

Requirements for Achieving Organizational Excellence An entry into business organizations

متطلبات تحقيق التميز التنظيمي كمدخل أساسي في منظمات الأعمال

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Abstract:

Among the recent organizational behaviors that have emerged is organizational excellence. Where do organizations strive to achieve them to achieve their goals in a way that achieves productive productivity, Especially since organizational excellence has become the main guarantor of the organization's survival and continuity, So many organizations incite to achieve organizational excellence in various aspects, In order to achieve this, there must be several basic requirements for achieving organizational excellence in business organizations. We will try in this place Address the most important of these requirements, which play a pivotal role and push the organization toward organizational excellence

Key words: Business Organizations; Individuals; Organizational Behavior; Organizational Excellence ; Requirements.

ملخص:

من بين السلوكيات التنظيمية الحديثة التي ظهرت في الآونة الأخيرة التميز التنظيمي أين تسعى المنظمات لبلوغه لتحقيق أهدافها بما يحقق لها الكفاءة الإنتاجية، خاصة وأن التميز التنظيمي أضحي هو الفيصل الحاكم والضامن الأساسي لبقاء المنظمة وإستمراريتها، لذا تحرص الكثير من المنظمات بلوغ التميز التنظيمي بمختلف أوجهه، ومن أجل تحقيق ذلك لا بد من وجود عادة متطلبات أساسية لتحقيق التميز التنظيمي في منظمات الأعمال، وسنحاول في هذا المقام تناول أهم تلك المتطلبات التي تلعب دورا محوريا وتدفع المنظمة نحو التميز التنظيمي.

الكلمات المفتاحية: الأفراد؛ التميز التنظيمي؛ السلوك التنظيمي؛ المتطلبات؛ منظمات الأعمال

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I. INTRODUCTION

The factors influencing the organizational behavior of individuals in various business organizations have shifted, and attention has been directed to studying all behaviors. It is not limited to the limits of those negative behaviors, but rather modern organizational thought has turned to studying and learning about positive behaviors that will enhance the organizational performance of individuals, which has made many topics the focus of Paying attention to the importance that these behaviors have within the organization.

The state of excellence has become a major focus in the business world in the nineties of the last century, and one of the most important features of modern management has become the pursuit of excellence through its tools and the fulfillment of its requirements. Organizations need excellence in all stages of their life cycle. As they move from one stage to another, the need for it becomes integrated between the physical dimensions. And quality until it reaches issues of mental image, good reputation, and fame. The main key to organizational excellence lies in organizations' focus on the quality of their graduates and services as a strategic choice in light of a competitive environment (Daradkeh, 2017, p. 1267). Perhaps the emergence of excellence for organizations as a turnover was not a coincidence. In fact, it was the result of many factors that led to its emergence, especially those related to competition and the competitive advantage that distinguishes organizations today and the changing business climate and consumer trends, which made excellence necessary and inevitable for organizations that want to ensure continuity in the market.

In this context, the organization had to "always be in a better position than competitors and take the lead in developing products, services, and performance systems in a way that ensures its superiority in faster access to markets and providing benefits and advantages to customers that competitors cannot match." It also establishes the foundation for building and developing relationships with various sects and parties with whom the organization is linked, and one of the characteristics of distinction is the ability to invest and employ those relationships in order to maximize the organization's opportunities to reach its goals and objectives (Hassan, Tanbour, 2018, p. 136). The organization today is searching for its existence in the light of its distinction where competition is imposed on it, not only improving the services and goods that it produces. Rather, the quality of the product and services provided, the method of performance, time, and other factors are the main control over the organization's distinction over others.

Organizational excellence is difficult to define and even more difficult to achieve, whether defined as profitability, market share, customer/employee satisfaction, or product innovation. Although it is often sought by leaders but rarely found, the leaders of the century continue to Twenty-one: The search for excellence. In this context, over the past two decades, quality circles, self-directed work teams, total quality management, process improvement, and re-engineering have been repeatedly used by leaders in their attempts to create excellence. Although each of these interventions has value, None of them have proven to be a direct path to excellence, but all of them focus on changing the organization - its people, processes, or products. None of them focuses on changing the leader's basic way of being in his view of the world (D, Shelton, R, W, & Earl, 2002,

p. 47). Perhaps that difficulty, which made the process of achieving organizational excellence something that is not available to everyone, is what made achieving Organizational excellence of great interest to many organizations, especially when it comes to those basic requirements that drive achieving organizational excellence.

