continuity: This means the process of excellence is a continuous dynamic process, and the organization must not stop at a certain level of excellence and the process ends, because this leads to going back and standing with the rest of the organizations away from exclusivity. and excellence.
- Comprehensiveness: that is, superiority includes all parts of the organization as a whole, and superiority is not limited to one part of the organization without another, and the organization will not be short-sighted in defining the concept of superiority.
- Focusing on future expectations: that is, determining the shape that the organization will look like in the future, and the need to study the future expectations of the organization's environment, to ensure that it achieves priority and distinction.
- Focusing on the sources of achieving priority and distinction: that is, focusing on everything that would achieve distinction, and avoiding everything that weakens efforts, occupies the organization in a way that does not serve it, and makes it distance itself from the basic. Distinguishing keys.
- Encouraging innovation and creative thinking: The spread of the philosophy of innovation and creativity is one of the most important principles of excellence, away from fear of failure or punishment, while giving the necessary powers to do so, and monitoring rewards for creators and creators. As the neglect of creativity and innovation eliminates the existence of organizations soon after in the face of intense competition.
- Constant sense of the need to learn: The organizations' sense and belief that they have reached the stage of perfection is the key to their failure, as the success of organizations lies in the constant feeling of the need to learn and the relentless pursuit to achieve this. That is, access to the best that is directly related to continuous development and improvement.
- An appropriate work environment: encourages the creation of a positive work environment and achieves stability for employees and the organization. It gives workers confidence and a sense of their own importance by participating in decision-making and designing organizational policies. Organizations that do not provide the appropriate organizational climate suffer from the emergence of negative effects. The desire to improve and excel has disappeared.

### **3-4 Dimensions of organizational excellence**

There are three dimensions of organizational excellence (leadership excellence, service excellence, and cognitive excellence), and the following is an explanation of these dimensions: [18][19]

**3-4-1. Excellence Leadership:** Senior leadership has a direct impact on excellence, by developing individuals' capabilities, encouraging excellence and creativity, through its leadership skill, effective working relationships, and the ability to renew thinking that departs from tradition, as well as its own interest. In encouraging competition between individuals to invent new ideas. An outstanding leader is someone who can see many problems in a single situation, realize faults, deficiencies, flaws, and feel the problems [20].

**3-4-2. Service Excellence:** All classes of workers are consumers of goods and services, and when a commodity is obtained that does not meet the needs of the classes of merchants or increase their expectations, these

merchants turn to competitors to deal with them. Accordingly, service organizations are constantly striving to lead their competitors in the field of providing service to the category of clients with them [21].

**3-4-3. Knowledge Excellence:** The concept of knowledge refers to a mixture of accumulated experiences, skills and knowledge capabilities for each of the employees and the organization and in the same direction." Through this study, the ways in which organizational excellence can be built based on knowledge is established to build an integrated system that specializes in collecting, storing, collecting, processing and retrieving knowledge. Individuals can easily access it or provide it to them when needed [22].

#### 4- Practical side

##### 4-1- Description and diagnosis of the electronic management variable of human resources in the researched organization

the results of the statistical tests represented by arithmetic means, standard deviations, frequencies and percentages, through which it is clear that the general indicator of arithmetic means for the dimension of electronic management of human resources was heading towards agreement, as its total value reached (59.28%) and an arithmetic mean (4.41) which is higher than The hypothetical mean value of (3) and a total standard deviation of (0.969), noting that the variable that enriched the percentage of agreement in this dimension is ( $X_2$ ), where the percentage of agreement in it was (89.3%), its arithmetic mean was (4.32) and with a standard deviation (0.923), and , as this question states (the intranet is used to communicate with employees between the different departments of the directorate), and the total percentage of the agreement confirms that the organization under study has an electronic management of its human resources, which leads to better performance at the individual and organizational level [23] [24].

##### 4-2- Description and diagnosis of the organizational superiority variable in the organization under study

- **Leadership Excellence:** In order to determine the overall importance for the leadership distance, the percentage of the agreement for this dimension was determined through its paragraphs, and as shown in Table (2), as the percentage of the agreement reached (80.16%), and in my total account (4.326 It is higher than the hypothetical computing milieu (3), and with a total normative deviation (0.73), and this is a clear indication that most members of the research sample assert that the higher administration has to choose the officials of departments, people and units on the basis of efficiency and skill.
- **Sector Excellence:** The percentage of agreement on this dimension reached (87.04%), and what this result confirms is the value of the total computing medium (4.018), and with a standard deviation of its value (0.63), and these results reflect clearly that most of the researchers assert that the directorate is She is concerned with the quality of service provided to its human resources and has approved indicators to measure the extent of contentment.
- **Knowledge Excellence:** The total percentage of the agreement on the paragraphs of this dimension (75.58%), and this result is supported by the total calculations of (4.014), which is higher than the hypothesis of the hypothesis, and a standard deviation of its value (0.75), and this is an indication that the directorate owns The knowledge necessary to improve its processes, programs and educational services and attention to scientific research that faculty members accomplish to develop the work of the directorate and community service.

