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Smart strategies and their impact on achieving organizational excellence in a dynamic business environment: A descriptive analytical study in Zain Telecommunications company

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Abstract:

The primary objective of this study is to verify the effect of smart strategies on achieving organizational excellence at Zain Telecommunications Company. The researcher adopts the descriptive analytical approach in conducting the survey to achieve the study objectives. The researcher relied on two main tools in collecting data, namely the questionnaire and interviews, and distributed (80) questionnaires to the employees of Zain Company, but the valid for statistical analysis (73) and determine the sample in addition to identify the demographics of the sample (age - gender - educational qualification - years of service - job title) and verbal statements of their opinions about the smart strategies (continuous learning, technological integration, understanding the environment, strategic adaptation) as well as the organizational excellence (organizational excellence is measured by a set of variables, namely performance results, customer focus, internal processes, continuous improvement. The most important conclusions of the study were that strategic skills have a positive impact on achieving organizational excellence in Zain Telecommunications Company. Two-tailed test results on the correlation between smart strategies and organizational excellence show a strong positive correlation. A smart strategy will significantly impact organizational excellence. A high level of smart strategies will have a high level of organizational excellence and vice versa. Smart strategies are the driving force of change in the organization. Its positive impact on organizational excellence must be sufficiently emphasized and enhanced in the organization. The most important recommendations of the study are that Zain Company should work to create a collaborative multi-dimensional work environment to improve the performance of its employees and earn their satisfaction, and Zain Company should take into consideration the idea of sharing some responsibilities with its employees and providing them with the opportunity to make decisions, in order to improve skills and increase the sense of belonging, as well as putting more effort to apply digitization in all departments and workstations.

Keywords: Smart strategies, organizational excellence, Zain telecommunications company.

1. Introduction:

The modern world is inhospitable towards enterprises that fail to evolve and adapt to the rapid technological changes to the core of the contemporary business environment. Business owners cannot afford to ignore this vital aspect of running a business anymore. The latest technological advancements

and features including digitalization, communications and artificial intelligence are making alterations on how businesses work today. These changes are either an opportunity or a threat for many entrepreneurs. It depends upon the extent of modernization, flexibility and willingness of the businesses to change. The rapid evolution of high end technologies is introducing new streamlined methods which are not only dissolving other business brands but also making harder. With enhanced digitalization and implementation of such smart technologies, there is an extra level of business competition today. Traditional management methods are insufficient to run a brand today. One must implement smart strategies including those utilized by the data analysts as big data is shining light upon the future of enterprise. You must start working upon the smart movement algorithms and operational strategies to prevent extinction and failure of your brand. Modernization of your business technologies can save you from many impending threats which otherwise you may lose control over. Being adaptable to changes can help you fabricate new opportunities for your business. Agile methodologies can help you capitalize the maximum out of these technologically threaded opportunities.

Information and management have become ubiquitous like never before and smart strategies help in the right utilization of this competitive resource. Smart strategies are driven by advanced technologies and tools based on real-time data analysis. These smart strategies are a combination of smart processes, smart games and smart technologies with high levels of future foresight. These smart strategies are intrinsic to any organization as they help in optimization of decision-making processes. These smart strategies ensure not only a smooth decision-making but also help in optimal utilization of all sorts of resources. These smart strategies lead to innovation and performance improvement that not only leads to sustainable added value but also results in organizational excellence. The consumers in the users' markets and competitive markets are well-informed and aware of the latest developments and trends in the market. These smart strategies help to maximize the satisfaction and value provided to the consumers and help in sustaining the interests of the consumers until the next product launch.

Today's organizations can no longer afford to sacrifice managerial control in favor of creative freedom. Well-run organizations need to be able to access that creative potential quickly and efficiently in order to turn new ideas into profitable products and sustainable business practices. That is why organizational excellence is so fundamental to attaining a strategic goal, which is why they may also be considered as "strategic enabler" of an organizations' ability to achieve outstanding performance in the long term. Hence, firms that are seeking for organizational excellence in its structure and managerial processes, would be more efficient and effective with its competitive capabilities. Adopting organizational flexibility as a culture will help the organization adapt to the changes in the environment such as opportunities or pressures. This is because the telecommunications sector is transforming rapidly due to technological development, intensifying competition and diverse customer needs and to sustain their long run business, these companies must adopt modern management models to make it easier to manufacture industry intelligence and innovation.