Organizational excellence is no longer a requirement for any organization, but rather it has become more than that, given that it is the final arbiter of the survival of the organization, as it is linked to the existence of the organization and its superiority. Organizations today either exist or do not exist. They exist by their distinction and superiority and impose themselves on everyone and thus lead and achieve their desired goals, and they do not exist. Where decay and disappearance is its near and distant title, the world of organizations only recognizes organizations that are distinguished in their fields, and perhaps that is what made organizations today search for more excellence using all available means and methods.

II. A conceptual introduction to organizational excellence:

Before referring to the various approaches that refer to organizational excellence as a modern concept, we must refer to the concept of excellence in itself, because understanding excellence, in general, will enable us to apply this concept at the level of the organization, considering that the organization is a group of individuals who interact with each other to achieve common goals.

Referring to the literature that dealt with institutional excellence in the study, it becomes clear that it came under several names: organizational excellence, as in the study of Mandour (2014), business excellence, as in the study of Talwar (2011), and Sampaio, Saraiva, & Monteiro (2012), and Enterprise Excellence, as In the study by Edgeman, Neely, & Eskildsen (2016) (Maimon, 2018, p. 113), organizational excellence with its various names: business excellence, institutional excellence includes one concept despite the differences in the names according to each study and the goals and orientations of its owner. But what can be noted is that the majority of studies and research Which was conducted in this field confirmed the designation of organizational excellence as a synonym for the concept, and this agreement may be the result of the fact that organization is more comprehensive than the meaning of business and the meaning of the institution, which remains confined to aspects only, unlike organization, which remains comprehensive for various institutions, businesses, and organizations, which is what made us agree to confirm this use. From this side.

The concept of organizational excellence refers to the continuous pursuit of improving performance and profitability in all areas of the organization and includes managing talent, stimulating creativity, aligning strategy and tactics, and improving customer engagement. It also includes determining the maximum speed for business development, and searching for new places and opportunities in performance, especially in areas where The organization often ignores it (Qawasmeh, Faisal A, Al-Bourini, 2016, p96), as job performance is one of the most important foundations of organizational excellence, which is the real starting point for judging the organization in terms of its excellence by looking at the level of its performance in a way that achieves the organization's productive efficiency and ensures its financial profit. And achieving goals.

American Society for Quality experts assert that organizational excellence refers to “continuous efforts to create an internal framework of standards and processes aimed at engaging and motivating employees to deliver products that meet customer requirements within business expectations” (Nenadál et al, 2018, p.48).

Organizational excellence is viewed as “organizations constantly outperform the best international practices in performing their tasks, linking with their clients and those dealing with them through relationships of support and interaction, and knowing the performance capabilities of their competitors, their external weaknesses and strengths, and the surrounding environment” (Adel, 2003). Organizational excellence is associated with a necessary condition. It is the continuity of excellence and superiority, that makes the change in the level of organizational excellence, because excellence is relative and requires a lot of concerted and integrated efforts, especially in light of the intense competition between organizations today, and perhaps that is what made the excellence of organizations change according to the performance of each organization, which is what is imposed on the organization. To remain prepared and keep abreast of any developments or changes that may occur in order to keep pace with and maintain its excellence. If achieving organizational excellence is a difficult matter and requires a lot of effort, then the process of maintaining excellence is very difficult, because reaching the top requires the greatest effort. To remain in it, which is what organizations seek to achieve and maintain.

Some scholars of organizational and administrative behavior have tended to clarify the concept of organizational excellence according to certain approaches, which is what Ibrahim (2001) followed when he affirmed, “The broad positive concept of excellence should be based on two basic approaches: a pluralistic approach to values, and this seeks to require many types of Excellence, which individuals can realize, is the gateway to the philosophy of self-achievement for the organization to be the subject of public appreciation, and this is derived from the values that organizations believe in (Al-Nisour, 2010). Organizational excellence is based on two foundations: individuals on the one hand and the organization on the other hand, where each party stands in the equation. Excellence in what is required of it to reach organizational excellence, which is the result of integration between the two parties in the organization. Individuals are required to excel within the organization in which they work according to the approach of values by realizing their excellence and working on it. As for the organization, it seeks excellence according to the approach of achievement through the values it believes in. Through it, it seeks organizational excellence, where the achievement achieved by the organization is evidence of its excellence.

Organizational excellence requires “institutions investing in critical opportunities preceded by effective strategic planning, and commitment to realizing a common vision dominated by clarity of purpose, adequacy of resources, and concern for performance” (Al-Ghamdi, 2018, p. 321). Organizational excellence is not a random process that occurs for the organization, but rather it is an organized process that requires a lot. Investments within the organization to achieve its excellence, in addition to advance planning that takes place through stages to achieve the desired goal, and here it can be confirmed that the organization can set among its goals organizational excellence and work to achieve this by knowing the shortcomings and obstacles that prevent its excellence and also

knowing the aspects that can It is based on achieving organizational excellence, especially since there are different aspects of organizational excellence that differ from one organization to another, which makes achieving organizational excellence possible if the organization wants to do so through planning and strategy.