##### 4-3 Analysis of the correlation between electronic management of human resources and organizational excellence.

Table (1) shows the value of the correlation coefficient between the dependent variable organizational excellence and its dimensions at the horizontal level, including (leadership excellence, service excellence and cognitive excellence) and the independent variable electronic management of human resources, which represents the vertical level in the table, and the following is a detail of these results:

Table (1) Correlation relationships between electronic management of human resources and organizational excellence and its dimensions

	Dimensions of organizational excellence				Relative importance
	leadership excellence	Service Excellence	Cognitive excellence	Overall dimensions of organizational excellence	
Electronic	<b>0.612**</b>	<b>0.708**</b>	<b>0.671**</b>	<b>0.754**</b>	<b>100%</b>

<b>management of human resources</b>					
<b>Relative importance</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>		

Through Table (1), it is clear that the value of the correlation coefficient between the variable of electronic management of human resources and the total dimensions of the variable of organizational excellence has reached (0.754\*\*), which is a strong positive relationship with significant significance at the level (0.05), and this result allows the acceptance of the first main hypothesis, which It indicates: the existence of a moral relationship between the electronic management of human resources and after the organizational excellence in the organization under study[25] [26].

#### 4-4 Analysis of the impact of electronic management of human resources on organizational excellence

Table (2) shows the effect of electronic management of human resources on organizational excellence, by using the simple linear regression method, and the results were as follows:

Table (2) The impact of electronic management of human resources on organizational excellence

Dimensions of organizational excellence	a	B	R <sup>2</sup>	F	مستوى المعنوية
<b>leadership excellence</b>	1.48	0.59	0.37	21.18	0.01
<b>Service Excellence</b>	1.76	0.63	0.50	19.21	0.01
<b>Cognitive excellence</b>	1.52	0.66	0.46	16.17	0.01
<b>Overall dimensions of organizational excellence</b>	1.12	0.73	0.64	30.12	0.01
<b>F (0.05) = 4.17</b>					<b>n= 32</b>

Through Table (2) that the calculated (F) value amounted to (30.12) which is greater than its tabular value of (7.56) at a significant level (0.01), with a confidence percentage ((99%)) and this indicates the presence of an effect of electronic management of human resources in the superiority It can also be noted that the value of the constant ( $a = 1.12$ ) and this means that there is an organizational compromise of (1.12) even if the variable of electronic management of human resources is equal to zero, and the value of ( $b = 0.73$ ) is an indication that a change of one unit In the variable of electronic management of human resources will lead to a change in the level of organizational excellence of (0.73), while the value of the coefficient of determination ( $R^2$ ) reached (0.64), which means that the electronic management of human resources explains the amount (64%) of the discrepancy in excellence The organizational model that entered the model, and that (0.36) is a variance explained by factors that did not enter the regression model, and this is evidence of acceptance of the second main hypothesis of the research that “there is a statistically significant relationship between the electronic management of human resources and organizational superiority in the research organization”.

### 5- Conclusions and recommendations

#### 5-1 Conclusions:

The study revealed a number of theoretical and scientific conclusions, namely:

- The use of electronic management of human resources will make a qualitative leap in the transactions of the organization under study, as it will work to link the departments and divisions affiliated with it and provide its services to organizations and people through a modern communication network that reduces time, effort and cost.
- The organization under study uses an internal network (Intranet) to communicate with employees between the departments of the Directorate, and this contributes to the completion of work as quickly as possible.
- The organization under study relies on its training programs for employees by using various electronic training methods, which enhances the capabilities and skills of its members.
- The Kirkuk Education Directorate also has an advanced electronic system that enjoys ease, clarity and accuracy that is used for promotions and annual bonuses for its employees.
- The organization under study adopts a set of dimensions, policies, programs and procedures that help in drawing a road map to achieve excellence and add value to the organization.

- The leadership excellence of the employees of the organization under study came at a high level of relative importance, and the researcher attributes this to the fact that the laboratory management focuses on selecting the scientific and administrative leaders who meet the approved standards with the aim of making career progress successful, but these leaders do not focus attention towards solving the problems of all Parties associated with the organization by allocating sufficient time to listen to their problems.
- The existence of an impact relationship and a significant correlation between the electronic management of human resources and the organizational superiority in the organization under study.

## **5-2 Recommendations:**

In light of the conclusions, the study reached a set of recommendations:

- The need for a rapid trend towards the interest in automating business electronically in all areas of management in general and human resources management in particular in the organization under study, to build the competitive advantages that would enable it to withstand the challenges it faces.
- Working on the use of electronic management in the organization under study in its administrative and service dealings, and approximating distances through a modern communication network that contributes to linking its internal and external dealings.
- Training the employees of the organization under study on a continuous basis and developing their knowledge and capabilities on how to use modern technology, through holding seminars and development courses and issuing information brochures to obtain qualified individuals who add a higher value and contribute to achieving organizational excellence.
- Preparing the administrative information systems available in the organization under study to implement electronic management while ensuring the freedom of information and knowledge transfer and sharing among employees and working on the level of mutual dependence between them electronically so that they can benefit from the common good among them.
- To work on setting clear and objective criteria when selecting administrative leaders with distinguished administrative skills in order to build the performance gap.
- The need for the organization under study to involve all employees at all levels in the procedures aimed at achieving organizational excellence and its reflection on raising the value of the organization and enhancing its reputation, which will reflect positively on them.
- The need for the organization under study to organize partnerships with other organizations to achieve mutual benefit and find the necessary solutions to improve the knowledge of employees.

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