

# Strategic Coherence and its Impact on the Excellence of Employees: An Exploratory Study of the Opinions of a Sample of Employees of the Ministry of Planning<sup>1</sup>

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## ABSTRACT

The purpose of the research: presenting an analytical study to find out and test the influence relationship between strategic cohesion and the excellence of the workers in the organization (Ministry of Planning). Its impact on distinguishing workers within the organization. The research was conducted in the Ministry of Planning and the research sample was intentional and included (general managers, assistant general manager, department director, assistant department manager, division official, head of an administrative unit) of 110 individuals. The research used a package of tools Statistics.

As for the results: the results proved the validity of the hypotheses that were formulated according to the hypothetical scheme of the research, which showed the existence of a relationship between the independent and the dependent variable.

As for the conclusions: the researcher concluded that there is a strategic cohesion in the researched organization (Ministry of Planning), and it was reinforced by the presence of distinguished employees through training, increasing their knowledge and developing their skills in order to formulate a coherent strategy that leads to the differentiation of the organization from other organizations.

**Keywords:** *strategic cohesion; employee excellence; Ministry of Planning*

## THE INTRODUCTION

Strategic cohesion is one of the modern and contemporary strategic patterns in which interest has increased in the modern era and in light of modern management as it is a type of strategy in which there is or requires cohesion and interdependence between all members of the organization and in order to achieve the goals of the organization that it seeks to reach and to do the work built on the basis of cooperation by focusing on the extent to which the organization is distinguished from other organizations by providing the service or product through the distinction of its employees to obtain the required and distinguished performance, which plays an important role in achieving the organization's vision, mission and goals, and this is what you aspire to and aim for every strategy developed by organizations and institutions in general and governmental ones in particular, and after clarifying these changes and dimensions, the research community was chosen in the Ministry of Planning because it always seeks coherence in its strategies for its affiliated departments and thus reaches the goals easily and conveniently, and the selection of this community contains a number of departments and directorates affiliated with it in order to achieve the goal of this The research and the

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possibility of its application on the ground and as a result of the economic conditions that the country experienced recently, the financial crises and the change in oil prices, as well as the health condition, diseases, epidemics and wars are all conditions that affected the type and quantity of services provided by state departments and organizations in general and for this reason many writers and researchers cared about the issue of cohesion Strategic because it is one of the important issues closely related to the changes that occur in the environment, where societies, organizations and workers can face rapid changes and in order to be distinguished from others, their strategy must be based on interdependence, consistency and integration to withstand those changes.

### **FIRST: THE RESEARCH PROBLEM**

Many organizations tended to search for the excellence of their employees, which would achieve high returns for them by delving into the analysis of the knowledge frameworks related to strategic cohesion that lead them to that distinction, so it fell upon the shoulders of those organizations to rely on strategic cohesion and how to adopt it in their work to build a strong cohesive environment capable of overcoming difficulties Confronting it, reducing the cost, distinguishing it from others, and creating a competitive advantage in order to continue and survive, so this topic (strategic cohesion) has received wide attention recently, and it has attracted the attention of writers and researchers in the field of organization science. In the Ministry of Planning and because of its effects in distinguishing it from other organizations and the possibility of advancing its reality through increasing strategic cohesion to reach excellence for employees, which leads it to differentiation of the organization in a broader and more comprehensive manner, and from here the basic question emerged, which is what effect does strategic cohesion play in distinguishing workers and access To the outstanding performance and the goal that the Ministry of Planning seeks to reach, resulting in a set of sub-questions, which are as follows:

- 1- What is the extent of realizing and adopting strategic cohesion in its dimensions in the organization in question and the extent of interest in it?
- 2- To what extent is there a relationship between strategic cohesion and the excellence of its employees, and what is the type of this relationship?
- 3- To what extent is there an influence relationship between the two aforementioned variables, and what is the type of this relationship?
- 4- What are the trends of the relationship between these variables?