Zain Telecom is one of the leading companies in the whole Iraqi market providing many different services to customer. As well as, the company is confronted by several challenging aspects due to the dynamic nature of the business environment. Thus, this current research aims to analyze the significance of smart strategies and its impact towards enhancing the organizational performance within this company. Thus, a descriptive-analytical approach has been adopted in order to evaluate the findings of the research. The outcomes of the research had shown that smart strategies are highly significant in enhancing and facilitating the organizational performance. Mainly, it has been analyzed by the means of the smart strategies that improving the decision-making access is significant for improving the quality of work. Moreover, the ability to simplify the organizational processes is another aspect that is highly assessed in terms of improving the organizational effectiveness. Hence, motivating the employees has been evaluated as substantial and vital for improving the overall performance of Zain Telecom. Furthermore, developing the communication process among the organizational sections

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is another aspect significantly provided through the smart strategies of an organization where it is substantial to improve the functionality process of the organizational structure in a successful manner. Overall, it can be concluded that this particular research has successfully evaluated the significance and impact of smart strategies in organizational performance at Zain Telecom. Eventually, some practical recommendations are provided for the organizational managers to focus on in the future in order to facilitate the performance enhancement process.

1.1. Research Problem:

In the wake of rapid transformations in the business environment, the telecommunications sector has been facing tremendous challenges. The companies in the telecommunications industry are going through a major change – as a result of external factors such as technological changes, intensifying competition, and rising customer expectations. These changes are happening with extreme speed and complexity; hence, companies are constantly in need of overhauling their strategies. These changes usually arise in the form of uneven implementation of smart strategies for organizational excellence. To re-imagine a new world powered by smart connections, companies should be agile enough to respond to such challenges without missing on the timing as capturing the value provided by smart strategies requires commitment and a paradigm shift. Decisions should be made as fast as possible to adapt the organizational resources and capabilities in order to outsmart the changing dynamics of the market.

The telecommunications industry is technology driven and constantly evolving to meet the dynamic changes of the business environment. Globalisation has made way for new entrants in the market which has forced many existing companies into oblivion. These innovations also present new avenues for companies such as Zain Telecommunications who have been able to expand into many markets. Each of these markets has its own unique challenges that Zain has to deal with. For Zain to be able to remain a major global player within the industry, it must provide its services and products at the same time remaining profitable and ensuring sustainability. This makes the company highly susceptible to the industry challenges such as instability, rapid change, increased competition, changes in preferences and tastes adding even more pressure on the company to remain ahead of its competitors. Since Zain Telecommunications is forced to constantly explore new areas this puts pressure on Zain to exhibit more organizational efficiency and effectiveness. Zain Telecommunications must have a clear understanding of its role in the smart strategies to promoting organizational excellence and making sure that the current knowledge gap within the company have been bridged as well as the application gap to avoid the ineffectiveness of those strategies to be implemented. The poor understanding between the relationship that exists between smart strategies and organizational excellence may present the threat of Zain making rash decisions which will not yield fruits with the only result being wastage of time and resources.

Based on the above, the research problem of this study is based on the impact of smart strategies on the organizational excellence with respect to Zain Telecommunications as it is constantly needs to update its quality services and bring the latest to meet the needs of the customers in dynamic business environment.

1.2. The Importance of the Research:

The telecommunications sector is one of the most rapidly changing sectors in the world today, and with the rapid advancement in the technology of smart strategies, more and more companies rely on the adoption of smart strategies to achieve organizational excellence and enhance their competitiveness. The present research is concerned with the study of telecommunication companies, in light of the most recent and effective smart strategy, and seeks to identify the impact of those strategies on organizational excellence in the telecommunications sector in general, and Zain Telecommunications Company in particular.