Standen described excellence as “clarity in identifying customers, understanding their demands and needs, and paying attention and dealing with the elements of the organization in meeting those needs and unexpected future requirements through performance that exceeds expectations and achieves benefits for stakeholders in a balanced manner. A distinguished organization works to develop and sustain the provision of added value to partners and exceed The routine requirements that it works with, and the pursuit of sustainability in competitive performance that exceeds current requirements and has the ability to do so in order to achieve future expectations (Al-Sulami, 2002). Organizational excellence is based on the focus of attention to clients and customers by meeting their needs, where the organization must know those needs. And studying them to meet them, which is what major organizations do today that seek to achieve organizational excellence. The organization’s awareness of the expectations of its customers is essential to achieving organizational excellence, and here the organization’s organizational imagination plays a pivotal role in determining those expectations that should be met through the quality of goods and services.

Al-Lawzi (2002) considers organizational excellence “a necessity for administrative development to raise performance levels by developing the skills and capabilities of employees in the organization, as developing their skills and capabilities requires the presence of an effective organization in which team spirit, innovation, initiative, and competition prevail so that every individual working individual feels that the organization Owns it, which prompts workers to exert all their energies and efforts and give everything they have for the sake of the organizations’ excellence and success (Kaseb et al., 2013, p. 128). Organizational excellence depends on the capabilities of the workers and the skills they possess in the organization because the beginning is through these skills. And capabilities. Therefore, we find that many organizations seek to select the individuals working for them from among the distinguished competencies capable of achieving organizational excellence and providing an addition to the organization. The matter did not stop at the point of selection, but rather the matter became more employable through the process of attracting individuals from the various environments in which they exist in search of achieving Organizational excellence has become a requirement for many organizations today.

Excellence can be at the individual level or at the organizational level, and in this context, Abbas asserts (Diop et al., 2018, pp. 98-99) that excellence at the individual level “means the individual’s ability to perform his job tasks in a correct manner and with a high degree of efficiency through which he achieves The desired results by which he excels over himself and others. Achieving individual excellence means achieving advanced degrees of satisfaction and self-realization. However, reaching the peak of individual performance and achieving excellence requires the individual to follow a set of strategies identified by Kelly (1988), which are:

Initiative: Initiative is the first strategy for individual excellence, and the initiative necessary for excellence means doing new work in a more efficient manner, searching for additional responsibilities outside the scope of the job framework, and bearing the risks resulting from these responsibilities.

Creating a network of relationships: meaning expanding the circle of sources for obtaining the knowledge necessary to complete the work in an optimal manner.

Self-management: The distinguished individual is the individual who seeks to develop the ability to manage himself in a way that is appropriate to the increasing tasks and functions resulting from continuous changes in the nature of business.

Subordination skills: The subordination necessary to reach excellence does not mean passive submission to the opinions of managers, but rather it is one of the great challenges not only because it is difficult to master but also difficult to accept. The subordination strategy necessary to reach excellence is the work strategy that creates ways to deal with leaders and organizes relationships with those with influence and authority within the organization.

Excellence at the organizational level refers to ongoing efforts to establish an internal framework for standards and processes that aim to engage and motivate employees to provide products and services that meet customer requirements and raise the level of performance. The availability of excellence in performance requires the presence of management that focuses on a set of principles identified by Grot, which are:

Facing difficulties and crises at work: Facing difficulties and crises at work is an important source of motivation by providing opportunities for growth and learning, increasing endurance, and avoiding mistakes when dealing with problems and pressures at work.

Providing experiences outside the scope of work: These experiences provide opportunities to acquire new skills and practice additional activities outside the scope of work.

Providing highly efficient administrative levels in performing tasks, working to motivate individuals, engaging them, encouraging them to perform outstandingly, and setting a role model for them.

Providing training programs: that develop the ability to solve work problems and enhance the excellence of organizations through the added experience gained provided by training opportunities.

Through the various definitions that attempted to clarify and clarify the concept of organizational excellence as a modern concept in organizational and administrative behavior, we can confirm that organizational excellence is a continuous and planned process undertaken by the organization in order to excel over other organizations in its field of activity, by meeting the needs and expectations of its customers, and it requires concerted efforts. The actors in the organization are where the skills and capabilities of individuals begin to achieve and achieve organizational excellence.

Achieving organizational excellence requires a deep understanding of the organizational excellence process by realizing that:

-Organizational excellence is linked to the performance and productive efficiency of the organization and seeks development.

-Organizational excellence is linked to organizational development.

-A continuous and relative process.

