

The impact of change management on organizational excellence Analytical study of a number of government banks in Thi-Qar Governorate

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Abstract:

The current research is concerned with knowing the extent of the impact of change management on organizational excellence and reviewing the literature that searches for the relationship between the two variables and which emphasized the importance and role of change management in defining and mapping features of organizational excellence in organizations. To achieve the goal of the current research, a model was built and selected that explains and explains the relationship and impact of the two variables (change management and organizational excellence).

In order to test the research hypotheses, a sample of the heads of people was chosen in a number of government banks in Thi -Qar Governorate (Al-Rashid Bank - Al-Rafidain Bank - the Iraqi Commercial Bank) where a questionnaire was prepared for this purpose, as the researcher distributed (50) a questionnaire that was retrieved from it (40) A questionnaire, which was approved for statistical analysis , The data were analyzed using a number of statistical methods through the use of a program (SPSS) to reach the required results, which came to confirm the research hypotheses, which is the existence of a correlation between change management and organizational excellence, as well as the effect of change management on organizational excellence in the performance of the work of the organizations under research.

Keywords :- Change management, organizational excellence, leadership excellence .

Introduction

Organizations at the present time face many challenges as a result of developments in the labor market, and everyone is not aware of the importance of the banking sector, which is one of the important sectors in Thi- Qar Governorate, which requires senior management to understand and keep abreast of the proposed changes, employ modern technology and face the escalating competitive pace and dynamic changes including Supports achieving organizational goals. It can be said that it is evident in the context of the foregoing that it is necessary to understand the reality and conditions of the surrounding environment to face the current challenges. Studies also confirm the role and importance of change management in understanding and monitoring these challenges and working to employ the effective aspects in organizational performance that ensure organizations remain and work in a competitive environment.

Organizational excellence also introduces the skills of effective dealing with all changing situations and developments and re-arranging priorities in the framework of work in a way that ensures and facilitates the work of the organization, which in turn leads it to achieve goals. To understand and clarify the nature of the relationship between change management and organizational excellence, the research has been divided into four sections, as follows:

The first topic: Research methodology ❖

The second topic: the theoretical framework of the research ❖

The third topic: the practical aspect of the research ❖

The fourth topic: to discuss the conclusions and recommendations of interest to the research. ❖

The first topic: Research methodology

First: the research problem

The banking sector is considered one of the vital and important sectors in Dhi Qar Governorate, which requires the adoption of transparency in dealing with customers and continuous updating in the requirements of administrative processes to keep pace with the aspirations and new tasks that impose themselves in the face of the developments taking place. The advanced technologies are considered today one of the important pillars in the structure of support for organizational excellence in order to create the appropriate environment and climate for work and to cope with the obsession that haunts senior management by developing the working mechanism and exploiting the best opportunities to raise competitiveness.

Based on the foregoing, this matter requires the responsible authorities in the governorate banks to work to ensure the permanence and continuity of the work by paying attention to the variables related to change management, which the current research discusses through (culture, mission, technology, organizational structure) which is reflected in improving the level of performance through Dimensions of organizational excellence (leadership excellence, strategy excellence, human resources excellence, operations excellence) in line with achieving the organization's goals.

Second: The importance of research

The importance of the current research is highlighted in the following:

- .1 Addressing the intellectual and applied aspects of the two subjects (change management and organizational excellence) in governmental banks in the governorate.
- .2 Attempting to provide solutions that contribute to strengthening the role of departments to reach organizational excellence in the field of work.
- .3 Shed light on the government banking sector in Thi-Qar governorate, due to its importance and close association with the human cadres working in banks on one side and the future customers of the banking services provided on the other side.

Third: - Research objectives

- .1 Measuring the level of research variables (change management and organizational excellence) in the research sample organizations.
- .2 Knowing the relational relationship between change management with its combined dimensions in organizational excellence with its combined dimensions in the researched organizations.
- .3 Measuring the predictive relationship between the two research variables in government banks, the research sample in the governorate.
- .4 Presenting a number of recommendations to the banks researched in light of the results of the research, in the light of which conclusions are formulated.