The theoretical importance of research on smart strategies and organizational excellence in the telecommunications sector is that it will enrich management literature, and will also highlight the smart

strategies and their role in achieving organizational excellence in the telecommunications sector or any other sector, as well as linking the two variables, smart strategies and organizational excellence, as it enables future models for their dimensions to be built and for their validity and reliability to prove.

As for the research's practical importance, it is represented in the application of the study on Zain Telecommunications Company, which is one of the largest telecommunications companies in the Arabic world and the Middle East, as well as the realistic results of the study, which enable senior management to adopt the necessary flexible strategies, in addition to enhancing the organization's competitiveness. The competitive advantage is achieved through the features and characteristics of the smart strategies used in the telecommunications company, which directly leads to achieving the dimensions of organizational excellence.

1.3. Research Objectives:

The objectives of the study address the requirements of the research problem and guide the researcher in the quest for answers to the research questions generated, which can be defined as follows:

1. Assess the level of smart strategy implementation at Zain Telecommunications Company by identifying its dimensions and actual practices within the organization.
2. Evaluate the level of organizational excellence in the company by analyzing performance indicators related to efficiency, effectiveness, and organizational flexibility.
3. Examine the nature of the relationship between smart strategies and organizational excellence in a dynamic business environment.
4. Test the effect of smart strategies on achieving organizational excellence and demonstrate their contribution toward improving organizational performance.
5. Identify which dimensions of smart strategies have the most significant impact on achieving organizational excellence.
6. Provide a comprehensive analytical framework that clarifies the relationship between the research variables, thereby contributing to developing modern management models.
7. Offer practical recommendations that help Zain Telecommunications Company's management adopt smart strategies for achieving organizational excellence in a dynamic business environment.

1.4. Research Hypotheses:

- Hypothesis 1 (Correlationship): There is a statistically significant correlation between smart strategies and organizational excellence at Zain Telecommunications Company.
- Hypothesis 2 (Effect): Smart strategies have a statistically significant effect on achieving organizational excellence at Zain Telecommunications Company.

1.5. Research Population and Sample:

This study aims to identify the role of Zain Telecommunications Company employees in implementing smart strategies. The research population includes all employees at Zain Telecommunications Company, while the research sample was chosen by random sampling. The number of employees in the sample was (85) employees. The number of valid questionnaires returned was (73). The study focused on employees in senior and middle management levels and executive levels, while the researcher used the questionnaire for data collection, where the validity of the instrument was verified through the honesty of the statistical community (the sample), and the study to collect data and information for the purpose of achieving the objectives of the study. The researcher also relied on statistical program (SPSS) to analyze the data using the following statistical methods: (descriptive statistics of frequencies, percentages, weighted averages, standard deviations, and one-way analysis of variance).

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2. Conceptual Framework of the Research:

2.1. The Concept of Smart Strategies:

Smart strategies arise in modern management due to technological advancements and digital transformations. Companies are developing new ways to take advantage of change. The growth of the Smart economy has redefined the way companies adapt to the new business environment. A Smart strategy is a make-or-break factor in business success. They focus on leveraging knowledge, technology, and data in formulating and implementing strategies to enhance an organization's ability to adapt, innovate, and achieve organizational excellence.

Smart strategies have been defined as a strategic approach that relies on integrating advanced digital technologies, data analysis, and organizational knowledge to support decision-making and achieve effective responses to environmental changes (Azeem et al., 2023, p. 2). They also refer to an organization's ability to utilize knowledge and technological resources in an innovative way to enhance performance and achieve a sustainable competitive advantage in a dynamic environment (Sardi & Sorano, 2021, p. 4).

In another context, smart strategies are linked to the concept of the smart organization, which relies on continuous learning, knowledge integration, and the use of information and communication technologies to develop its processes and achieve organizational flexibility (Poniatowska-Jaksch & Sobiecki, 2021, p. 6). It is also defined as a set of practices that rely on strategic foresight, environmental analysis, and the use of advanced tools to support long-term decisions (Emeagwali & Aljuhamni, 2019, p. 3).

Furthermore, smart strategies are an extension of dynamic capability theory, focusing on an organization's ability to reconfigure its resources and processes to cope with rapid changes in the external environment (Teece, 2018, p. 5). In this context, recent studies confirm that smart strategies rely on proactivity, flexibility, innovation, and the use of predictive analytics to enhance the effectiveness of strategic decisions (Khan et al., 2024, p. 7).