-Organizational excellence is a planned process based on a specific strategy.

-Clarity of goals is necessary to achieve organizational excellence.

-Achieving organizational excellence is linked to individuals and the organization together.

-Controlling time management is a gateway to achieving organizational excellence.

-Organizational excellence stems from the capabilities and skills of individuals.

-Organizational excellence is based on meeting the needs and expectations of customers.

III. Achieving organizational excellence through its importance:

Organizational excellence is of great importance to organizations today, as it has become a basic requirement that many organizations want to achieve and achieve, wherever they are monitoring the necessary capabilities and capabilities for it, considering that organizational excellence will bring them financial returns, and perhaps the interest that organizations pay today to achieving organizational excellence confirms the importance it plays in Organizations.

The importance of organizational excellence stems from the ability of organizations to crystallize the forces that support excellence in organizations by achieving rapid rates of change, achieving unlimited competition, preserving organizational place and status (human resources, organizational culture, and organizational structure), then growing a sense of quality, and the ability to employ technology. In *Information Creativity* (Belkabir, 2016, p. 168), organizational excellence is linked to positive organizational change, as the organization seeks to keep pace with the changes occurring in the business world when it must ensure survival and continuity by achieving organizational excellence.

The importance of organizational excellence for the organization can be determined by knowing the importance of the organization reaching the level of excellence. What it achieves through organizational excellence is what confirms to us the importance of organizational excellence, and this can be indicated through the following (Al-Rafi'i Ali Abboud, Dhargham Sahn Abd, 2018, pp. 305-306):

-It enables the organization to achieve positive results on the economic, social, and environmental levels.

-It enables the organization to retain its current customers and attract potential customers and

also leads it towards a greater understanding and awareness of the expected needs of customers.

-Supports and strengthens the organization's connection with internal and external stakeholders.

-It achieves integration between systems and processes, thus reflecting positive results according to economic, social, and environmental indicators.

-It provides the organization's workers with great capabilities to achieve their goals in addition to the organization's goals on the basis of mutual trust and joint cooperation.

-It increases the organization's ability to adapt through learning and innovation systems in order to achieve added value to the economic, social, and environmental aspects.

-Supports the organization's joint work base with its related stakeholders with the aim of achieving positive results for all parties.

Organizational excellence is important for the organization, as it can achieve many positive things, whether at the level of the behavior of individuals within the organization or at the level of its outputs related to the goods and services that it produces or its mental image in the external environment to which it belongs, and perhaps this achieves the process of maintaining its own customers, along with The distinguished organization does not depend on the vision of maintaining current customers, but rather it works to attract potential and unexpected customers to be its customers, and here the organization must conduct more studies to understand the psychology of customers to know their expectations, perceptions, and needs in order to make the goods and services that it produces meet their purposes and goals, which makes them It has permanent customers for the sake of the spread that the organization wants to achieve through organizational excellence. Organizational excellence does not stop at the customers and clients, but rather as a comprehensive process that touches the various aspects of the organization and its fields, which gives a strong and effective connection to the various actors in the organization inside and outside the organization through joint work among them. To achieve the goals of the organization, and because organizational excellence works to achieve the goals of the organization, on the other hand, it does not neglect the needs of the individuals working in the organization as it seeks to achieve their goals. Here it can be said that the organization's achievement of organizational excellence is one of the stages of integration and fusion that the organization has reached, and in addition to that Organizational excellence works on two main axes: organizational change and organizational development, where the organization works to adapt and adjust to the various changes that occur daily in the field of work by adapting to them, and it also works to develop itself to achieve goals and keep pace with all developments occurring in its field of activity by increasing its capabilities for creativity. And excellence.

The process of building distinguished organizations today has become more than necessary in light of the transformations that have occurred in the organizational landscape, especially since the process of building distinguished organizations confirms to us the importance that must be achieved through organizational excellence, and in this context, Sasmita and Nayantara Marquardt (2003)

outlined the steps that should be He bought it in building distinguished organizations, which are (Al-Dalaeen, 2010, p. 76):

-Empowering employees.

-Transmitting the vision of organizational leadership to individuals at the middle and executive management levels regarding the process of organizational excellence.

-Linking excellence to the organization's operations and activities.

-Evaluating the organization's capabilities regarding the excellence process.

-Employment of technology.

-Encouraging learning at the individual, group, and organizational levels.

The construction process can only take place through two basic inputs. The first is an individual and personal approach related to the individuals working in the organization by empowering them and developing their abilities and skills by encouraging individuals to organizational learning and vocational training in a way that allows them to keep pace with the organization's goals and work to achieve them. The second is an organizational approach that is mainly related to leadership. The organizational structure followed the prevailing organizational climate in the organization, and employing everything that would develop the organization and advance its excellence through the use of modern technology and ensuring excellence in the various activities of the organization.

