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THE ROLE OF ADMINISTRATIVE TRANSPARENCY IN  
ACHIEVING ORGANIZATIONAL EXCELLENCE

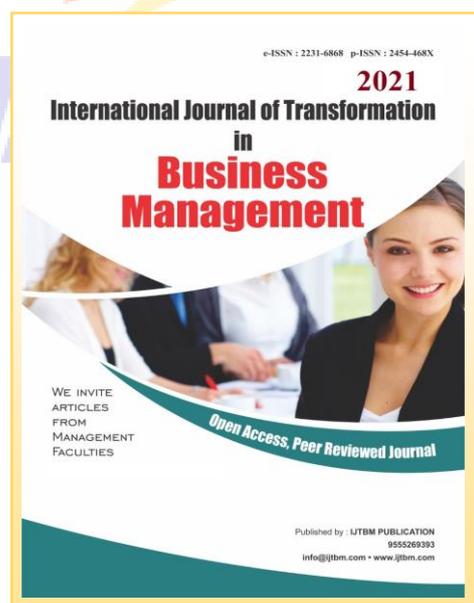
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## ABSTRACT

This research aims to identify the role of administrative transparency as an independent variable, in achieving organizational excellence as a reliable variable, in the Iraqi Airways company and its departments, people and units, as it is one of the important service companies that have a vital role in community service, as it included the research community in Iraqi Airways (260) employees, and the data was collected through the use of a questionnaire that included (50) paragraphs to enhance the practical aspect, which was distributed to an intentional sample of (155) employees who hold the rank of general manager, assistant general manager, and officials of departments and divisions, as it was designed for this purpose and analysis. The data that was obtained and processed statistically, and the researcher relied through the use of the statistical program (SPSS) to analyze the primary data and a number of statistical methods to reach the results related to it and to test its hypotheses.

The most prominent findings of the research, represented by the presence of an effect between the variable administrative transparency and organizational excellence, through the leadership excellence dimension, as the airline pays its interest in creating an encouraging environment for employees to improve their performance and develop the desire and commitment to achieve the goals set.

**Keywords:** *administrative transparency, organizational excellence, Iraqi Airways.*

## METHODOLOGY

Research methodology represents a series of organized steps undertaken by the researcher for the purpose of studying a specific topic and reaching results that contribute to solving problems. The methodology is the beacon that guides the researcher during his research and the roadmap that leads him. Towards satisfactory scientific results.

**1. Research problem:** The research problem identified the main question (What is the level of administrative transparency in Iraqi Airways, which is

managed by employees in pursuit of organizational excellence?)

**2. Research hypotheses:** The basic research hypotheses are formulated in the light of its objectives and according to theoretical reviews of its independent and dependent variables, which will be subject to testing, analysis and statistical treatment, and then prove their validity or not. The hypothesis is:

**(There is no statistically significant impact relationship between the independent research variable represented in administrative transparency and its**

dimensions (clarity, participation, responsibility) in the approved variable represented in organizational excellence).

## LITERATURE REVIEW

### The Theoretical Side of Administrative Transparency :

#### 1. The concept of administrative transparency:

Administrative transparency is characterized as one of the important modern administrative topics that must be taken up by conscious departments, for its contribution to adding development to the organization and access to a strong administrative apparatus capable of facing the surrounding changes and new challenges. It is also known as “a way to make customers praise and praise the organizational work as long as this work is in their own interest and it is the way through which trust and communication bonds are built between customers and the organization, which is useful and distinct.” on the economic front.” (Hoton. L James, 2007).

#### 2. Dimensions of administrative transparency:

**A. Clarity:** In decisions taken between administrative levels, they should be of a high degree of clarity and that the public interest should not conflict with personal interests. (Gebler,

2012: 151) recommends imposing more organizational foundations for clarity in information as it is a legal framework surrounding the organization, It ensures that it is not isolated from leaders and employees, and that it begins the duties of dialogue with them and clients, and isolates itself from the atmosphere of offices, and while it is a process of clarifying the work rules to serve the mission of the organization in an optimal way, away from stagnation so that it can be developed and modified, so that it becomes simple and effective.