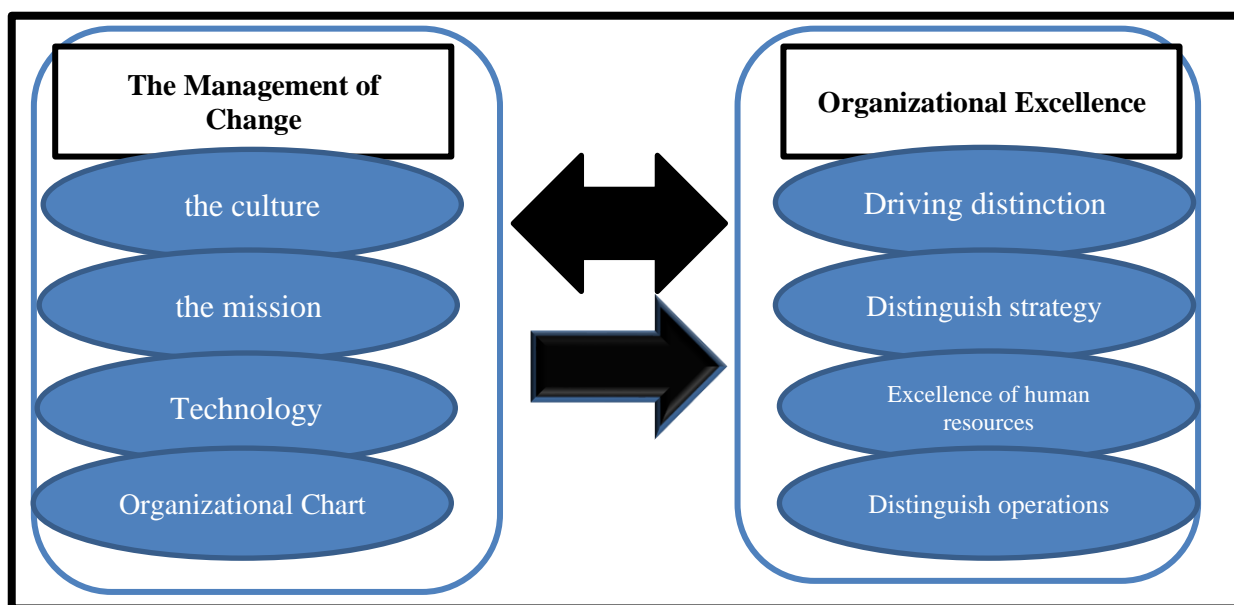
Fourth: The hypothetical research model

Figure (1) shows the hypothetical research model, which explains the relationships between the research variables, as the research consists of two variables:

Interpretive variable (independent): - Change management, which is measured across (culture, mission, technology, organizational structure).

Response variable (approved): - Organizational excellence, which is measured by (leadership excellence, strategy excellence, human resource excellence, operational excellence).

Figure (1) the hypothetical research model



Fifth: Research hypotheses

In light of the proposed hypothesis research model for the research, the following hypotheses were formulated:

- .1 There is a positive correlation with moral significance between change management and organizational excellence.
- .2 Change management has a positive effect and a moral effect on organizational excellence.

Sixth: Procedural definitions for research

Change management (independent variable): is a process adopted by the organization to deal with the requirements of the external environment and move from the current situation that it deems not appropriate to its orientations and aspirations to a more efficient and effective situation to achieve the goals of the organization

Organizational Excellence (the dependent variable): It is the efforts planned by the management to achieve the goals of the organization by investing in the strengths and energies of individuals working in the organization alike.

Seventh: Research methodology

To reach the best results, the descriptive correlational approach was adopted. ✓

Eighth: Study tools

The theoretical aspect: For the purpose of completing the research requirements, a number of books, research papers, theses and foreign university theses related to research variables were used.