IV. Achieving organizational excellence through principles and motivations:

Achieving organizational excellence requires ensuring many principles that must be available in the organizational environment to ensure excellence in the areas of the organization's activities. There are many principles of organizational excellence that should be taken into account by those in charge of the organization to achieve and achieve organizational excellence, and we will try to refer to them in the following (Lotfi, Mahmoud, 2016, pp. 24-25):

Achieving balanced results: through organizations planning to achieve their mission and vision and achieving balanced results that meet the needs of those concerned and even exceed them when possible.

Adding value to customers: Organizations must realize that service recipients are the basis of their existence and make every effort to innovate and achieve added value for them by understanding and gathering their needs and expectations.

Leadership through vision, inspiration, and honesty: Here organizations must have leaders who are able to formulate and embody the future vision into an achievable reality and act as an example for workers to follow regarding values and professional ethics.

Management by Operations: Distinctive organizations are managed by a set of structured, coordinated, strategically interconnected operations, or work to use the principles of fact-based

decision-making.

Success through individuals: Organizations must work to value their people, innovate, and create an enabling environment to achieve balanced organizational and personal goals in practice.

Fostering innovation and creativity: Trying to create added value and increased levels of performance through continuous and regular innovation by using the creativity of stakeholders.

Building partnerships: Organizations that aspire to excellence must build trusting relationships with multiple partners to ensure and maintain mutual success. These partnerships are with service recipients, the community, suppliers, educational institutions, and other organizations.

Taking responsibility for a sustainable future: Organizations must adopt work ethics, clear values, and the highest standards of organizational behavior in the work environment to enable them to achieve environmental, societal, and economic sustainability.

The principles of organizational excellence can be limited according to two trends: the first is specific to the internal environment, which is represented by the various organizational elements related to the organization's environment, and the individuals who belong to the organization, which are represented in achieving balanced results, leadership through vision, inspiration, and honesty, management by operations, success through individuals, and nurturing innovation and creativity. The second aspect, which is related to the external environment, represents the various elements related to the external environment and everything related to the environment outside the organization, which contributes as elements to the process of organizational excellence, which the organization is keen to pay attention to, which is represented by both adding value to customers and building partnerships.

The process of interest and care for organizational excellence was not without certain foundations, but rather it is linked to many factors that represent the motives and justifications that made the organization give organizational excellence the necessary attention at the present time, and the most important of those motives for organizational excellence can be mentioned as follows (Abu Odeh, 2018, p.24) :

Global competition: Through the increasing intensity of competition in the global market, due to development and competition without borders, especially after economic globalization, it has become possible to search for markets and bring products and services in the easiest ways. Therefore, it was inevitable for organizations to work on effective productivity and increase competition through managing institutional excellence.

Maintaining the organization's position: It is preserving the organization's position in terms of its leadership, resources, culture, and competitive position, through developing its business and distinguished performance in order to work to control the market and maintain its position.

Quality of performance: Quality of performance has become the main factor in winning customers and has become the most successful method in the world. It is considered the language of excellence among institutions, as it is what gives organizations continuity and development in work.

Technology development: Technological progress in information and communications that effectively and significantly affects all aspects of work in organizations. Business development and competitiveness are achieved through the development of electronic technological capabilities, which provide continuity and progress for the organization.

The changes that occur daily in organizations and in the general business climate have made the process of organizational excellence a necessity, which has confirmed that change is a strong motivation for the organization to achieve organizational excellence and strive to achieve it through advanced planning and strategy to achieve the goals of the organization and the goals of the individual through organizational excellence. Where is the change that... There is a drive for organizational excellence in modern technology and technologies, where these developments in the field of technology force the organization to keep pace with them through excellence in order to ensure its survival and continuity, which is the desired goal of any organization.

The fierce competition that characterizes the organization market today is also a motivation for organizations to achieve organizational excellence, especially in light of economic globalization, which has made the process of managing organizational excellence more than necessary to achieve high levels of organizational excellence, and perhaps this is what will contribute to the organization maintaining its position in light of competition. It is exposed, which makes working to maintain the position push the organization towards achieving and searching for organizational excellence, which can be by following many policies and procedures, including ensuring the quality of performance, which is a basic language for organizational excellence, as it represents the motivation towards achieving excellence. Organizational, especially since it is the guarantee for the survival of the organization and its continuity in giving to ensure the achievement of its goals.

