

Strategic Behavior and Role in Organizational Excellence, Senior Leadership Sample Field Research at University of Karbala

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Abstract: The current research aims to identify the level of strategic behavior in the organization in question and its impact on organizational excellence. The organization in question was the University of Karbala, and the sample included senior leaders from department managers and above, with some (85) people. A strategy followed by the organization under study was based on the model (Miles and Snow, 1978) and its impact on achieving organizational excellence, and some statistical methods were relied on to process the data obtained from the questionnaire from the (spss) and (Amos.23) program, such as percentages and arithmetic mean The standard deviation, the coefficient of variation, the normal test, and the certainty factor, and to know the correlation between the two variables, the simple correlation coefficient (Pearson) was relied upon. As for the effect of the independent variable on the dependent, the simple regression coefficient was used. The surveyed organization suffers from a decrease in the number of young leaders occupying leadership positions and the existence of a complex hierarchical organizational structure that is reflected this is due to the slowness of the procedures they are taking. The current research recommended conducting training courses to qualify leaders in the university administration to be able to achieve administrative excellence, which is reflected in human, structural, and strategic excellence.

Keywords: Strategic Behavior, Organizational Excellence

An introduction

Strategic behavior is the form that organizations draw to dive into the competition and it consists of (the behavior of prospectors, the behavior of defenders, the behavior of analysts and respondents) and in a way that achieves organizational excellence at all levels (leadership, employees, organizational structure, strategy) and this will be detailed as in the following axes:

First: Study methodology

This topic presents the complete methodology of strategic behavior to facilitate the research task, as follows:

1- The problem of the study

Success in organizations is through preparing for the future, and that is through developing an effective strategic behavior for them to create all capabilities for them and the impact of this on achieving organizational excellence in organizations, and the study tried to answer these questions:

A- What is the strategic behavior of the organization in question?

b- What is the level of organizational excellence in the organization?

C- What is the possibility of having a strategic behavior through which organizational excellence can be applied?

2- The importance of studying

A - Research in the field of organizational excellence within the specialization of public administration in public organizations.

B - Studying the strategic behavior of the University of Karbala to find out the direction it sets in enhancing the economic and social situation of the country.

C - The importance of research on this topic is highlighted by linking its variables from a theoretical and practical point of view.

3- Objectives of the study

A- Determining the theoretical frameworks for the study variables.

B - Determining the strategic behavior chosen by the university in light of the current situation.

C-Determining the possibility of applying organizational excellence within the sample surveyed.

d- Determining the nature of the correlation between the research variables

C- Diagnosing the nature of the impact of strategic behavior on organizational excellence.

4- Study Model

Where a hypothesis was built for the research, which included the research variables (strategic behavior, organizational excellence), where the first independent variable includes four dimensions (prospectors, defenders, analysts, responders) and the second, the dependent variable, includes four dimensions (administrative excellence, human excellence, structural excellence, strategic excellence), and figure (1) shows the relationship and influence

Where the two-way arrow indicates the correlation



As for the one-way arrow, it indicates the influence of relationships



Figure (1) Study Model

Source: Prepared by the researcher, 2022

5-Hypotheses studying:

The first main hypothesis: There is a correlation between strategic behavior and organizational excellence in general and its dimensions and the following hypotheses are derived from it:

- A- There is a significant correlation between the behavior of prospectors and total organizational excellence.
- B - There is a significant correlation between the behavior of defenders and total organizational excellence.
- C - There is a significant correlation between the behavior of the analysts and the total organizational excellence.

d- There is a significant correlation between the behavior of the respondents and the total organizational excellence

The second main hypothesis: There is a statistically significant effect between strategic behavior in general and organizational excellence in general, and between its dimensions, and the following hypotheses are derived from it:

- A - There is a statistically significant effect between strategic behavior and leadership excellence.
- B - There is a statistically significant effect between strategic behavior and human excellence.
- C - There is a statistically significant effect between strategic behavior and structural excellence.
- D - There is a statistically significant effect between strategic behavior and strategic excellence.