The application side: The data required for the research was obtained through the use of a questionnaire form designed in line with the current research requirements, as it included (3) axes, the first axis was devoted to the personal characteristics of the research sample, and the second axis dealt with the sections on change management, represented by (16) A paragraph as an independent variable and the third axis was devoted to the approved variable, which is organizational excellence, which is represented by (16) paragraphs as well.

The five-dimensional Likert scale was also used to measure the response intensity for the sample members, which ranged between (not completely agree and completely agree). Table (1) represents the research variables and the dimensions of each variable and the scale adopted for each of them:

Table (1) The main research variables, dimensions, and the sequence of paragraphs measured by the questionnaire and the adopted scale

Main variables	Dimensions	Vertebrae sequence	Approved scale
The Management of Change	the culture	1-4	Helleriegel et al, 2001, (7)
	the mission	5 -8	
	Technology	9- 12	
	Organizational Chart	16-13	
Organizational Excellence	Driving distinction	17-20	Tuominen et al, 2011, (17)
	Distinguish strategy	21-24	
	Excellence of human resources	25-28	
	Distinguish operations	29-32	

Source: Prepared by the researcher based on the sources referred to in the table

Ninth: - Statistical Means

The research relied on a number of statistical methods, represented by the following:

- Pearson Correlation Coefficient. .1
- Factor analysis .2
- Alphachronbach's lab .3
- The T-test .4
- Multiple regression coefficient. .5

The second topic: the theoretical framework of the research

First: The Management of Change

- The concept of change management** .1
- Change management dimensions** .2
- Benefits from change** .3

1. The concept of change management

In light of the developments taking place in the environment of organizations, managers are facing this escalating pace, whether in the field of innovation or information technology, and the world today appears chaotic in light of the successive changes that the markets introduce corresponding to changes in the lifestyle of the consumer, which has prompted the organizations to be able to transform and renew to face the forces of change [2].

It can be said about change management that it is the skill of dealing with the organization's use of effective means, methods and techniques in various fields to bring about the desired change that serves and achieves its goals [8], and it is also a necessary tool for organizations in order to maintain their position in the market in the long term to achieve profits and enhance their competitive advantage. Change management helps guide and influence the direction of positive change that serves the needs of the organization and customers in light of the dynamic changing environment [12].

Based on the foregoing, change management is considered one of the basics of management by identifying the important aspects of this change, as organizational rigidity, organizational structures and strategies reflect the realities of previous work for this change, and it can be said that leadership and management skills, setting vision, priorities, planning and providing constructive feedback are important and supportive factors in any Successful organizational change process [11].

2. Change management dimensions

The culture: .A

They are the beliefs and values that an organization has to understand and its variation from one country to another and its organizational and individual sides, which in turn contributes to raising the level of radical change and knowing what can and cannot be changed. Resistance to change cannot be understood without identifying the prevailing cultures through the combination of comprehensive information. What is necessary for change and the correct approach adopted in the application [10].

The mission: .B

Explained (Kanter et al., 1992) pointed to the need to consider the task of re-change as a continuous, open and adaptable process to changing circumstances arising from the unexpected nature, which in turn requires an understanding of the nature of these tasks and what needs change in the organization's strategy to enable it to receive relevant information On the environment (both internal and external) and its interpretation and treatment [4].

Technology: .C

Technology plays an important role at the level of change by developing the system that provides the employees of the company with the necessary information to accomplish the tasks assigned to them. Knowing the current system and dealing with it is no longer sufficient or effective to support current activities, but the matter requires continuous development and innovation to reach customer satisfaction [6].

Organizational Structure: .D

One of the most important things that must be taken care of in the field of designing the organizational structure is to employ skills and knowledge and facilitate their use to remove obstacles and barriers in the application that may encounter employees during their daily practices within the framework of work in line with the changes taking place [16].