Therefore, operationally, smart strategies can be defined as: a set of strategic practices and processes that rely on employing knowledge, technology, and intelligent data analysis to enhance an organization's ability to adapt to a dynamic environment and achieve sustainable organizational excellence.

2.2. Dimensions of Smart Strategies:

This research, in defining the dimensions of smart strategies, relies on the findings of the study by Adamik & Fernandez (2021:5), which affirmed that building smart strategies in contemporary organizations is based on a set of fundamental pillars that represent the essence of a smart organization and its ability to achieve competitive advantage in a dynamic business environment. Accordingly, the following dimensions were adopted:

1. Continuous Learning: Continuous learning is a vehicle to produce valuable knowledge among employees. Organizations realize that procedural or formal learning needs to be supplemented with an informal learning phase dedicated to knowledge sharing. Once learned, the information should be easily distributed (shared) to everybody. In most cases learning happens with and through active participation from employees. They learn from their experiences about different facts, concepts, and even practical instructions that occurred along the process. Enabling employees to work together, learn from one another and share what they know will develop a higher performance than if the main goal were solely on formal training. Hence, organizations, which efficiently tailor knowledge sharing main purpose to work as a result of previous learning experiences, will be able to improve their performance to an excess of simply meeting their targets (Garvin, 2020, p. 45).
2. Knowledge and Technological Integration: Integrating organizational knowledge together with technology through

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specifically designed information systems and processes allows for the effective creation, acquisition, distribution, and application of knowledge. In a conducive environment, organizational knowledge can be skilfully harnessed and, as part of the organizational knowledge-creation process, facilitates much faster and more efficient organizational decision-making processes (Bharadwaj et al., 2013, p. 472), which then results in increased operational efficiency. The internalization or insertion of organizational knowledge into various organizational decision-making processes enhances the fitness of those processes to the tasks at hand, improves the flow of knowledge through the organization, and encourages increased efficiency as the informed decisions taken can be expected to be right and appropriate

3. Understanding the Environment and Strategic Adaptation: One of the most significant factors affecting sustainability is an organization's ability to analyze and digest its internal and external environments. Anticipating changes in the business environment and adapting quickly to such changes, while exploiting opportunities and mitigating threats, is critical for all organizations in achieving sustainability (Johnson et al., 2021, p. 78). Thus, one's ability to analyze the external and internal environment, which is an ongoing process, is important for an organization's sustainability.

2.3. The Concept of Organizational Excellence

Modern management develops rapidly at a fast pace. But despite that, the most literature finds one of the biggest management conceits to be the concept of organizational excellence. The popularity of the use of the term, it has the same or similar meanings as in a dozen others. But generally accepted explanations say that it can be equated to sustainable performance. This is all about how the company is performing every year as pleasing to the investors, customers, as well as employees. Reporting a constant level of satisfying these three parties can be concluded as organizational excellence. It might not be the leading company in the market with far surpassing competitors. But it is the company that works on an optimal use of the overall resources, consistently improving their processes, products, and/or services, and satisfying their stakeholders. It can be concluded that the company achieves long-term competitive advantage with the organizational excellence.

Organizational excellence has been defined as an organization's ability to achieve high performance results at both the financial and non-financial levels, reflecting its efficiency and effectiveness in achieving its strategic objectives (Bou-Llusar et al., 2009, p. 8). This concept emphasizes that excellence is not limited to results alone, but also includes the quality of internal processes and the level of customer satisfaction. Calvo-Mora et al. (2015, p. 312) indicate that organizational excellence is the organization's ability to achieve distinction through customer focus, internal process improvement, and the adoption of continuous improvement practices.