6-Community and sample search

The research was taken from the University of Karbala as the research community. As for the research sample, the senior leaders in the university (heads of departments and above) were selected (91) and the questionnaire was distributed according to the departments to which they belong, and the sample was selected intentionally and is comprehensive, as (Abu Zina et al, 69: 2007) that the intentional comprehensive sample means that the selection of all individuals who represent a case or have all the characteristics or characteristics studied, and because of the spoilage and the preoccupation of some members of the sample with administrative and scientific tasks, the total of the sample was (85).

7-Personal characteristics

A- Gender

What was observed in table () is that the sample studied was significantly different, as males came with a higher percentage than females at (96%), while females were at (4%) only. This means that most of the leadership positions at the University of Karbala are males and a dangerous indicator reducing women and not giving them enough attention to take leadership positions

B- Age

It is clear from the table () that the largest percentage is (35-45) with a percentage of (46%), followed by the category (45-55) and a percentage of (27%), and for the category (55 years and over), the percentage was (26%), and this means that The leadership positions included young leaders whose intellectual nature is renewable and among the elderly who have experience and wisdom, so diversity of positive behavioral vigilance will be formed to achieve organizational excellence at the University of Karbala

C- Job position

Through the table (1), the sample surveyed was the largest percentage of department heads with a percentage of (49.41%), as it formed about half of the research sample, followed by the assistant deans with a percentage of (34.11%). As for the deans, the percentage was (15.29%). 1.17%), which means that the research sample was inclusive of all the administrative positions that it aimed to reach.

Table (1) the characteristics of the research sample

Gender	Male	82	96%
	Feminine	3	4%
	Total	85	100%
the age	25 - less than 35	1	1%
	- 35 less than 45	39	46%
	- 45 less than 55	23	27%
	55 years and more	22	26%
	Total	85	100%
Academic achievement	Master's	6	7%
	Doctor	79	93%
	Total	85	100%
Current job	University's president	0	0
	Assistant University of the University	1	1.17%
	Brigadier	13	15.29%
	Dean's assistant	29	34.11%
	Head of the Department	42	49.41%
	Total	85	100%
	Less than 5 years	0	0%
	5. Less than 10	12	14%
	- 10 less than 15	31	36%
	- 16 less than 20	15	18%
	- 20 less than 25	13	16%
	25 years and more	14	16%
	Total	85	100%

Source: Prepare by researchers, 2022 N=85

D- Duration of service

It appears from the table () that the years of service came in a variety of ways for the research sample, as the years of service were (10-15) at a rate of (36%), while the years of service for the category (-16 less than 20) were (18%), while the category (-20) Less than 25) and the category (25 years and over) with a percentage of (16%), while for the category (5-less than 10) it was at a rate of (14%) and this diversity was positive in the diversity of experiences, but the service period for the sample was not recent as the category was not (5 years and less) who hold leadership positions at the University of Karbala.

Second: strategic behavior

Organizations have undergone significant changes in their strategic behavior. Classical management considers organizations generally a closed system, and everything from their point of view was functional and highly predictable. Contemporary organizational theories have taken a more broad perspective to study organizations, which are seen as open systems. So when studying the relationship between strategy and strategic behavior, when studying organizational behavior, its dynamics need to be analyzed from the perspective of continuous transactions with the environment that supports it, because, from the interpretations of environmental phenomena, the organization must adopt strategic positions. (KATZ & KAHN, 1987:4) (Gupta, 1982:31) that rapid changes have created new methods of managing and organizing organizations, both in terms of strategy or management, in addition to that, managers who have a greater amount of risk, are those who are strongly associated with strategies and have better performance. Dill (1958:410) was among the first to study organizational behavior and give importance to environmental influences on managerial work, and other later works also dealt with this problem, even with different approaches, all of whom emphasized the recognition of its importance (Chandler, 1962), (Emery e Trist). (Duncan, 1972) they emphasized that the behavior of organizations is determined by the environment in which they operate. Hannan and Freeman, 1977: 930) indicated that managers adopt behaviors and seek to understand their environment and make successful strategic decisions aimed at obtaining the resources they need and that the pressures make the behavior of organizations in a particular environment similar. On the other hand, organizations must search for behavior models that allow them to ensure the congruence between the structure and the way it is conducted and the potential internal and external factors (Soares et al, 2011:252) and a model will be adopted (Miles and Snow, 1978) public organizations adopt these strategies to manage Change to be effective, and that public organizations adopt these frameworks to survive in a changing operating environment, including changes in the level of government funding (Pospiech et al, 2016: 138) that organizational strategies in the Miles and Snow model, 1978) have consequences. Clear service performance in the public sector results when structure, process, environment, and other relevant variables are controlled, in particular, strategic positions have significant performance consequences. (Andrews, 2009:21).