3. Benefits from change

Organizational change achieves organizations to achieve their competitive advantage through many aspects, the most important of which are: -

- Enables organizations to react, respond and react quickly to changing customer requirements. ✓
 - Helping the organization realize the importance of change and the expected benefits, if properly implemented. ✓
 - Providing flexibility to face pressures and the ability to adopt change to help the organization improve work steps, decision-making capabilities, financial returns and others. ✓
 - Ease of identifying problems requiring variable effort and making them familiar with the requirements of the change plan. ✓
- The change can be implemented in a way that does not affect daily business [9]. ✓

It can also be said that organizational change helps to achieve a continuous balance between the organization and the surrounding environment, which enables it to work continuously to develop its goals in line with the requirements at hand and achieve stability and permanence in light of the challenges of competition [18].

Second: Organizational Excellence

- The concept of organizational excellence .1**
- dimensions of organizational excellence .2**
- characteristics of organizational excellence .3**

1. The concept of organizational excellence

Among the important topics that have captured the researchers' interest is the issue of organizational excellence, which simulates the dynamic environment of organizations and moves away from the traditional method in the field of work and focuses in turn on the availability of a set of elements and knowledge requirements and performance skills for leaders and workers, adopting modern methods and keeping pace with the development of information and knowledge at the present time [15].

Organizational excellence is defined as an effective tool for creating different management systems to reach improvement and development of performance, which ensures improvement in important aspects of work, for

example quality, innovation and continuous improvement to enhance the interests of the organizational parties at the internal and external levels such as customers, employees and society [5]. Sharma (2007) has indicated that organizational excellence is the superiority bounded by the rational side of management, which promotes and creates change in order to improve the organizational process. It is the comprehensive approach that balances growth and success to reach the developed organization [1].

2. dimensions of organizational excellence

Leadership Excellence .A

It means that the leader has a set of characteristics and features such as vision, inspiring communication to subordinates, the ability to intellectually stimulate and possesses charisma that enables him to understand and comprehend others and support the ideas they present and encourage them through response, the ability to inspire intellectual communication, supportive leadership and recognition of the efforts of others [14].

Strategic Excellence .B

This was indicated by (Flamholtz, 1995; Kumar et al., 2000) As the real challenge for the organizations, not only at the level of defining the market, but also determining the position of the organization in the market in a way that gives the organization sustainable competitive advantages and in return, this matter requires the injection of a strategic plan (Strategic plan) adapts to the difficulties facing the organizations, and the strategic plan in turn works to identify the various needs of customers and draw up a competitive strategy [3].

Excellence Human Resources .C

The human resource is one of the most important pillars of organizational excellence because of the experiences, competencies, skills and capabilities that individuals possess, and it is a resource that organizations adopt for the purpose of real investment and employment of important characteristics of individuals in the field of work, and it is self-evident that the development of the capabilities and skills of workers helps the organization reach more excellence, success and organizational excellence [13].

Excellence Operations .D

The emphasis in the operations aspect is distinguished in assisting employees and considering them as ambassadors in the field of organizational excellence by taking into account individual needs and the consequences of making any change in the field of work for the rest of the employees [16].

3. characteristics of organizational excellence

It can be said that organizations that reach the level of organizational excellence are characterized by a number or a number of important characteristics, the most prominent of which are:

- An excellent organization has managers whose ideas align with the great ideas. ✓
- The advantage of being aware of its strengths and weaknesses, as it recognizes the effectiveness of solutions. ✓
- They are organizations that work to create compatibility between operations management and the use of resources on the one hand, and taking into account the needs of the beneficiaries on the other hand, in order to reach positive results that maximize the beneficiary's satisfaction. ✓
- Organizations take determined and deliberate steps to achieve excellence. ✓
- Interested in developing all aspects of the administrative process. ✓
- Organizations have methods and tools that enhance the added value of customers in the field of work, and also work to develop the human cadres that lead them to excellence and improve the performance of the organization [1]. ✓

The third topic: - The practical side

First: - The research and sample community

The research was based on a number of government banks in Thi -Qar Governorate, as the research was conducted on a number of people officials, namely (Rafidain Bank - Iraqi Commercial Bank - Al Rasheed Bank) by (40) items and Table (2) showing the characteristics of the research sample and its percentages: -