The concept of organizational excellence is multifaceted, requiring a collective engagement of an organization’s elements to sustain them over the long term. For Bou-Llusar et al., (2009), the notion of excellence is two-fold, indicative of high performance results at both financial and non-financial levels. In assessing excellence, the metrics for effective operation include effectiveness and efficiency (Bou-Llusar et al., 2009, p. 8) with respect to operational objectives and strategic objectives, respectively. An organization striving for excellence must take a serious look at its internal processes, how effective they are in producing quality outcomes, and how they affect the organization’s capacity to achieve its beneficial objective—a certain financial value [specifically] … its market value. On that note, one possible metric of operational excellence is the level of customer satisfaction. A keen focus on the customer and customer satisfaction will add immense value to the organization’s

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internal process [internally with respect to customer focus and externally with respect to improvement of internal processes] (Calvo-Mora et al., 2015, p. 312). Hence, the level of customer satisfaction and the organization's engagement in practices that enhance the continuous improvement of its internal processes are elements that will push the organizational engagement toward a state of excellence.

As Dahlgaard et al. (2013, p. 547) explain, the primary goal of these Total Quality Management principles is to achieve a strong organizational performance. Therefore, this driven approach has been recognized as organizational excellence. However, when an organization has a rigid hierarchical structure and isn't able to adapt to the changing demands of the customer, it is impossible to deliver high performance; resulting in less employee well-being. Definitely, an organization can have the best products in the market, but without an organization structure that is flexible to adapt to these changes, it is impossible to continue satisfying the customers (Gimenez et al., 2015, p. 152).

In turn, organizational excellence is all about continuous improvement and customer satisfaction. Total Quality Management principles are concentrated specifically in these two areas. Thus, it can be seen as an approach that helps organizations adapt to their changing environments; and thus meet and exceed customer expectations. However, there is always a trade-off between organizational excellence and organizational flexibility (Demerouti and Cropanzano, 2017, p. 6). Therefore, in order for an organization to achieve this type of excellence, it has to create a balance between its operations' efficiency, effectiveness and adaptability.

To be more competitive and create added value, it needs to develop and enhance those internal resources and capabilities (Mouzas, 2020, p. 3) that will give it differentiation with respect to its competitors and that cannot be easily reproduced (Grant, 2021, p. 45). The integration of resources, in turn, must be strategic, so that they may generate resources that have a real positive impact on the company's performance.

Following this logical reasoning, we can conclude that in order for the company to achieve excellence, that is, a high performance level that places it on the top tier of the sector within which it operates, this must be understood as a differential aspect in achieving the competitive advantage of a company. An organization that pursues excellence is an organization that is transforming itself into an excellent organization capable of creating added value, exerting the best practices and achieving an eminently positive outcome.

Based on the above, organizational excellence is defined as "the development of a sustainable performance through the efficient use of resources with the aim of improving internal processes and increasing customer satisfaction". For an organization, this means to adapt the ever-changing market and offering the best quality services and/or products to obtain a competitive advantage.

2.4. Dimensions of Organizational Excellence:

In the year 2000, Bou-Llusar et al. conducted a systematic study to determine the defining features of an organizational excellence model. This study was an important contribution to organizational excellence research, as it clarified the meaning of the term 'organizational excellence' and also defined a list of dimensions that were most often used in previous studies. From original distinct categorical dimensions, Bou-Llusar et al. (2009) narrowed down the list of shortlisted dimensions to only those that had a significant impact on organizational performance, resulting in a final list of three dimensions. These are, performance results, customer focus, and internal processes (also known as managerial practices and processes). The theoretical and empirical validity, generality and parsimony of these dimensions of organizational excellence were verified later in the studies of Calvo-Mora et al. (2015). These same dimensions are also the core of the proposed research instrument

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and are the last mile towards defining the key indicators for measuring organizational excellence. The following is a detailed explanation of each dimension:

1. 1. Performance Results: This dimension is an essential indicator of organizational excellence, reflecting the organization's capability to attain tangible results that showcase its efficiency and effectiveness across various financial and non-financial domains. It is described as the ultimate outputs attained by the organization, be they financial or non-financial, which mirror its degree of success in fulfilling its strategic goals (Bou-Llusar et al., 2009, p. 8).
2. Customer Focus: This dimension is a primary concern in models of organizational excellence because it highlights the organization's capacity to satisfy customer needs and expectations, improve customer happiness and loyalty. It is assessed as the organization's ability to comprehend and respond to customer needs effectively, resulting in greater satisfaction and a stronger long-term relationship with them (Calvo-Mora et al., 2015, p. 312).
3. Processes and Continuous Improvement: This dimension indicates how well an organization manages its internal processes and continuously develops them to ensure quality and excellence. It means that the organization can design, manage, and constantly improve its internal processes to work better and reach total quality (Bou-Llusar et al., 2009, p. 10).