The behavior of prospectors is one of the strategic behaviors adopted by organizations in the public sector. According to this strategy, there is an increase in budgets and they are pioneers in developing new products and services (Andrews et al, 2011:658). This type of strategic behavior helps in increasing the innovation that is currently at the level of Low in Organizations (Ingram, 2016:41) Prospectors have been described by Miles and Snow, 1978) as having "the ability to monitor a wide range of environmental conditions, trends, and events" (Miles and Snow, 1978) Prospectors' preferred strategic operations depend on intuition and reliance on Push and pull regulatory policies (Walker et al, 2013:22).

Advocates are organizations that engage in little or no new product/market development and often control relatively safe niches within their industries, competing primarily based on price, quality, delivery, or service centralized decision-making, and to an extent Large shaped by the effect of executive production and finance (Hambrick, 1983:6), according to Miles and Snow, 1978), Defenders are modeled as organizations with narrow product market areas that apply an intensive approach to planning. They do not usually do research and promotion as part of their marketing activities, are unlikely to engage in research and development activities (Blackmore, 2012:181), and have extensive planning with centralized control, mainly focused on increasing efficiency. (Cassol et al, 2019:105) Advocates are more interested in stable markets or outlets and less stringent approaches are more appropriate (Sollosy, 2019:14). That the behavior of analysts tends to show a great desire for high levels of exploration and investment, radical and incremental innovation, alignment and adaptability are so that organizations classified as analysts, rather than advocates, are often rated higher in incremental innovation. This may be indicative of the gentle nature of the analyst, where an emphasis on both radical and incremental innovation is key (Sollosy, 2019:12).

Analytical organizations operate within this strategy in two types of product-market domain, one relatively stable and the other in perpetual change. In the most turbulent areas, top executives keep a close eye on their competitors' new ideas, quickly adopting those that look most promising (Rocha et al, 2016:25). Respondent behavior is organizations that are aware of changes in the environment but respond to pressures only when forced to do so (Weisenfeld, 1994:59). Others in the market and the organization here reach the stage of self-

reliance and continue to achieve a satisfactory goal as a result of the difficulty its managers faced in dealing with the environment, so they seek to achieve compatibility between environmental variables and responsive strategy (Karim et al, 2016: 8) (Sadq,2020:683) It is called the reaction strategy. When the organization cannot respond effectively to environmental changes, it waits for the event to occur, then chooses one of the three previous strategies and the interacting behavior. The organization does not show a fixed strategic behavior, but rather responds to environmental changes only when it has to is through pressures (Weisenfeld, 1994:57)) The behavior of the interactors has no specific strategy and only responds inconsistently and unstable. They take competitive positions when they are forced to do so, they only react to the actions of other organizations when they are forced to do so, and they do not adopt their own (Kummel et al, 2016:149)

The state of excellence became a major focus in the business world in the nineties of the last century, and one of the most important features of modern management became the pursuit of distinction through its tools and the fulfillment of its /requirements. And quality to reach issues of mental image, good reputation, and fame, and the main key to organizational excellence lies in the organizations' focus on the quality of their outputs and services as a strategic choice in a competitive environment (Daradkah, 2017:127). Effective, commitment to a common vision, clear goal, adequate resources, diligence and effective performance (Harrington, 2007:5) is a continuous and long-term process of transforming an organization into a vehicle for meeting customer needs at best (Gali et al, 2018:49) so organizational excellence has become a topic Interest and discussion by various researchers because the era of knowledge and information no longer recognizes the employment of workers based on traditional standards and the bureaucratic system. Business is achieving and maintaining success, as well as urging organizations to develop strategies that increase production. Organizations today conduct research, apply knowledge, and benefit from available and evolving research findings (Harrington, 2007:5) Evaluate organizational excellence through the level of quality of products and services, then Views have changed to include the processes of production and service provision. Later, the concept developed when organizations shifted their focus to achieving social, ethical, and environmental responsibility, rather than the traditional focus on the value of the organization alone (Alhabeeb, 2021:63). The organizational excellence model was relied on (Tanner, 2005), which is more comprehensive in terms of organizational dimensions in global excellence models, which consists of five dimensions (administrative excellence, employee excellence, structural excellence, and leadership excellence). The overall management of the organization through management systems guides the organization in the pursuit of its goals and its sustainability. This standard also addresses the behavior of leaders in performing their duties as moral and value models for the organization, inspiring, developing an atmosphere of trust, flexibility, observance of laws and regulations, social responsibility, and active participation with key stakeholders (Ershadi,2019:627). Through the development of employees and their promotion towards achievement. Because management is characterized by the possibility of motivating and encouraging and forming active work relationships and renewed thinking. They can see and avoid mistakes and act on them before they happen (Khalaf et al., 88:2021) and leadership behaviors fluctuate from day to day depending on the situation (Bakker, 2017:2)