Table (2) Characteristics of the sample

Variable	Categories	the number	The ratio
Sex	Males	30	75 %
	Female	10	25 %
Years of service	Less than 10 years	1	5 %

	11-20 years	13	33%
	30-21 years old	19	48%
	31 and over	7	18%
Social status	Married	39	98 %
	Unmarried	1	5 %
Academic achievement	PhD	—	—
	M.A.	1	5%
	BA	11	28 %
	Technical Diploma	28	70 %

Source: - Prepared by the researcher based on the questionnaire form

It is clear from the results contained in Table (2) that the majority of the sample members are males, with (75%) and a large percentage of them are married, reaching (98%), and the category occupied in years of service from (21-30 years) category The majority (48%), and the predominant percentage for the academic achievement category was for those holding a technical diploma, as their percentage reached (70%).

Table (3) also shows the code for each of the banks approved for research and the number of distributed and received forms in each of them, as follows:

Table (3)

The name of the bank	Bank code	Number of distributed forms	The number of applications received
Rafidain Bank / Ur branch	201	20	17
Iraqi Commercial Bank	0013	15	11
Rasheed Bank / Saray locality	13	15	12
Total		50	40

Source: From the data of the banks referred to in the table.

Second: Characteristics of standards

A - Change Management Scale

The scale consists of (4) dimensions, for each dimension (4) paragraphs, with a total of (16) items.

Paragraph analysis: ✓

The paragraphs of the Change Management Scale were analyzed by calculating the relationship of the paragraph to the degree of dimension and the total degree using the Pearson correlation coefficient, and Table (4) below shows the results, and through it the significance of all transactions is clear.

Table (4) The relationship of the paragraph to the degree of dimension and the overall degree of the change management scale

Paragraph	The overall correlation coefficient	Dimension Correlation Coefficient
1	0.92*	0.86 *
2	0.87*	0.76 *
3	0.69*	0.56*
4	0.80*	0.67 *
5	0.34*	0.33 *
6	0.33*	0.32 *
7	0.35 *	0.37 *
8	0.66 *	0.34 *
9	0.36 *	0.51 *
10	0.72 *	0.32 *
11	0.71 *	0.31 *
12	0.79 *	0.33 *
13	0.95 *	0.79 *
14	0.90 *	0.69 *
15	0.69 *	0.65 *
16	0.89 *	0.68 *

Source: Based on SPSS results.

Honesty: ✓

The validity of constructing the change management scale was identified in two ways, the first being the relationship of the dimension to the macro, using the Pearson correlation coefficient, and Table (5) shows the results, and from it the significance of all the transactions is clear in the following form:

Table (5) The relationship of the dimension's degree to the overall score for the Change Management Scale

Dimensions	The overall correlation coefficient
the culture	0.89 *
the mission	0.72 *
Technology	0.34 *
Organizational Chart	0.80 *

Source: - Based on the results of the SPSS program

The second is based on the factor analysis using the main components method, and Table (6) shows the results, and from it the multiplicity of its dimensions is evident, as is the theoretical assumption, which confirms its constructive validity and in the following manner:

Table (6) shows the global analysis of the change management scale

Paragraph	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
1	0.60				
2	0.42				
3	0.35				
4	0.62				
5					0.78
6			0.56		
7			0.52		
8					0.66
9				0.79	
10				0.68	
11		0.85			
12		0.86			
13	0.92				
14	0.87				
15	0.69				
16	0.86				
Root	5.2	2.3	1.5	1.1	1.0
variance	32.6	14.8	9.4	7.2	6.7

Stability: ✓

The reliability of the internal consistency of the Change Management Scale, with its fields and its overall score, was calculated using the Alpha Cronbach equation, and Table (7) shows that, and from it the quality of its consistency is evident.

Table (7) shows the parameters of the stability of the change management scale

Dimensions	Cronbach alpha coefficient
the culture	0.85
the mission	0.40
Technology	0.54
Organizational Chart	0.88
Total	0.76

B- Organizational Excellence Scale:

The scale consists of (4) (dimensions), for each dimension (4) paragraphs, with a total of (16) items.