### **SECOND: THE IMPORTANCE OF RESEARCH**

The importance is evident in diagnosing the reality of strategic cohesion in the department or organization under study and identifying the extent to which the studied organization practices strategic cohesion in its work and the size of its positive impact through its dimensions (organizational excitement, organizational casting, organizational synergy) in distinguishing employees, where this importance was embodied in the following:

- 1- The theoretical importance is represented in the researcher's attempt to present a study that combines two important variables in the field of strategic management, for the Arab library in general and the Iraqi library in particular.
2. Applied importance: The researcher tried to transfer the experiences of some developed countries in the field of (strategic cohesion and employee excellence) to the Iraqi environment.
3. Societal Importance: The research was applied in the Ministry of Planning as one of the important and vital ministries in the Iraqi state, which has great and clear contact with the rest of the state's institutions and ministries.

### **THIRD: RESEARCH OBJECTIVES**

The main objectives that the current research seeks to achieve can be identified as follows:

- 1- The main objective of the research is to find the relationship between the variables (the main objective)?

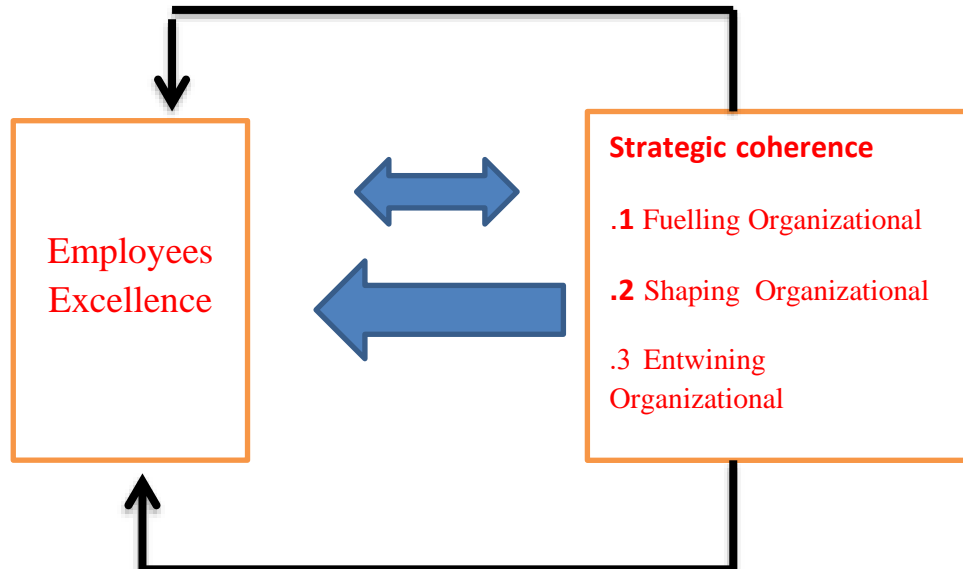
2- Knowing the extent of interest, adoption and application of the independent variable with its dimensions through conducting a survey in the Iraqi Ministry of Planning to diagnose and find out that?

3- Knowing the extent of interest, adoption and application of the dependent variable by conducting a survey in the Ministry of Planning?

4- Finding out the extent of the influence relationship between the independent variable and its dimensions and the dependent variable, and conducting a survey in the Ministry of Planning to determine the degree of influence of strategic cohesion on employee excellence.

#### FOURTH: THE DEFAULT OUTLINE OF THE RESEARCH

The hypothetical scheme of the research summarizes its basic idea that it tries to prove through the validity of the hypotheses, which is represented in diagnosing the importance of the role played by strategic cohesion (the independent variable) in influencing the distinction of the two workers (the dependent variable), within the framework of the relationships and influence that bring them together. And as in Figure (1)



Source: Prepared by the researcher

#### FIFTH: RESEARCH HYPOTHESES

Within the framework of the correlation and influence relationships referred to in the hypothetical scheme of the research, two main hypotheses were formulated from which sub-hypotheses emerge, which can be clarified as follows:

1. The first main hypothesis: There is a statistically significant correlation between Strategic coherence and Employees Excellence. The following sub-hypotheses emerge from it:

- The first sub-hypothesis: There is a statistically significant correlation between the Fuelling Organizational as one of the dimensions of Strategic coherence and Employees Excellence

- The second sub-hypothesis: There is a statistically significant correlation between the Shaping Organizational as one of the dimensions of Strategic coherence and Employees Excellence
- The third sub-hypothesis : There is a statistically significant correlation between the. Entwining Organizational as one of the dimensions of Strategic coherence and Employees Excellence

2.The second main hypothesis: Which indicates the impact of Strategic coherence and their dimensions in Employees Excellence , and the following three sub-hypotheses emerge from it:

- The first sub-hypothesis: The Fuelling Organizational as one of the dimensions of Strategic coherence effect on Employees Excellence
- The second sub-hypothesis: the Shaping Organizational as one of the dimensions of Strategic coherence effect on Employees Excellence
- The third sub-hypothesis :the Entwining Organizational as one of the dimensions of Strategic coherence effect on Employees Excellence

### SIXTH: RESEARCH LIMITS

The most prominent limits of the current research that can be focused on can be identified in the framework of the following:

- 1.Cognitive boundaries: It is represented by two important variables in business management in general and Strategic management in particular, namely (Strategic coherence and Employees Excellence ).
- 2.human limits: The research sample includes (110) employees in the Ministry of planning.
- 3.spatial boundaries: Ministry of planning , which is located within the city of Baghdad.
- 4.Temporal boundaries: The time limits for the study are the period that the researcher will take from the beginning to prepare the research with its theoretical and applied aspects, until its completion and the conclusion of recommendations and proposals for it.

### SEVENTH: RESEARCH METHODOLOGY

In this research, the researcher adopted the analytical approach based on surveying the opinions of a sample from the Ministry of Planning (intentional sample) in terms of the variables of our research, through follow-up, monitoring and investigation to know the phenomenon and reach statistical results that help in understanding and changing reality. Information accurately, in addition to conducting interviews with those concerned, giving logical explanations for the results, knowing their importance, and indicating the interdependence between them and the influence between the variables involved in the research. The researcher used the analytical descriptive approach, which is based on the sample survey in the Ministry of Planning, and it is a method adopted by most researchers to obtain a perception of the reality of the problem. Study research and access to appropriate solutions to the research problem.

### EIGHTH: RESEARCH TOOLS

The research data was obtained through the preparation of a questionnaire, in order to suit the approved curriculum and the time allowed, as well as the desired objectives of the research. It is one of the most important methods used in collecting data and the most widespread. It consists of a set of questions or paragraphs on the subject of the research. The researcher designed a questionnaire, based on a number of approved international standards and employed them in a way that is compatible with the research variables and the process of interdependence between them, which is " strategic coherence and Employees Excellence, After adapting it to suit the current research, the Likert quintuple runway was adopted in its design.

## **NINTH: DATA ANALYSIS TOOLS**

The use of the ready-made statistical program (SPSS-V28) and the (Excel) program in entering and analyzing research data and the (AMOSE) program. Among the most important statistical tools that were used in the field aspect of this research are the following:

- 1.Frequency percentages: for the purpose of determining the percentage of agreement on the research paragraphs.
- 2.Arithmetic mean: It is used to determine the level of response to the paragraphs and to know the level of the variables or the average of that group.
- 3.Standard Deviation: It is used to find out the level of absolute dispersion of the sample's answers from the arithmetic mean, which is the positive square root of the variance.
- 4.Coefficient of Variation: It is used to know the level of relative dispersion of the answers from the arithmetic mean and is extracted by dividing the standard deviation by the value of the arithmetic mean to determine the importance of the research variables.
- 5.Spearman's Correlation Coefficient: to determine the type of relationship between the explanatory and responsive research variables.

## **TENTH:**

### **1-Methods and methods of data collection**

According to the descriptive analytical approach adopted by the researcher in preparing the research, the questionnaire was used to collect research data, as it is compatible with the goals that the researcher seeks to achieve, and the time allotted for the completion of her study. The researcher designed paragraphs of a questionnaire based on the ideas and orientations of a number of ready-made international standards, after adapting them to suit the research environment and the nature of the interdependence between its variables (Strategic coherence, Employees Excellence ).