The Personnel Excellence Standard demonstrates how excellent organizations value their workers as human capital and create a culture that advances the interests of both parties by aligning individual and organizational goals. This standard also describes how to develop capabilities, promote equality, communicate, encourage, appreciate, and care for employees in order to motivate and compel employees to enable them to use their cognitive skills for the benefit of an organization (Ershadi, 2019:627). Diversity, including departments serving students and workers of different identities and cultural centers (Gravley, 2014:107) Organizations must shift from hierarchical to team structures in order to perform their roles effectively and efficiently to meet the changing expectations of students, employers, professional bodies, statutory bodies and stakeholders The other important ones (Gupta,2021:20093). The Strategic Excellence Standard describes how excellent organizations develop and update their supporting strategies and policies in order to meet the needs and expectations of their stakeholders. These organizations share with stakeholders in order to achieve strategies, and in order to achieve the sustainable breakthrough, design the organizational structure and process framework, and develop and implement related programs and objectives (Ershadi, 2019:627) (Ershadi & Dehdazzi, 2019:925) For its vision and mission statements, and

how stakeholders are involved when developing the strategy. The organization must demonstrate the use of appropriate policies, processes, and objectives to achieve its strategy (Kassem, 2018:122) Leaders develop prioritized organizational strategies to provide direction for the creation of the strategic planning process, implementation plan, and continuous monitoring of metrics to track progress. Quality award-winning organizations emphasize the need to direct leadership and decision-making through goals, action plans, and initiatives that have links to business strategy and customer needs (Lasrado et al, 2018:47).

Fourth: Describe the research variables

To identify the role of strategic behavior in the organizational excellence of the studied sample, the arithmetic mean, standard deviation, coefficient of variation were used, to know the level of importance of the variables in the researched sample and the dispersion of answers, where the independent variable included four dimensions (attention, current focus, acceptance, awareness) and organizational excellence Which included four dimensions (leadership excellence, human excellence, structural excellence, strategic excellence), and all of these variables were measured with (75) items, which were answered by the surveyed sample (85) people.

1- Describe the study variables to answer the strategic behavior

This paragraph includes the statistical description of the strategic behavior variable and its sub-dimensions in total, as the table () shows the results of descriptive statistics for the strategic behavior variable, which is measured in four field dimensions. (15.72%) and the relative importance reached (66.37%), and these statistical results indicate that the strategic behavior variable has attained a moderate degree of importance according to the answers of the respondents, which indicates that the departments of the faculties of the research sample are concerned at an average level with the strategic behavior of the members of its council and this It is evident through the moderate level of their focus on their prospective behavior, how they search for strategic opportunities to invest them, how to face environmental challenges and the overall changes in their conditions and respond to them by adapting to them depending on their skills and field experience.

As for the arrangement of the dimensions of strategic behavior in the field at the level of the colleges of the research sample, it was arranged as follows (the behavior of prospectors, the behavior of defenders, the behavior of analysts, respondents) respectively according to the answers of the members of the researched sample, and as shown in the table ().