Paragraph Analysis: - ✓

The paragraphs of the Organizational Excellence Scale were analyzed by calculating the relationship of the paragraph to the degree of dimension and the total degree using the Pearson correlation coefficient, and Table (8) below shows the results, and from it the significance of all the transactions is clear.

Table (8) shows the relationship of the paragraph to the degree of dimension and the overall degree of the organizational excellence scale

Paragraph	The overall correlation coefficient	Domain Correlation Coefficient
1	0.89*	0.78 *
2	0.91 *	0.79 *
3	0.82 *	0.68 *
4	0.90 *	0.69 *
5	0.74 *	0.69 *
6	0.87 *	0.68 *
7	0.74 *	0.55 *
8	0.84 *	0.60 *
9	0.36 *	0.35 *
10	0.50 *	0.30 *
11	0.94 *	0.72 *
12	0.94 *	0.71 *
13	0.57 *	0.43 *
14	0.82 *	0.46 *
15	0.73 *	0.40 *
16	0.70 *	0.38 *

Source: SPSS program outputs.

Honesty: ✓

The validity of building the organizational excellence scale was identified in two ways, the first being the relationship of (dimension) to the college, using the Pearson correlation coefficient, and Table (9) shows the results, and from which the significance of all the transactions becomes clear.

Table (9) shows the relationship of the dimension's degree to the overall score for the organizational excellence scale

Dimensions	The overall correlation coefficient
Leadership	0.83 *
The strategy	0.79 *
HR	0.73 *
Processes	0.75*

Source: - SPSS program outputs

The second method is by using factor analysis by the method of the main components, and Table (10) shows the results, and from it the multiplicity of its dimensions is evident, as is the theoretical assumption, which confirms its structural validity.

Table (10) shows the global analysis of the Organizational Excellence Scale

Paragraph	Factor 1	Factor 2	Factor 3
1	0.82		
2	0.81		
3	0.72		
4	0.72		
5	0.70		
6	0.70		
7	0.59		
8	0.36		
9			0.52
10			0.47
11	0.56		
12	0.56		
13	0.40		
14	0.43		
15		0.56	
16		0.67	
Root	5.6	2.2	1.5
variance	35.4	14.2	9.8

Source: SPSS program output

Stability: ✓

The internal consistency stability of the Organizational Excellence Scale, with its dimensions and overall score, was calculated using the Alpha Cronbach equation, and Table (11) shows that, and from it the quality of its consistency is evident.

Table (11) shows the coefficients for the stability of the organizational excellence scale

Dimensions	Cronbach alpha coefficient
Leadership	0.90
The strategy	0.81
HR	0.71
Processes	0.67
Total	0.86

Source: - SPSS program outputs

Third: Search results

The first goal: measuring the research variables: ✓

The level of the two variables was measured using the T-test for one sample, and Table (12) shows the results, and from it the height of both variables, the fields and the overall, is clear.

Table (12) shows the results of the T-test for the two measures of change management and organizational excellence

the scale	Dimensions	Hypothesis	Arithmetic mean	standard deviation	T-value	indication
the management of change	the culture	12	14.7	3.5	4.8	Function
	the mission	12	15.9	1.3	17.7	Function
	Technology	12	17.8	1.2	28.8	Function
	Organizational Chart	12	14.3	2.1	6.7	Function
	Total	48	63.1	5.7	16.6	Function
Organizational excellence	Leadership	12	15.8	2.7	8.9	Function
	The strategy	12	16.4	2.0	13.3	Function
	HR	12	15.0	2.5	7.7	Function
	Processes	12	17.3	1.6	21.9	Function
	Total	48	65.0	6.6	16.1	Function