V. Requirements for achieving organizational excellence in business organizations:

To achieve organizational excellence in various business organizations, many requirements must be present, which are essential factors in achieving organizational excellence, as they are among the conditions that must be met for an incubating environment for organizational excellence. The most important requirements for achieving organizational excellence in business organizations can be mentioned as follows:

Human Resources Management: The human resources element refers to the organization's approach to managing human resources affairs, developing their skills, and unleashing their cognitive energies and potentials, whether as individuals, members of work groups, or at the organization level. This element is concerned with the extent of the organization's ability to plan human resources management activities in a way that ensures support And supporting its strategies, policies, and directions towards increasing the efficiency of operations. This element is evaluated according to the following criteria:

-Human resources systems are planned, managed, and developed in an objective manner.

-The levels of knowledge and ability of individuals are determined, developed, and maintained.

- Individuals are involved and empowered in the organization's activities and events.
- Communication and dialogue take place between individuals and the organization.
- Individuals are rewarded and their efforts are appreciated and cared for (Al-Salami, 2007).

The method of managing and managing human resources by the organization in light of its various activities, including planning and formation, enables the organization to achieve organizational excellence, given that good management of human resources develops in individuals the spirit of responsibility and pushes them to creativity and excellence, which contributes to the excellence of the organization, especially in light of the availability of appropriate conditions for work, which is What good management achieves.

Organizational leadership: Excellence through leadership expresses the ability of a distinguished leader to exploit organizational opportunities, provide development opportunities, and accept challenging actions in a way that helps the organization confront turbulent operations and multiple crises, as senior leadership has a direct impact on excellence, through developing the capabilities of individuals and encouraging them. Oriented towards excellence, through its excellence in motivation, leadership skills, effective work relationships, and the ability to think innovatively that departs from tradition, as well as its interest in encouraging competition among individuals to come up with new ideas. Likewise, if the senior leadership adopts an open-door strategy and supports direct communications between them, And between individuals, this allows the exchange of information related to the organization's activities, the ability to discuss them, and reach suggestions and innovate new solutions to its problems (Bu Salem, 2014-2015).

Many studies also confirm that organizational excellence depends on the availability of high skills and capabilities of leaders who have the ability to lead creativity and innovation in a way that allows them to achieve high levels of organizational performance. Many studies have proven that leadership is considered an essential factor in creating organizational excellence because of its ability to deal with...Dynamics of Incentives and Culture (Al-Amami, 2014, p. 4),

Leadership plays a pivotal role as a basic requirement that must be present for the emergence of organizational excellence. As much as organizational leadership is suitable for individuals, it will be for them an inspiration for creativity and a motivation for achievement, which achieves the goals of the organization. Leadership can be an effective factor in excellence by developing individuals' talents and giving them appropriate opportunities to unleash creativity in the field. Work and an organization in which organizational excellence prevails need a leader capable of managing organizational excellence and creativity, a leader who knows and is familiar with the importance of organizational excellence and the ways and means of developing and increasing it in a way that serves the organization as a whole.

Operations: All categories of customers are considered consumers of goods and services, and when a commodity is obtained that does not meet the needs of the categories of customers or exceed their expectations, these customers turn to competitors to deal with them, and in light of excellence management, resorting to these results is an indication that something An error is made in the

processes that led to the production of these products or services, and these symptoms lead to an action plan to correct these errors or deficiencies. There is no doubt that using the structural approach to solve problems makes it possible to move continuously (Al-Naimi et al., 2010, p 42-54).

Paying attention to processes is one of the requirements for achieving organizational excellence, as the outputs of the production process in its final form pass through a set of processes and procedures within the organization that embody the product according to what was done within the processes. Therefore, it is important where the final consumer judges it, which qualifies it for excellence. Regulatory if it is compatible with the needs and desires of consumers.

Knowledge: Defining the concept of knowledge is of particular importance. To clarify this concept, we proceed from the assertion that the concept of knowledge in the social sciences includes one or both of the two main approaches. The first approach refers to systematic experiments and testing of hypotheses that refer to objective and explanatory models for understanding the environment, and it was more The common trends in the social and economic sciences tend toward experiment and proof, to develop the causal relationship between variables and separate them by determining their independence. The second approach is the anthropological and historical approach that highlights the interplay between all social forces and which prefers unity over separation. In fact, the work of administration focuses on the first approach. (Hegazy, 2016, p.136).

Knowledge, as one of the requirements for achieving organizational excellence, falls within the framework of the efforts undertaken by the organization to reach and achieve organizational excellence. A distinguished organization possesses a set of knowledge in the fields of its activities, which makes it keep pace with current developments and achieve organizational excellence thanks to the knowledge it possesses that contributes to this.