**B. Participation:** - the benefits derived from the participation of employees in decision-making are more responsible for those decisions and their implementation, and more commitment towards the goals resulting from these decisions and create a kind of trust between departments and workers, which leads to a reduction in the rate of absenteeism and increase in job satisfaction and leaving work Thus, the organization is distinguished from the rest of the other organizations (Jackson & Mathis, 2008: 347).

**C. Responsibility:** It must be taken into account as one of the dimensions of administrative transparency and is

considered one of the dimensions of good governance for all administrative processes that aim to preserve rights in the face of the abuse of power and achieve the well-being of individuals by providing the necessary clarifications from officials on how to use authority, discharge duties, meet requirements and accept responsibility for Failure resulting from fraud and deception, is the extent to which the individual bears responsibility for the actions based on him in accordance with the specifications and conditions that were previously agreed upon (Khawarsheda, 2006: 39).

### **The Theoretical Side of Organizational Excellence:**

**1. The concept of organizational excellence:** Linguistic studies and the English language in the past indicate that the Greeks used the term “Aristeia” which means “Bestmightbrover”, meaning the best and most courageous situation. They are more aware and able to employ them in their field of work and specialization that makes them accomplish work that exceeds institutional standards and presented over what others do in quantity and quality to provide products and ideas characterized by modernity. (Al-Shawa, 2016: 34) and they are as follows: - Achieving excellence in the

sense of obtaining unprecedented results that outperform its competitors and also on itself in terms of learning and this is the real goal of management. Do not leave room for deviation and error, and create real opportunities for them to be implemented correctly and completely from the first time.

### **2. Dimensions of organizational excellence:**

- A. Leadership Excellence: Leadership has a significant impact on excellence by highlighting its excellence in leadership skills and positive work connections, developing individuals and encouraging them to be creative (Al-Azab and Al-Anzi, 2013: 124).
- B. Service excellence: Where obtaining a service that meets the needs of all customers and giving a distinguished service that satisfies consumers or increases their aspirations, all of this increases the competitive advantage of the institution (Al-Buhaisi, 2014:34).
- C. Distinguishing knowledge: It is a system of symbols and it is formally expressed, and it is published in the form of a product or patent, and there is tacit knowledge that is expressed through a specific skill at work and can be learned through work (Herschel, 2000; 41).

**The Relationship Between The Variables:**

Organizations today are aware of the fact that organizational excellence is not a fixed goal, and cannot have a successful presence in national and international competitions by relying on traditional methods (houshi & Taleghani, 2016:513). Its ambition, through which it seeks to encourage and support creativity and excellence from various activities and fields of work, for outstanding organizational performance is no longer one of the options before the organization and to emphasize it is necessary at the outset, but rather it is the inevitability of conditions and external forces imposed on the organization and excellence has no obstacles, but rather It is a type of managerial thought that can happen to an organization that provides a

service or a commodity, governmental or non-governmental, in a large or small organization. Simultaneously, transparency had a tremendous impact on the integrity and honesty of information with all parties dealing with organizations, and it aims to seek reform to make customers praise and praise the organizational work as long as this work is useful and distinguished on the economic level and is in their own interests, as believed by (Rogers. D James 2007: 12).

**Statistical Aspect of Research:**

This paragraph aims to test the main hypothesis and the sub-hypotheses from which the study was launched by finding the influence relationships between the research variables

**Table (1) The results of the statistical analysis of the research variables**

dependent variable	Sig.	F	R <sup>2</sup>	regression parameters		independent variable	
				β	A		
organizational excellence	0.000	153.937	0.502	0.760	1.014	Clarity	Transparency Administrative
	0.000	166.998	0.522	0.631	1.525	Share	
	0.000	123.841	0.447	0.592	1.688	the responsibility	
	0.000	237.320	0.608	0.814	0.787	Administrative Transparency	

It is clear from Table (1) that the value of F (237.320) at a significant level of P-value (0.000), and this indicates a significant effect of administrative transparency on organizational excellence, as organizational excellence exists even if administrative transparency is equal to zero, and it appears that the constant value  $\alpha$  has reached (0.787), but with a numerical value for administrative transparency, any change within this variable (positive or negative), leads to a change in organizational excellence by (0.814), which represents the value of  $\beta$ .