### **2-Data analysis methods and programs**

The researcher used a set of statistical tools available in the ready-made programs (SPSS-V28, Excel), and the most prominent of these statistical tools that were used in conducting the descriptive analysis of the researched variables can be identified by (percentages of agreement, arithmetic mean, standard deviation, coefficient of variation. As for testing hypotheses, statistical tools ( correlation coefficient, and the simple linear regression coefficient).

### **3- the research community and sample**

The researcher adopted the Iraqi Ministry of planning as a place to apply the current research, and it is closely related to the title of the research and its variables and the nature of the current research orientation, as well as the need to study the variables (Strategic coherence , Employees Excellence ) among the employees of the Iraqi Ministry of planning , because of the various factors related to the environment in which they work. On this basis, the research community, whose number is (155), after their complete inventory, was distributed to them (155) questionnaires, of which (114) were retrieved, of which (110) were valid for statistical analysis, after excluding (4) of them because they were not valid, so that the sample would be intentional Relative to leadership, according to the following table:

**Schedule (1) The research community and its sample**

the society	distributor	Retriever	not refundable	invalid	the sample
155	100%	114	41	4	110
155	100%	73.5%	26.5%		71%

Director general	Assistant General Manager	Head of the Department	Division manager	unit administrator	the total
5	7	28	44	26	110
4.5%	6.4%	25.5%	40%	23.6%	100%

Source: Prepared by the researcher

**FIRST: THE CONCEPT OF STRATEGIC COHERENCE**

We define “strategic coherence” as a system of mutually compatible meanings among organization members about desired organizational directions, No strategy can have much value unless there is some kind of compatibility, communication, integration, or coordination across the levels, units, and parts of the organization, and the strategy is understood and made acceptable to the different parties. (Lusiani & Langley, 2018:1 )The ability of the organization to achieve strategic coherence can be measured once the strategic logic becomes consistent, which is one of the critical issues facing organizations to develop competencies for the survival of the organization and prosperity in its environment. Objectives and how to implement their strategy, and the strategic logic arises from the insight of the leaders who translate their visions for the sake of their institutions (Black and others,2007:422) Strategic coherence has received great attention in the field of strategic management, and terms such as integration, strategic communication, strategic alignment, or strategic alignment have been used (Al Daami, 2019: 75) Where strategic coherence refers to the strategic fit and functional integration between business strategy, information technology strategy, business infrastructure and information technology infrastructure, it refers to the extent of the information technology mission that supports strategic goals and plans in order to apply information technology at the right time and in the appropriate manner to suit the goals and needs (Shamekh,2008:27) A cohesive organization enables employees to innovate and take risks because individual actions and actions in the organization that achieve strategic cohesion are directed towards achieving strategic goals, but an incoherent organization empowering its employees leads to rivalry and chaos and leads the organization to conflicting directions (Al-Enezi, 2015: 45) Strategic coherence is one of the appropriate methodologies for the requirements related to business strategy and how the business strategy is analyzed for organizational information technology requirements such as the vision, mission and goal of the organization, as the success of the organization depends on the extent to which the strategy is compatible with business requirements and needs in order to achieve the organization's goals (Ellis Braithwaite et al, 2010 : 3)Therefore, there must be consistency and similarity to the organization's strategy. Cohesive organizations are characterized by a cognitive formula that can provide new services and products, and thus achieve a high competitive advantage for the organization. Strategic analysis will also provide the organizations' senior leadership with a future vision to adapt to the changes that occur and create opportunities to exploit them as well as enable them to plan. To produce new products and unexpected and surprising services (Lynch: 2006:6)