3. Practical Aspects of the Research:

3.1. Description and Diagnosis:

3.1.1. Description and Diagnosis of the Dimensions of Smart Strategies:

Table (1) presents the results of the descriptive analysis of the dimensions of smart strategies, using the arithmetic mean, standard deviation, and coefficient of variation, with the aim of diagnosing the level of adoption of smart strategies from the perspective of the sample members.

Table (1) Descriptive Analysis of Smart Strategies

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Continuous Learning	3.78	0.65	17.20
2	Technological Integration	3.91	0.60	15.34
3	Environmental Understanding and Adaptation	3.55	0.82	23.09
	Overall	3.75	0.67	17.86

Table (1) shows the results of the descriptive analysis concerning the dimensions of the smart strategies variable. The arithmetic mean, standard deviation, and coefficient of variation were calculated for each dimension, as well as for the overall index of that variable. Results indicated that the Technological Integration dimension comes first with a mean equal to 3.91 and a low coefficient of variation which means there is a high degree of agreement among this sample on the importance of this dimension. The Continuous Learning dimension came second with a mean equal to 3.78 which reflects an organization’s focus on developing its cognitive capabilities.

The (Environmental Understanding and Strategic Adaptation) dimension ranked last with a mean of (3.55), which is within the average range, indicating a relative divergence in the respondents' opinions and the need for further attention to this dimension. At the level of the overall variable, the arithmetic mean was (3.75), with a standard deviation of (0.67) and a coefficient of variation of (17.86%), indicating that the level of smart strategies in the organization was high, with a good degree of homogeneity in the responses of the sample.

3.1.2. Describing and Diagnosing the Dimensions of Organizational Excellence:

Table (2) presents the results of the descriptive analysis of organizational

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excellence indicators, using the arithmetic mean, standard deviation, and coefficient of variation, to diagnose the level of adoption of organizational excellence from the perspective of the sample members.

Table (2) Descriptive Analysis of the Dimensions of Organizational Excellence

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Performance Results	3.94	0.94	23.87%
2	Customer Focus	3.62	1.02	28.22%
3	Processes and Continuous Improvement	4.80	0.82	20.08%
	Overall	3.88	0.95	24.47%

Table (2) presents the results of the descriptive analysis of the dimensions of organizational excellence, using the arithmetic mean, standard deviation, and coefficient of variation, to diagnose the level of organizational excellence achieved from the perspective of the research sample.

The results showed that the dimension of "Internal Processes and Continuous Improvement" ranked first, with a mean of (4.08), a standard deviation of (0.82), and a coefficient of variation of (20.08%). This indicates a high level of agreement among the sample and reflects the organization's focus on continuously improving its internal processes and enhancing operational efficiency.

On the other hand, the "Performance Results" dimension ranked second with an average of (3.94), a standard deviation of (0.94), and a variation coefficient of (23.87%). This means that the organization is capable of obtaining positive results that indicate its efficiency and effectiveness in attaining its goals, as well as a reasonable level of consistency in the respondents' opinions. The customer focus dimension ranked last with an average score of 3.62, standard deviation 1.02, and coefficient variation at 28.22%. It shows relatively varied opinions among sample members and this dimension needs more attention especially in understanding customer needs to improve their satisfaction.

The overall mean for organizational excellence was 3.88 with a standard deviation of 0.95 and a coefficient of variation equal to 24.47%, which implies that the level of organizational excellence in this organization was fairly high but there is moderate homogeneity among responses from sample members.

3.2. Hypothesis Testing (Correlation and Impact)

3.2.1. Correlation (Pearson Correlation):

Table (3) shows the results of the Pearson correlation coefficient test to measure the nature and strength of the relationship between the two research variables: smart strategies as the independent variable, and organizational excellence as the dependent variable.