Table (2): Description and diagnosis of the variable of strategic behavior with its dimensions

	dimensions	Arithmetic mean	standard deviation	coefficient of the variation %	Relative importance %	order of the paragraphs
1	prospectors	3.357	0.571	17.02	67.14	1
2	defenders	3.325	0.606	18.23	66.50	2
3	analysts	3.315	0.606	18.29	66.30	3
4	respondents	3.277	0.606	18.49	65.54	4
	The overall average of the organizational excellence variable	3.319	0.522	15.72	66.37	-

Source: Prepare by researchers Based on the output of (Microsoft Excel ,SPSS), 2022

2-Describe the answers of the researched sample to the variable of organizational excellence.

This paragraph includes the statistical description of the variable of organizational excellence and its sub-dimensions in total, as the table (3) shows the results of descriptive statistics for the variable of organizational excellence, which is measured in four field dimensions, as the total arithmetic mean for this variable reached (3.292) and the standard deviation reached (0.762), and the relative coefficient of variation reached (23.15%) and the relative importance reached (65.84%), and these statistical results indicate that the organizational excellence variable has attained a moderate degree of importance according to the answers of the respondents, which indicates that the departments of the faculties of the research sample are concerned to some extent with the necessities of administrative excellence in The overall daily dealings with students

and auditors, and this is due to the establishment of a base of updated information and the provision of requirements for achieving this and attention to the nature of organizational relationships determined by organizational structures. Add to this the importance of strategic excellence at the level of the community environment and the distinction of human capabilities in general, as for arranging the dimensions of organizational excellence The study sample was arranged as follows (administrative excellence, organizational structure excellence, strategic excellence, employees) respectively, according to the answers of the respondents, and as shown in the table (3).

Table (3): Description and diagnosis of the organizational excellence variable with its dimensions

Dimensions	Arithmetic mean	standard deviation	Factor difference%	Relative importance %	Order paragraphs
Administrative excellence	3.357	0.571	17.02	67.14	1
Distinguish staff	3.358	0.886	27.81	63.73	4
Distinguish organizational structure	3.359	0.792	23.64	67.01	2
Strategic Excellence	3.360	0.808	24.89	64.91	3
Total of organizational excellence	3.292	0.762	23.15	65.84	-

Source: Prepare by researchers Based on the output of (Microsoft Excel ,SPSS), 2022

Third: Correlation relations with the study variables

To verify the validity of the study hypotheses related to the correlation relationships, which were formulated based on the study problem, and the statistical methods were used with the Pearson correlation coefficient.

Testing the third main hypothesis: (there is a very strong and significant positive correlation between strategic behavior with its dimensions and organizational excellence)

It is evident from the table () that there is a very strong positive correlation with a significant significance between strategic behavior and organizational excellence, as the value of the correlation coefficient between them was (0.794**), which is a significant value at a significant level (1%) and with a confidence percentage (99%).

This result indicates that the interest of the members of the college councils in the research sample is their strategic behavior, their daily behavior, the extent of their response to changes in circumstances, the nature of challenges that change their pace in the environment from one period to another, and how to follow the appropriate behavior in terms of searching for investment opportunities, facing internal and external environmental obstacles and challenges, analyzing their data and responding The changing events would enhance the colleges' ability to achieve organizational excellence.

Based on the foregoing, the third main hypothesis can be accepted.

Table (4) Relationships between strategic behavior and organizational excellence

independent variable	strategic behavior	Dimensions of strategic behavior			
		prospectors	defenders	analysts	respondents
dependent variable					
organizational excellence	.794**	.725**	.663**	.748**	.720**
Sig. (2-tailed)	.000	.000	.000	.000	.000

Outcome (decision)	There is a very strong and morally significant positive correlation at 0.01 between strategic behavior in its dimensions and organizational excellence.
sample	85

Source: Prepare by researchers Based on the output of (SPSS), 2022

Depending on the results of the table () it is possible to test the sub-hypotheses of association that emanate from the third main hypothesis, as follows:

a. The first sub-hypothesis test: (there is a very strong and significant positive correlation between the prospector's dimension and organizational excellence)

It is clear from the table () that there is a very strong positive correlation with a significant significance between the prospector's dimension and organizational excellence, as the value of the correlation coefficient between them was (0.725**), which is a significant value at the level of significance (1%) with a confidence percentage (99%).

This result indicates that the members of the college councils, the research sample, seek to spend an appropriate time monitoring changes and threats in the environment on an ongoing basis, allowing them to develop their skills and identify current and future trends, as well as develop the nature of educational services, provide new services, and proceed with identifying possible solutions to the problems achieved or predicting those expected with the aim of enhancing Quality university performance and achieving high levels of organizational excellence.