**SECOND: DIMENSIONS OF STRATEGIC COHERENCE****1. . Fuelling Organizational**

By organizational excitement, we mean all the new activities and ideas that individuals and groups automatically participate in, and that generate the intended direction, i.e. they refer to the act of starting new projects and initiatives. These ideas and procedures arise in different parts and forms of the organization and in daily work and conversations. They (i.e. initiatives) feed the strategic work of the organization and form Only new local meanings about what needs to be done (Lusiani & Langley, 2018) That is, organizational excitement is stimulating or inflaming the organization for its members and employees. When there is an effective and efficient leadership, the response to the changing

environment becomes more effective, the organizational capabilities are more appropriate, the organization is good and successful, and it offers the best and most perfect work by providing the best employees. (Megivern & Topic,1997:198) Empirical studies that demonstrated the concept of strategic cohesion have confirmed that cohesion occurs through the excitement that begins with the higher levels and leaders in the organization such as senior strategy managers or strategic experts responsible for strategic planning who contribute to achieving this cohesion (Angwin et al., 2009:77) Employee motivation is considered one of the aspects of organizational excitement through which managers can encourage employees in order to increase their abilities and skills at work and raise the level of performance in line with the nature of work and with high accuracy. This means that leadership has an effective and direct contribution to motivating employees (Reena & Ahmed, 2009:279)

## 2. Shaping Organizational

It shows all the activities through which the multiple meanings are organized and directed towards the required direction and the endeavor to understand and interpret the meanings from the various fields of knowledge to make a comprehensive understanding of those meanings and arrange them in multiple categories and make a structure for these meanings and the non-fixed and heterogeneous ones (Lusiani & Langley, 2018:6) This means that the organizational casting is related to the culture of the organization and the strength of that culture to know the areas of realization of new and proactive initiatives undertaken by managers (Urrabazo, 2006:189) Studies emphasized the importance of culture and its role in the success or failure of the organization, as it tries through training or knowledge to build successful cultures and according to what is required and what it must do to reach that (Nguyen et al, 2018:134) The culture of the organization also helps in absorbing the common relationship that leads to managing the effective operations of the organization. Organizational culture helps in improving performance because the strong culture of the organization leads to enhancing productivity and leads to effective management of workforce employees. Therefore, organizational culture is useful in improving and providing competitive advantage as the employee's commitment Its culture, nature, and strength affect the sustainability and effectiveness of its performance (Awadh, 2013:172).Among the main functions of culture is adapting to the external environment and internal integration of the organization in order to achieve the organizational goals and motivate the organization to create added value through working with a set of principles, responsibility and control with a clear, consistent and coherent strategy with the long-term interests of the management of that organization. (Lapina and others, 2015: 774)

## 3. Entwining Organizational

Organizational synergy refers to all activities that are interconnected and intertwined in meanings to express the intended direction coming from different parts of the organization, which are based on horizontal and vertical connections (Al-Daami, 2019: 78) The horizontal communications are those that occur between the levels and units of the organization at the same level in order to convey the meanings contained in the knowledge and also "the exchange of information and experiences among them. As for the vertical communications, they are the communications descending from the top of the organizational hierarchy (senior departments) and they carry meanings that show the tasks, responsibilities and duties (Luciani & Langley,2018:6 ) Communication is an integral part of organizations and its main role is to convey information that helps workers to perform their work better and for the organization to work effectively, its members must communicate with each other to exchange ideas and coordinate decisions (Batisation and others, 2021:3-4) In order for organizational synergy to be achieved, communication must be enabled in several directions (downward, upward, vertical, and horizontal communications) (Spaho, 2013:104).

## SECOND :THE CONCEPT OF EMPLOYEES EXCELLENCE

Employees or subordinates are the source of wealth, as they are a set of complex characteristics (capacities - skills - competencies - experiences), it is an important resource of sustainable origin and the organization should invest in it. (Mahmood & Azhar, 2015: 103) The distinction of workers is a set of behaviors and capabilities enjoyed by the workers in the organization in order to employ them, each according to his field of work, and enable them to complete their work in record times and exceed the limits of standards, and thus they excel over others in quantity and quality because of their modern ideas that are characterized by originality and creativity to achieve the goals of the organization (Al-Taie and Al-Qaisi, 2016: 34) That is, they are a group of individuals with competence and experience, and they perform the work and activities represented in planning, organizing, and developing in order to reach the highest level of productivity (Konrad, 2016:158). Or it is providing the organization with qualified competencies and how to maintain and develop them to achieve the highest level of performance, that is, it is all activities related to