As for the coefficient of determination R<sup>2</sup>, it reached (0.608), and this means that administrative transparency explains what is estimated at (0.608) in organizational excellence, and that the complementary value (0.392) represents other factors that have an impact and explanation in organizational excellence that did not enter the model, and through the results above, the researcher refuses The main hypothesis of the content (there is no statistically significant effect of administrative transparency in achieving organizational excellence), that is, there is a statistically significant effect of administrative transparency in achieving organizational excellence.

#### **1. The first sub-hypothesis of the main hypothesis:**

It is clear from Table (1) that the value of F (153.937) at the level of significance P-value

(0.000), and this indicates a significant effect of clarity in organizational excellence, since organizational excellence is present even if clarity is equal to zero, and it appears that the fixed value  $\alpha$  has reached (1.014), but with the presence of a numerical value for clarity, any change within this variable (positive or negative), leads to a change in organizational excellence by (0.760), which represents the value of  $\beta$ .

As for the coefficient of determination R<sup>2</sup>, it reached (0.502), and this means that clarity explains what is estimated at (0.502) in organizational excellence, and that the complementary value (0.498) represents other factors that have an impact and explanation in organizational excellence that did not enter the model, and through the results above, the researcher rejects the hypothesis The first sub-hypothesis of the second main premise of content (there is no statistically significant effect of clarity in achieving organizational excellence), that is, there is a statistically significant effect of clarity in achieving organizational excellence.

#### **2. The second sub-hypothesis of the main hypothesis:**

It is clear from Table (1) that the value of F (166.998) is at a significant level of P-value (0.000), and this indicates a significant effect of participation in organizational excellence, since organizational excellence is present even if participation is equal to zero, and it

appears that the constant value  $\alpha$  has It reached (1.525), but with the presence of a numerical value for participation, any change within this variable (positive or negative), leads to a change in organizational excellence by (0.631), which represents the value of  $\beta$ . As for the coefficient of determination R2 it reached (0.522), This means that participation explains an amount of (0.522) in organizational excellence, and that the complementary value (0.478) represents other factors that have an impact and explanation in organizational excellence that did not enter the model, and through the results above, the researcher rejects the second sub-hypothesis of the second main hypothesis with content (no There is a statistically significant effect of participation in achieving organizational excellence), meaning that there is a statistically significant effect of participation in achieving organizational excellence.

### **3. The third sub-hypothesis of the main hypothesis:**

It is clear from Table (1) that the value of F (123.841) at a significant level of P-value (0.000), and this indicates a significant effect of responsibility on organizational excellence, as organizational excellence is present even if the responsibility is equal to zero, and it appears that the fixed value  $\alpha$  has It reached (1.688), but with the presence of a numerical value of responsibility, any change within this variable (positive or negative),

leads to a change in organizational excellence by (0.592), which represents the value of  $\beta$ .

As for the coefficient of determination R2, it reached (0.447), and this means that responsibility explains what its value is (0.447) in organizational excellence, and that the complement value (0.553) represents other factors that have an impact and explanation in organizational excellence that did not enter the model, and through the results above, the researcher rejects the hypothesis The third sub-hypothesis of the second main premise of content (there is no statistically significant effect of responsibility in achieving organizational excellence), that is, there is a statistically significant effect of responsibility in achieving organizational excellence.

### **CONCLUSION**

The results of the statistical analysis showed that there is a rejection of the main hypothesis and its hypotheses, i.e. the existence of a statistically significant effect of administrative transparency in all its dimensions in achieving organizational excellence in the Iraqi Airways Company. And that the information is clear and available in the company and can be obtained easily and credibly, and that decisions are made through the participation of employees with the company's management, as the

company's management applies the responsibility system effectively to its affiliates and the extent to which the individual bears responsibility for the actions

based on him in accordance with the specifications and conditions that have been approved

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