Organizational culture: represents the degree of compatibility and distinction of the values and beliefs of employees with the culture and values of the organization, as these values influence the decisions and style of management and their relationships and interactions with their subordinates. Culture is a complex fabric of ideas, beliefs, traditions, methods of thinking, and common expectations among workers in one organization, and shapes its personalities, controls its experiences, and influences In the organization, this is reflected in the quality of products, efficiency of performance, and its ability to achieve excellence (Al-Ziyadi, 2019, p. 490).

Organizational culture is considered the set of beliefs and values prevailing in the organization and acquired by individuals within the organization that contribute to achieving organizational excellence through the individuals' belief in the spirit of the organization and their endeavor to achieve its goals with a sense of functional belonging. If the organizational culture is dominated by an atmosphere that encourages excellence and creativity, it will be a fertile field for unleashing excellence. Organizational culture in the organization, makes organizational culture an essential input and a real requirement for organizational excellence, given the results that can be produced on the behavior of the group and work teams within the organization.

Excellence of subordinates: The importance of organizational excellence in organizations can

be demonstrated in a number of issues, especially with regard to human resources, and organizations need to continuously develop their members so that they can help make the organization more distinguished in performance, compared to competing organizations, and finally The organization needs to have the necessary skills for the decision maker and its importance in achieving creativity and excellence in organizations (Al-Omari, 2017, p. 118). The excellence of individuals working in the organization is a clear condition for achieving organizational excellence, as these distinguished individuals work to transfer excellence to their organization, especially if the organization provides them with a climate It is appropriate for excellence by encouraging creativity and excellence, and this is what makes individual excellence a basic requirement for achieving organizational excellence in various business organizations, which can be identified within distinguished organizations.

Beneficiary service: Beneficiary service and their opinions are one of the basic pillars of the ability of various institutions to survive and flourish. The word beneficiary suggests warmth in the treatment that the beneficiary should receive. Therefore, all beneficiaries of the school should receive the best and finest service for them without discrimination. A strategy will ensure this is achieved. , based on their requirements, needs and expectations (Al-Hayya, 2015).

Recently, many business organizations have made many ways and means to achieve and achieve organizational excellence, the most prominent of which is serving beneficiaries as a requirement for achieving organizational excellence. The organization seeks, through the services it provides to the beneficiaries of its products, to increase the effectiveness of communication and trust between customers as beneficiaries and the organization as a producer of goods and services.

Organizational structure: Achieving organizational excellence necessitates the need to restructure and restructure organizations and institutions in terms of ensuring the existence of an organizational structure that includes integrated and coordinated administrative units capable of achieving their strategic and executive objectives, and has sufficient flexibility and reducing administrative levels as much as possible so that communication channels are clear and effective (Al-Ali, 2016, p. 12), and perhaps the organizational structure as a requirement for achieving organizational excellence makes it necessary for it to be a flexible structure necessary to achieve organizational excellence. Therefore, many organizations whose structures are rigid have made great strides in developing a new concept in the flexible organizational structure that contributes to achieving excellence. The organizational structure, especially since the organizational structure represents the set of official relationships prevailing in the organization, regulates it and ensures its implementation according to what is specified in order to achieve the goals of the organization, so it is important to pay attention to the organizational structure in any organization if we want to achieve organizational excellence.

Healthy organizational climate: Achieving organizational excellence requires providing a healthy organizational climate characterized by more empowerment for employees, which supports confidence in them and gives them more responsibility in completing their work, as well as an appropriate amount of authority, thus reducing their dependence on a long chain of hierarchical administrative authority in the organization, and this is what leads to... To improve work efficiency

(Suleiman, 2017, p. 346). The prevailing organizational climate, when it is healthy and free of tensions, psychological pressures, and organizational anxiety, contributes to the organization achieving organizational excellence, especially since individuals are affected by what prevails within their organization. Any tensions within the climate lead to individual tension. This does not help them achieve organizational excellence, so organizations work to provide a healthy climate for creativity, a climate that encourages individuals to achieve and achieve organizational excellence in light of the requirements of the individual and the organization together.

Strategic planning: For distinguished organizations, strategic planning is different, as they work to implement their vision by developing a strategy that is based on all stakeholders and takes into account the market and sector in which they operate, and then policies, plans, goals, and operations are developed in light of that (Balhamar, 2016).

Strategic planning is an effective requirement for achieving organizational excellence. Organizational excellence cannot be achieved without prior planning of the method and means of achieving it. In fact, it requires a forward-looking future vision to read the expectations and potential perceptions of individuals to meet their needs and desires, which contributes to achieving organizational excellence. Therefore, working on strategic planning has become an issue. Fundamental that has a direct relationship to organizational excellence.