obtaining a human resource and providing an appropriate work environment and how to develop it and increase its skills and capabilities to achieve goals efficiently and effectively (Jerger, 2016: 757) This means that when the workers see that the climate is positive in the organization, this is evidence that leadership and management support the workers, and that the success of the organization depends on the skills, knowledge, creativity, motivations of the workers in it, and how to harness the capabilities of the workers through their common values, so it supports a culture of trust and empowerment (Jankalova & Jankal, 2020:13) Organizational excellence is achieved when the organization performs some actions related to human resources, including: (Mele & Colurcio, 2016:472)

A- Making the human resource one of the organization's basic assets that add value to it and how to do that

B - Encouraging and supporting human resources in order to identify capabilities and energies and motivate them in order to create creativity and innovation in them

C - For the organization to remain, the human resource is its weapon, and customer satisfaction is linked to the satisfaction of its employees

D - The Human Resources Department must be characterized by sufficient flexibility in its work

### **THE THIRD TOPIC: TESTING HYPOTHESES (LINKAGE-EFFECT) BETWEEN STRATEGIC COHERENCE AND EMPLOYEES EXCELLENCE**

#### **Foreword:**

The current research aims to identify the type, strength, and direction of the relationship (correlation, and influence) between the two research variables (**strategic coherence**) being the independent variable of the current message, and (Employees Excellence) being the dependent variable that is the goal of the research. The researcher aims to improve its practices in the Ministry of Planning, and after its investigation For the opinions of (110) observations from their leaders, a simple linear correlation test was conducted for the independent variable and its dimensions (organizational excitement, organizational casting, organizational cohesion), with the dependent variable.

The purpose of testing the correlation hypothesis was to find the relationships between the variables and their dimensions individually, and for this purpose the simple linear correlation coefficient (Pearson) was adopted, given that the sample was more than (30) observations and its data were distributed normally, especially since the values of the correlation coefficient are between (1 + / -), while the strength of the relationship, in both its negative and positive directions, was heading towards (0<->0.30) weak, and from (0.30-<0.50) medium strength, and from (0.50->1) strong and explained according to (Cohen, 11106:14).

#### **First: Verify the correlation hypothesis**

Testing the first main hypothesis (strategic cohesion and its dimensions are associated with employee excellence) and the following sub-hypotheses emerged from it:

1. Organizational excitement is associated with employee excellence in a significant relationship.
2. Organizational molding is associated with employee excellence in a significant way.
3. Organizational solidarity is associated with employee excellence in a significant way.

#### **1. Verification of the first sub-hypothesis: From the researcher's review of the results of Table (20), he found the following:**

The dimension of **organizational excitement** achieved a positive correlation of (0.361\*\*) of medium strength with **employee excellence** with a probability value of (0.000), and any increase in interest provided by the Ministry of Planning in **organizational excitement** of one unit through presenting new ideas, initiatives and businesses, which can be in different parts of its directorates And its divisions, divisions and units, by motivating its employees, to generate the intended direction based on the implementation of procedures within it, as this increase will necessarily lead to its interest in **employee excellence**, through carefully planned organizational efforts, which enable the



completion of goals, strategies and all operations efficiently and effectively and always focus on improvement and development Continuing to work to achieve outstanding performance that exceeds the expectations of stakeholders, and to invest in potentials, resources, and untapped capabilities that are equal to the value of the correlation coefficient between them, and vice versa.

Organizational arousal achieved a weak correlation with **employee excellence** (0.244\*), with a probability value of (0.010).