Source: SPSS program outputs

The results mentioned in Table (12) show the high values of the indicators for both variables. At the level of change management, we note that the dimensions are all a function through the arithmetic mean, the standard deviation and the T-value of the test, and from noting the level of values for the arithmetic mean of the culture has reached (14.7), which is higher than the mean The hypothesis of (12) with a standard deviation of (3.5) and this is confirmed by the T value of the dimension, which amounted to (4.8). The arithmetic mean of the task was (15.9) with a standard deviation of (1.3) and the T value reached (17.7). On the level of technology, the mean amount reached the arithmetic mean (17.8) with a standard deviation (1.2) and a top of T reached (28.8) and the arithmetic mean of the organizational structure reached (14.3) with a standard deviation of (2.1) and its value of T (6.7). This in turn reflects for us the importance of these dimensions in the organizations under discussion and their effective role in the procedures Day-to-day banking in a way that serves the achievement of organizational goals, and this importance has been reflected in the variable as a whole in its combined dimensions.

As for the level of organizational excellence, the arithmetic mean of the leadership reached (15.8) with a standard deviation (2.7) and its T value (8.9), and the amount of the arithmetic mean of the strategy was (16.4) with a standard deviation (2.0) and a T value of (13.3). For human resources, it reached (15.0) with a standard deviation (2.5) and a value of T (7.7), while the arithmetic mean of operations reached (17.3) with a deviation of (1.6) and a value of T (21.9). This confirms the importance of these dimensions and their application in the organizations under discussion, which confirms the tracking of the need to pay attention to enhancing the technical aspects in following up on the progress of operations and adopting the most comprehensive approaches that improve the organizational performance of the organizations researched. The importance of these dimensions also reflected on the variable in its entirety and emphasized its importance.

The second goal: the correlation between the two variables of the research ✓

The correlation relationship between change management and organizational excellence was calculated using the Pearson correlation coefficient, and Table (13) shows the results as follows:

Table (13) shows the correlation coefficients between change management and organizational excellence

the scale	Dimensions	Organizational excellence				
		Leadership	The strategy	HR	Processes	Total
the management of change	the culture	0.69*	0.62*	0.45*	0.18	0.69*
	the mission	0.53*	0.54*	0.09	0.26	0.49*
	Technology	0.19	0.10	0.05	0.06	0.14
	Organizational Chart	0.63*	0.65*	0.48*	0.22	0.70*
	Total	0.76*	0.71*	0.44*	0.25	0.76*

Source: SPSS program outputs

And from it it becomes clear that there is (15) positive relationship that is disclosed by the shaded parts of the table, as we note the link of culture as a dimension of change management dimensions with three variables of organizational excellence (leadership, strategy and human resources) as well as in turn with the variable of organizational excellence in its entirety, while the task is linked in Managing change in both (leadership, strategy and macro) of organizational excellence, and we note the link of the organizational structure in managing change with both (leadership, strategy, human resources and the overall of organizational excellence). This reflects for us the importance of employing the dimensions of change management to reach organizational distinction in terms of the clear relationship between organizational culture and the need to pay attention to it by administrative leaders. The employment of culture also reflects its distinctive role in drawing the organization's strategy of an adaptive nature with environmental factors, and the importance of applying these cultures also appears. Organizational by human resources in a way that supports the goals of the organization, which creates a competitive advantage for it to reach the organization to organizational excellence, as the results show the necessity to clarify and correct the course of daily tasks by administrative leaders in a way that supports organizational excellence and the need to take these tasks and processes into consideration of the strategy drawn up before The organization, and we note the importance of developing organizational structures of a flexible nature by the leaderships and their distribution of roles and functional tasks in a clear manner and away from overlap and ambiguity, and it is necessary for the organizational structure to support current and future distinct strategies in a way that brings the organization to achieving its goals, and it is not hidden from the basics Reaching organizational distinction The organizational structures should be able to distribute P roles and tasks at work in line with individual capabilities and also pave the way for individual skills, distinction and creativity.