Based on the foregoing, it is possible to accept the first sub-hypothesis emanating from the third main hypothesis.

B. Second sub-hypothesis test: (there is a strong and significant positive correlation between defenders' behavior dimension and organizational excellence)

It is clear from the table () that there is a strong positive correlation with a significant significance between the defenders' behavior dimension and organizational excellence, as the value of the correlation coefficient between them reached (0.663**), which is a significant value at the level of significance (1%), with a confidence percentage (99%).

This result indicates that the members of the college councils in the research sample are working to study changes in the environment and follow various strategies to confront them and provide new innovative university services to attract more students and provide community service programs to maximize their social responsibility by relying on their current capabilities and capabilities and carefully drawing future plans to ensure the development of their educational services and scientific in order to achieve organizational excellence.

Based on the foregoing, it is possible to accept the second sub-hypothesis emanating from the third main hypothesis.

c. The third sub-hypothesis test: (there is a very strong and significant positive correlation between the analysts' behavior dimension and organizational excellence)

It is evident from the table () that there is a very strong and significant positive correlation between the dimension of the analysts' behavior and organizational excellence, as the value of the correlation coefficient between them was (0.748**), which is a significant value at the level of significance (1%) with a confidence percentage (99%).

This result indicates that the members of the college councils, the research sample, are constantly seeking to explore and exploit investment opportunities, especially with regard to expanding the colleges' activities and admission plans, opening new educational programs in primary research and postgraduate studies, seeking to make partnerships with international universities, cooperating with their counterparts in developed countries, and adopting modern technologies. In the overall provision of educational services, especially with regard to computers, networks and the Internet, and this in turn enhance organizational excellence.

Based on the foregoing, it is possible to accept the third sub-hypothesis emanating from the third main hypothesis.

c. Fourth sub-hypothesis test: (there is a very strong and significant positive correlation between respondents' dimension and organizational excellence)

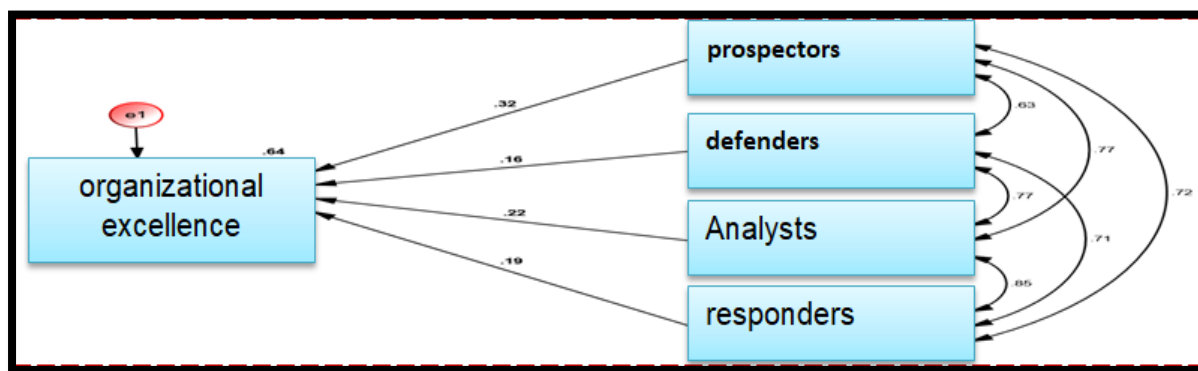
It is evident from the table () that there is a very strong positive correlation with a significant significance between the respondents' dimension and organizational excellence, as the value of the correlation coefficient between them was (0.720**), which is a significant value at the level of significance (1%) with a confidence percentage (99%).

This result indicates that the members of the college councils in the research sample constantly monitor the performance of the colleges corresponding to their colleges and follow up on developments in the legislation and instructions issued by the Ministry of Higher Education and Scientific Research in order to respond to the overall updates taking place within this field and to enhance the role of colleges in the environment in which they operate and provide educational services to them depending on the skills they possess, self-abilities and specialized capabilities, which in turn is reflected positively in achieving organizational excellence.