2. Verification of the second sub-hypothesis: After the **organizational casting**, it did not achieve any direct correlation with the excellence of the workers, as the value of the correlation coefficient between them was (0.166) with a probability value of (0.268), which is more than the probability value of (0.05), which indicates the inability of the Ministry to Employing organizational casting in improving its excellence for workers, **and from all of the above, the second sub-hypothesis is rejected from the first main hypothesis (organizational casting is associated with employee excellence in a significant relationship).**

3. Verification of the third sub-hypothesis: The dimension of **organizational collaboration** achieved a positive correlation of (0.368\*\*) medium strength with employee excellence with a probability value of (0.000). It has meanings towards the intended direction, and is based on the communications that exist in different parts of the ministry, whether the communications are vertical or horizontal, upwards or downwards, and in all directions to encourage new initiatives and ideas. Accurately planned organizational goals, which enable the achievement of goals, strategies and all operations efficiently and effectively and always focus on continuous improvement and development of work to achieve outstanding performance that exceeds the expectations of stakeholders, investing in potentials, resources and capabilities that are not exploited, and are equal to the value of the correlation coefficient between them and vice versa.

And at the level of the organizational synergy relationship with **employee excellence** , **Organizational collaboration** achieved a weak correlation with employee excellence (0.267\*\*), with a probability value of (0.005). That is, the Ministry of Planning was able to employ **organizational collaboration** in improving the level of **excellence of workers** in an average way for weak-strength, and from all of the above, the third sub-hypothesis was accepted from the first main hypothesis (organizational collaboration is associated with **employee excellence** are significantly related).

**Table (20) Matrix of strategic cohesion correlation and its dimensions with employee excellence**

<b>employee excellence</b>	<b>dimensions</b>
<b>0.244*</b>	<b>organizational excitement</b>
<b>0.010</b>	
<b>0.030</b>	<b>organizational casting</b>
<b>0.755</b>	
<b>0.267**</b>	<b>organizational collaboration</b>
<b>0.005</b>	
<b>0.229*</b>	<b>strategic coherence</b>
<b>0.016</b>	

**P\*\*\*<0.01, P\*<0.05, n=110, DF=109, T=1.982**

**Second: Examining the impact of strategic cohesion on employee excellence**

The second main hypothesis was identified: **There is a significant effect of strategic cohesion and its dimensions (organizational excitement, organizational casting, organizational cohesion) combined in employee excellence**, and to verify the validity of the hypotheses or not, the multiple linear regression model was implemented according to the following sub-hypotheses:

**The dimensions of strategic cohesion collectively affect the excellence of workers in a significant impact.**

**Verification of the sub-hypothesis: The dimensions of strategic cohesion collectively affect the excellence of workers in a significant effect:**

The results showed that the tested model obtained the calculated (F) value (8.310), which is more than its tabular value (3.928) at the probability value (0.05) and with a degree of freedom (109), in addition to the existence of an interpretation coefficient (0.071), and an average interpretation coefficient (0.063). As the dimensions of (strategic cohesion combined) were able to explain (6.3%) of the changes that occur in the excellence of workers, while the remaining percentage (93.7%) is attributed to other variables that were not included in the tested model, as the interpretation model is a statistically acceptable model and can be adopted in Interpretation of the improvement in employee excellence due to strategic cohesion

While it was found that there was a direct positive effect of the dimension of organizational convergence in distinguishing workers with an amount of (0.381), with a probability value of (0.005), and with a calculated (T) value of (2.883), which is more than its tabular value (1.982), with a degree of freedom (109) and a probability value of (0.05), while No investment was shown for the dimension (organizational excitement, organizational casting) in improving employee excellence, as the Ministry of Planning relied on the dimensions of strategic cohesion (organizational synergy) in positively improving employee excellence, as these results lead to accepting the second sub-hypothesis of the second main hypothesis ( **The dimensions of strategic cohesion collectively affect the employee distinction in a significant way**), according to the following equation:

$$\text{Employee Excellence (Y)} = (2.688) + 0.381 * (\text{Organizational Synergy})$$

**Table (22) The impact of strategic cohesion dimensions on employee excellence (n = 110)**

Employee Excellence							المتغير المستقل
F A	P	T	A R <sup>2</sup>	R <sup>2</sup>	B	A	
8.310	0.178	1.357	0.071	0.063	0.145	2.688	Fuelling Organizational
	0.345	0.948			0.090		Shaping Organizational
	0.005	2.883			0.281		Entwining Organizational