Table (3) Relationship between Smart Strategies and Organizational Excellence

Independent Variable	Dependent Variable	R	Sig.	Type of Relationship
Smart Strategies	Organizational Excellence	0.81	0.000	Positive (Direct)

Table (3) shows a very strong positive correlation between the two variables, with a correlation coefficient of (0.81). The relationship is very strong between smart strategies and organizational excellence as indicated by this high value. Moreover, since the statistical significance level (Sig = 0.000) is less than (0.05), it proves that the relationship is statistically significant and hence supports the second part of our hypothesis regarding correlation between variables. This implies that an increase in organizational reliance on smart strategies will result in a visible improvement in organizational excellence.

3.2.2. Testing the Effect Relationship (Regression Analysis):

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Table (4) shows the results of the simple linear regression analysis conducted to measure the effect of smart strategies as the independent variable and organizational excellence as the dependent variable, in order to test the hypothesis of effect in the research.

Table (4) Simple Linear Regression Analysis

Independent Variable	β	R^2	F	T	Significance Level
Smart Strategies	0.81	0.66	141.32	11.88	0.000

Table (4) displays the findings of the simple linear regression analysis conducted to assess the effect of smart strategies on organizational excellence. The results show that the regression coefficient (β) was equal to (0.81), which indicates a high positive effect of smart strategies on organizational excellence. This implies that any increase in the level of implementation of smart strategy will be associated with an increase in the level of organizational excellence.

The coefficient of determination (R^2) reached a value of (0.66), meaning that smart strategies explain 66% of the changes in organizational excellence, while the remaining percentage is attributed to other factors not included in the model. The calculated F-value was (141.32), which is significant, indicating the validity of the regression model in explaining the relationship between the two variables. The calculated t-value was (11.88) at a significance level of (0.000), which is less than (0.05), confirming that the effect is statistically significant.

Accordingly, the effect hypothesis is accepted, which states that smart strategies have a statistically significant effect on achieving organizational excellence.

4. Conclusions and Recommendations:

4.1. Conclusions:

In light of the results of the descriptive analysis and hypothesis testing, the research reached a number of conclusions, most notably:

1. The results showed that the level of application of smart strategies in the organization was relatively high, reflecting a clear trend towards adopting modern management methods.
2. The dimension of technological integration was found to be the most applied, indicating the organization's interest in using modern technologies to support its operations and decision-making.
3. The results showed that the dimension of understanding the environment and strategic adaptation was at a relatively lower level, indicating the organization's need to enhance its ability to anticipate environmental changes.
4. The results revealed that the level of organizational excellence in the organization was relatively high, reflecting the organization's ability to achieve outstanding performance compared to others.
5. The dimension of internal processes and continuous improvement achieved the highest level among the dimensions of organizational excellence, indicating the organization's focus on improving operational efficiency.
6. The results of the analysis showed a strong and statistically significant positive correlation between smart strategies and organizational excellence. 7. The regression analysis results showed a significant positive effect of smart strategies on achieving organizational excellence, explaining a large proportion of the variance in the dependent variable.
7. The results prove that encouraging the use of intelligent strategies directly helps in attaining organizational excellence and superiority within a changing business landscape.

4.2. Recommendations

The research suggests, based on its findings, a set of recommendations as follows:

1. The necessity of encouraging the wider use of smart tactics in the organization as they are significantly involved in enhancing

performance and reaching organizational greatness.
2. More investment in new tools and digital change to help with tech blending and make office processes more efficient.
3. Efforts to build the organization's skills in understanding the environment and changing strategies using forecast tools and insight tools.
4. Promoting a culture of ongoing learning through regular training and development of staff resources. 5. More focus on customers by making service better and understanding customer needs more deeply.
5. Supporting practices of continuous improvement and developing internal processes to achieve operational efficiency and organizational excellence.
6. Encouraging top management to use new management models based on intelligence and innovation.
7. Carrying out future studies that deal with other variables that might affect organizational excellence, like strategic leadership or organizational culture.

Data Availability:

The data used to support the results of this study has been included in the article.

Conflict of Interest:

The authors declare that they have no conflicts of interest.

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