Based on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the third main hypothesis.

Based on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the fifth main hypothesis.

Figure (2): The effect of strategic behavior on organizational excellence



Source: program output, Amos V.23.

Table (5) Tracks and Parameters of strategic behavior Impact Test on Organizational Excellence

paths			Standard regression weights	Non-standard rating	Standard error	Critical Ratio	Significance
organizational excellence	<---	prospectors	.322	.387	.072	5.349	***
organizational excellence	<---	defenders	.157	.167	.064	2.598	.009
organizational excellence	<---	Analysts	.220	.249	.098	2.553	.011
organizational excellence	<---	responders	.188	.216	.085	2.540	.011

Source: Prepare by researchers Based on the output of (Amos V.23), 2022

Fourth: Testing the influence relationships between research variables, their analysis, and interpretation

The researcher relied on adopting the structural equation modeling (SEM) method to test the main direct impact hypotheses, which is an advanced statistical technique for building and testing statistical models for data analysis, which are often causal. In addition, it should be noted that the SEM technique is much more valuable than multiple regression analyzes, especially in the case of measured variables, and thus SEM is a very effective method in terms of representing the direct and indirect effects of latent variables on the measured factors in the hypothetical model (Alaloul et al, 2020: 6)

(There is a direct and significant effect of strategic behavior on organizational excellence)

Figure () shows that there is a significant effect of the strategic behavior variable on organizational excellence, as we note that the results of the model matching indicators were within the acceptance base

assigned to them, so the value of (RMR = .033) is less than its acceptable range of (.080). It is also clear that the value of estimating the standard parameter (the standard effect coefficient) has reached (0.79), which means that the strategic behavior variable affects the organizational excellence variable by (79%) at the level of the research sample colleges, and this means that the organizational excellence will increase by (79%). In the event of increasing interest in strategic behavior, one unit. We also note that the value of the effect coefficient is significant because the critical ratio (C.R.) shown in the table () of (20.822) is a significant value at the level of significance (P-Value) shown in the same table.

As it is clear from Figure () that the value of the interpretation coefficient (R2) has reached (0.63), which means that the changes that occur in the organizational excellence variable are due (63%) of them to the change in strategic behavior and the remaining percentage (37%) are due to other variables than included in the search form.

This result indicates the existence of a significant effect of strategic behavior on organizational excellence at the level of the research sample colleges. Based on the foregoing, the fifth main hypothesis can be accepted.

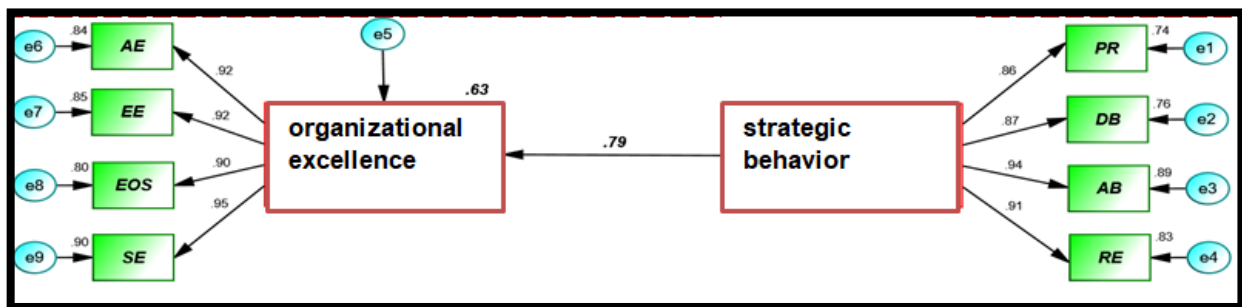


Figure (2): The effect strategic behavior on organizational excellence

Source: program output, Amos V.23.