Source: SPSS V.28 Output

From the results of the table, it becomes clear to the researcher the ability of the Ministry of Planning to adopt new ideas, initiatives and actions, which can be in different parts of it, which is done by motivating its employees and individuals to generate the intended direction based on the implementation of procedures within it, as well as the activities that are interconnected and intertwined with meanings towards the intended direction, which It is based on the contacts that exist in different parts of the ministry, whether these contacts are vertical or horizontal, upwards or downwards, and in all directions to encourage initiatives and new ideas in improving their orientations towards the meticulously planned organizational efforts, which enable the achievement of goals, strategies and all operations efficiently and effectively. It always focuses on the continuous improvement and development of work to achieve

outstanding performance that exceeds the expectations of stakeholders, and to invest in untapped potentials, resources and capabilities, which represents the excellence of the Ministry.

#### **THE FOURTH TOPIC: CONCLUSIONS, RECOMMENDATIONS AND PROPOSED MECHANISMS**

##### **Conclusions:**

1. . The Ministry of Planning has shown a very high interest in organizational excitement, in light of its endeavor to expedite the start of initiatives and procedures that generate ideas independently of the strategic objectives, in addition to having the automatic participation of its joints in achieving good internal cohesion.
2. The Ministry of Planning strengthened its strategic cohesion with the organizational casting through linking its activities with operational and strategic objectives and the strategic plan, as well as developing technical and financial training activities through partnerships with the Ministry of Higher Education and Scientific Research through its universities.
3. The Ministry of Planning resorted to adopting high organizational collaboration as a result of its work according to the system of vertical communication between the upper, middle and lower administrative levels when formulating and implementing the strategy, in addition to having a fertile work environment free from conflicts and frustration among workers.
4. The Ministry of Planning adopted employee excellence when improving its organizational excellence by facing its members in an acceptable manner with various obstacles and challenges without complaints from them, as well as subjecting the Ministry when selecting new human resources to standards of experience, competence and qualification

##### **Recommendations:**

1. The ministry should pay extra attention to organizational excitement because of its great role in improving strategic cohesion by presenting initiatives and procedures that generate ideas independently of its strategic goals, and putting forward realistic proposals in periodic meetings between officials and those who plan strategically when preparing its budget, as well as adopting mechanisms the following:
  - a. Adopting automatic participation by its various organizational levels in achieving internal cohesion.
  - b. Adopt speed in starting new projects or initiatives as a sign of spontaneous and proactive involvement.
2. The need to strengthen the strategic cohesion of the Ministry of Planning by adopting the organizational casting, by linking its activities to the operational goals, the overall strategy and the plans emanating from it, and adopting daily and open communication between its parts, in a way that achieves its essential procedures to achieve the best types of cohesion, as well as adopting the following mechanisms:
  - a. Developing technical and financial training activities through partnerships with the Ministry of Higher Education and Scientific Research through its universities.
  - b. Possess an explanatory system for actions and activities to seek to understand the intended meanings of the various fields of knowledge.
  - c. Adopt a normative structure for arranging and interpreting the intended meanings of various fields of knowledge.
3. Work to improve the level of the Ministry of Planning's interest in organizational cohesion, in a way that increases its strategic cohesion by adopting a vertical communication system between the upper, middle and lower administrative levels when formulating and implementing the strategy, and supporting it with a horizontal communication system at the middle and lower administrative levels when formulating and implementing the strategy, as well as adopting The following mechanisms:
  - a. Create a fertile work environment free of conflicts and frustration among workers.

- b. Provide HR support to enhance everyone's potential to share values, motivations and strategies.
4. . The need for the ministry to pay attention to the excellence of workers by giving great attention to the development of its human resources, overcoming obstacles and reducing challenges, as well as adopting the following mechanisms:
  - a. The selection of new human resources is subject to the criteria of experience, competence and qualification.
  - b. Interest in creative and innovative capabilities to present what is new in the work.
  - c. Developing the core capabilities of employees in a way that is compatible with their current and future jobs.

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