Competitive Advantage: Organizational excellence provides a competitive advantage - what makes one organization different from all other organizations in a given market that offer similar products or services. A continued commitment to organizational excellence also provides the tools to significantly enhance products or services, which in turn will help build Relationships between customers characterized by loyalty” (Nenadál et al, 2018, p. 48). Competitive advantage, as a basic advantage in the business world today, requires organizations to achieve organizational excellence for the sake of their survival and continuity. Here, it can be said that competitive advantage is a positive process if the organization moves in the direction of Achieving organizational excellence, which varies from one organization to another. Each organization has its basic requirements that it depends on in order to achieve organizational excellence, which also differs from one organization to another, so each organization has room for its own organizational excellence according to its activities, goals, and the nature of the organizational excellence it wants to achieve and reach.

Time management: Achieving organizational excellence by rationalizing the consumption of time necessarily requires adopting the logic of budgeting in the process of dividing it, and paying attention to some of the details that may waste the element of its exploitation and thus waste time. Therefore, many researchers have worked hard to formulate scientific laws that include logical formulas that define the structural framework and present practical mechanisms. To rationalize the ways of using the time element and employing it in creating the organization’s organizational excellence (Bin Sweileh, 2017, p. 21), as time today is no longer just a factor in the production process, but rather it has become seen as an important resource for the organization and a very expensive resource that cannot be controlled given the privacy, especially the loss of it. Time will not be recovered, which makes the process of managing and controlling it help the organizational

excellence of the organization given its importance and effectiveness. Today, organizations seek to control and manage time in a way that serves their goals and leads to organizational excellence through good time management, considering that time is an important factor in the production process. Controlling it leads to controlling production outputs and the time they arrive at the required speed, which pushes the organization towards organizational excellence.

Organizational values: The organization must be institutionalized, as the organization must be instilled with values, especially since many giant companies attribute their collapse to the failure of their leaders to embrace the basic organizational values (Ab Hamid et al, 2015, p. 2847). The organizational values imbued with individuals in the organization contribute To achieving organizational excellence, especially since values maintain organizational ties and relationships between individuals and the organization within the framework of the organizational structure, which makes individuals' values work to achieve organizational excellence through the individuals' firm belief in achieving the organization's goals, and in light of the presence of positive organizational values, it will be easy An organization must achieve organizational excellence if it wants to do so.

Organizational learning: Innovation and development through the exchange of knowledge and information is a critical element in achieving organizational excellence and includes: self-evaluation, feedback, participation, best practices, continuous improvement, and adaptation (Al-Amami, 2014). Organizational learning helps the organization achieve organizational excellence. Considering that the learning organization guarantees the achievement of organizational excellence through the information and knowledge it provides to its members, in addition to its keenness to ensure creativity and excellence in a way that serves its goals and ensures that it reaches a certain degree of organizational excellence.

Participation in decision-making: Excellence can be achieved by encouraging workers to share their opinions and suggestions in solving the problems they face within the organization, delegating authority and freedom, avoiding excessive instructions and policies, monitoring orders related to their work, and the freedom to bear responsibility for expressing their opinions and making their own decisions in addition to doing their work. Wageeh A, Nafei, 2016, p. 130), through the process of participation in decision-making, the organization can achieve organizational excellence. Individuals who participate in decision-making at the organizational level make them feel a sense of belonging to the organization and their importance within the organization, which makes them keen to provide distinguished and creative services to their organization, where they contribute. In achieving organizational excellence.

The requirements for achieving organizational excellence in business organizations differ, which can be read according to two sources, the first for individuals and the second for the organization. If the requirements vary between organizations, this is essentially due to the nature of each organization's distinction and its field of excellence. Organizational excellence, as a continuous, comprehensive, and evolving process, requires many basic requirements to achieve and continue with it.

VI. Conclusion:

In fact, achieving organizational excellence requires many basic requirements as input into various business organizations today. Given the competition and competitive advantage that characterize the business environment, achieving organizational excellence is more than a necessity to ensure survival and continuity in the field of work, which is the goal of organizations today in light of the changes that The business climate changes successively, which makes keeping up with these changes or developments require the organization to make more efforts to achieve and achieve its goals.

Although there are many sacrifices that the organization must make, whether for those in charge of the organization or the individuals who belong to the organization, they must make them achieve organizational excellence, given that organizational excellence is a comprehensive and complete process in which the various activities of the organization and the various actors in the organization contribute, each according to their position, which makes it important Achieving organizational excellence is not an easy matter, but rather requires the combined efforts of everyone.

Relying on the various requirements for achieving organizational excellence as an input into business organizations today would contribute to the organization achieving excellence at the level of the activities it carries out, which has made these requirements the focus of attention by scholars of organizational and administrative behavior and by those in charge of organizations as well, given the importance that they These requirements can play a role in facilitating the task of achieving organizational excellence, which is the desired goal of the organization today.

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