Table (5) Tracks and Parameters of strategic behavior Impact Test on Organizational Excellence

path			Standard regression weights	Non-standard rating	Standard error	Critical Ratio	Significance
organizational excellence	<-	strategic behavior	.794	1.004	.048	20.822	***
PR	<-	strategic behavior	.862	.907	.033	27.110	***
DB	<-	strategic behavior	.872	1.034	.036	28.444	***
RE	<-	strategic behavior	.912	1.000			
AB	<-	strategic behavior	.944	1.054	.023	45.420	***
AE	<-	organizational excellence	.917	.992	.027	36.747	***
EE	<-	organizational excellence	.921	1.071	.028	37.759	***
EOS	<-	organizational excellence	.897	.932	.029	32.346	***
SE	<-	organizational excellence	.947	1.000			

Source: Prepare by researchers Based on the output of (Amos V.23), 2022

Fifth: Conclusions

This topic aims to present a set of conclusions based on the scientific and practical results of the current research variables (strategic behavior, organizational excellence), which can contribute to improving the

reality in the sample surveyed and consider them and seriously, as weaknesses and weaknesses are identified It is as follows:

- 1- The prospective strategic behavior was one of the basic behaviors adopted by the senior leaders at the University of Karbala, and this means that there is interest to some extent in exploring and investing opportunities and avoiding environmental threats to serve the educational reality Environmental.
- 2- The university's senior leaders often adopt the behavior of defenders to respond to environmental changes to ensure the continuation of the educational process at the university and to adapt to all academic requirements, but the university suffers from failures on the financial level, especially in terms of cost control, as the university still suffers from a financial situation turbulent, which made many investment projects unfinished or half-completed.
- 3- The strategic behavior of the university's senior leaders, the behavior of analysts, to analyze all administrative processes in a manner appropriate to situations in which resources are limited and to achieve their strategic direction. Therefore, there is a need for continuous monitoring to explore marketing opportunities.
- 4- The members of the college councils at the University of Karbala tend to adopt the behavior of the respondents sometimes, due to the limited time and cost of some fateful decisions that require quick and urgent steps to address emergencies in the university.
- 5- The senior leaders' interest to some extent in the diversity of strategic behavior, both according to the situation and circumstances surrounding the university education environment to focus on achieving the optimal investment of opportunities and facing environmental challenges. Therefore, it was noted that strategic behaviors need to be rearranged for these behaviors according to specific situations and resources.
- 6- The university administration is well distinguished, and this is what achieves organizational effectiveness by dealing with environmental crises.
- 7- The senior leaders at the University of Karbala are moderately concerned with the human resources in it to be dealt with by the instructions and laws related to university service. Therefore, the sample in the university suffers from a set of obstacles and problems, which may make them unable to perform their work.
- 8- The organizational structure of the University of Karbala was clear and simple to a certain extent, which made it possible and easy the distribution of duties and the practice of administrative work.
- 9- The senior leaders at the University of Karbala seek to formulate the strategic direction in a moderate manner and harmony to some extent with the environmental variables.
- 10- The senior leaders at the University of Karbala adopt organizational excellence well through attention to some extent, but there is an incompleteness of the environment of organizational excellence, as well as other variables from the organizational, legislative, and human environment.

Sixth: Recommendations

- 1- To adopt any kind of strategic behavior within the organization if it achieves high performance for it. There is no problem in the application, but the researcher found that adopting the behavior of the prospector was the most approved by the university, but with simple procedures and mechanisms.
- 2- Preparing the senior leaders at the University of Karbala a plan for efficiency and effectiveness and reviewing it on an ongoing basis to enrich the educational environment and improve the conditions surrounding the university campus.
- 3- Attention to the development of human resources by the senior management, by following several methods, including:
 - A - Encouraging research and scientific activities as one of the strategies by which communication with the community is carried out and knowing the problems facing the community and thus solving them and achieving their well-being.
 - B - Giving faculty members opportunities for professional development by providing leadership positions, which makes them practice leadership work by facilitating the procedures for assuming leadership positions in colleges and universities?
 - C - Enabling researchers to prepare scientific research or set up training courses and workshops to serve the groups of society by granting sabbatical licenses to the two teachers.
- 4 - Relying on more flexible organizational structures than the existing structure, for example, organic structures or flat structures, in a way that facilitates the following procedures in the university

- A - Increasing effective communication between faculty members, staff, university administration, and students
- b- Addressing the problems and grievances of faculty, staff, and students in a timely and positive manner
- C- Involving the administrative staff, department heads, deans, faculty members, and students in improving the performance of the university
- d- Creating opportunities for mutual interaction, training, mentoring, coaching, and creativity
- C - Increasing effective and acceptable decision-making to improve the quality of education

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