Table (13) also shows that there are ((10) non-correlational relationships between the dimensions of both variables. Technology is not related to any dimension of organizational excellence, and also the task and technology in managing change are not related to human resources from organizational excellence and in contrast, processes in organizational excellence are not related to any variable. Among the variables of change management, and this reflects the need to pay attention to technology, which requires administrative leaderships to be among their priorities the attention to technological leaps and advanced methods in the work environment in a way that serves customers and supports organizational excellence in all its dimensions, and this confirms the necessity of taking into consideration that each of the task is in terms of methods Work and the nature of the roles and the approved technology are supportive and supportive of the capabilities and skills of the human cadres working in the organization and adapted to the changes taking place, and the percentage of correlation between two variables of change management, namely the task and technology, with the human resources dimension in the organizational excellence variable, which reflects the need to develop the skills and abilities of individuals working in organizations And changing and criticizing procedures and activities and amending them continuously to reach the level of a For the outstanding performance of those processes in accordance with the requirements of change management to enhance organizational excellence, and the results show that the operations are not related to the dimensions of change management, and this requires real work at the level of dimensions of change management, which requires an understanding of the nature of these dimensions and their differences in terms of application and attention to continuous adjustment, and these results confirm the first hypothesis of the research Mostly.

The third goal: the predictive relationship between the two research variables ✓

The extent of prediction between the total change management with its dimensions and the demographic variables of organizational excellence was calculated using the gradient multiple regression coefficient, and Table (14) shows the results as follows:

Table (14) shows the correlation coefficients between change management and organizational excellence

variable	Regression coefficient		Sum of squares	Degree of freedom	Average of squares	Fatal value	Indication
Total change management	0.76	Regression	1010.281	1	1010.281	53.6	
		The precipitate	715.719	38	18.835		
		Total	1726.000	39			

Source: SPSS program outputs

From the observation of Table (14), it becomes clear that total change management is the only predictor of organizational excellence, which reflects that the dimensions of change management do not individually affect organizational excellence without the rest of the variables, even if individual values rose and reached their highest proportions, which confirms the second hypothesis of the research.

The fourth topic: - Conclusions and recommendations

First: - Conclusions

From the results that were reached, a number of conclusions can be drawn up, as follows:

- .1 Most of the sample members are married males who have long years of service and career in the researched organizations and have obtained a technical diploma.
- .2 Change management plays an important and effective role in improving organizational performance in the organizations under consideration.
- .3 The adoption of advanced technology in the work environment is one of the most important tributaries and the effective basis for managing change in the researched organizations.
- .4 Organizations strive to achieve organizational excellence. Through the improvement of the level of services provided to clients by adopting a clear and accurate description of the daily administrative procedures and processes in order to serve the organizational objectives.
- .5 Organizations rely on employing technical aspects to share information in a way that supports making appropriate administrative decisions that are in harmony with management programs and objectives to reach the level of organizational excellence.
- .6 Lack of sufficient interest by managers to develop their capabilities and skills in employing and using modern technology in an effective manner in the scope and field of administrative work.
- .7 Change management has a positive impact and a clear moral significance through its combined dimensions in reaching organizational excellence and its combined dimensions also in the organizations under discussion.

Second: Recommendations

- .1 Expanding the circle of interest in developing the role of the female component as administrative leaders in the organizations under discussion and directing attention in a thoughtful and thorough manner in enhancing their role in the sustainability of administrative work.
- .2 Urging and encouraging working cadres to obtain higher degrees within the scope and field of work and creating appropriate opportunities that enhance the employment of specialties in a way that raises and enhances the value of banks' work in the governorate, which in turn contributes to improving the level of banking services and facilities for customers.
- .3 Developing the skills of human resources working in the researched organizations by providing courses that improve the level of organizational performance in the field of banking.
- .4 Work to discover and encourage competencies, support work groups, and understand and study decisions that help achieve the goals of the desired organizations to reach the level of organizational excellence.
- .5 Developing the skills of administrative leaders in dealing with modern technologies and technology in the field of work and employing them in the organizations' adoption of strategies that support activities that simplify procedures and facilitate banking dealings with customers in a way that enhances the competitiveness of organizations in the labor market.

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