



## THE ROLE OF MINDFULNESS IN ACHIEVING ORGANIZATIONAL EXCELLENCE, FIELD STUDY OF THE SENIOR LEADERSHIP SAMPLE AT KARBALA UNIVERSITY

**Zainab Abu Ali Khalaf,**

Department of Public Administration/College of Administration and Economics/Baghdad University/Iraq  
hassnzain9@gmail.com

**Suhair Adel Hamed**

Department of Public Administration/College of Administration and Economics/Baghdad University/Iraq  
suhairadel2007@yahoo.com

### Article history:

**Received:** 1<sup>st</sup> February 2022  
**Accepted:** 1<sup>st</sup> March 2022  
**Published:** 11<sup>th</sup> April 2022

### Abstract:

The research aims to recognize the role of mindfulness of senior leaders in the research organization and its impact on achieving organizational excellence. The research organization was the University of Karbala in its colleges and the sample was determined in the senior leadership of the university by the heads of departments and associates of deans, deans, and associates of the rector. (85) persons. The main problem in the research organization was the low level of mental alertness of senior leadership. In addition to the low level of organizational excellence compared to other universities and the study of the extent to which there is a relationship between the two variables, and for the purpose of understanding the relationship and the effect between the two variables, two main hypotheses were formulated: There is a statistically significant correlation between mindfulness and organizational excellence overall and its dimensions individually. There is a statistically significant effect between mindfulness in general, and organizational excellence in general, and its individual dimensions, and some statistical methods were relied upon to process the data obtained from the questionnaire using the descriptive analytical approach based on the program (Amos v.23, spss v.23). As auxiliary tools in statistical analysis such as the normal distribution test and the analysis of the certainty factor in addition to percentages, arithmetic mean, standard deviation, coefficient of variation, and level of significance, the simple correlation coefficient was relied on to know the correlation between the two variables. As for the effect of the independent variable on the dependent, the simple linear regression coefficient was used to test the validity of the hypotheses. The current research reached a set of conclusions, including the existence of a correlation and It was raised between mindfulness and organizational excellence, as well as the organization in question suffers from a decrease in the number of young leaders to occupy leadership positions, in addition to the fact that leaders from the female component were very weak, which led to the size of the role of women in occupying leadership positions. In addition to this, and the existence of a complex hierarchical organizational structure, this was reflected in The slowness of the procedures you are taking. The current research recommended the need to enhance the mental alertness of the senior leadership through the establishment of continuous training workshops and the development of appropriate strategies for this, as well as increasing attention to human resources, which are the basis of organizational excellence, and moving towards adopting organizational structures that are more simplified for procedures to ensure ease of work procedures as well as the adoption of An integrated strategic orientation that ensures the implementation of the appropriate organizational excellence model for the organization in question.

**Keywords:** Mindfulness, Organizational Excellence.



## **INTRODUCTION:**

Today's changing business environment requires continuous awareness of the external environment to be able to achieve strategic success. Therefore, mindfulness is one of the most important capabilities that previous studies have found to be important and must be distinguished by senior leaders and includes four dimensions (attention, current focus, acceptance, awareness) to achieve Organizational excellence, which has become the focus of the organization in question, has been relied on these dimensions and studied in detail from the theoretical and practical side of the organization in question (leadership excellence, employee excellence, structural excellence, strategic excellence) and this will be detailed as follows:

### **FIRST: METHODOLOGY STUDYING**

#### **A-Problem studying:**

Mindfulness is one of the faculties that leaders and managers should possess, especially at the moment of decision-making, as it helps them to notice and acknowledge what is happening during experiences and to adopt new behaviors. Choosing how to manage the difficult and painful things that arise in life in addition to whether decision-making environments are riddled with cognitive biases, emotions, ideologies, social processes, and political struggles, how can managers better allocate resources and position the company to achieve a competitive advantage? In general, especially the Institution of Higher Education and Scientific Research, it is imposed on this ministry to solve the problems that occurred, as it is facing many crises, and perhaps the most prominent crisis is scientific sobriety and how to achieve it in light of the Corona pandemic, which was followed by security and health safety procedures. Will it be able to achieve organizational excellence? I tried to find answers to these questions:

- 1- What is the level of Mindfulness of the senior leaders in the organization in question?
- 2- What is the level of achieving organizational excellence in the research organization?
- 3- What is the level of mental alertness through which organizational excellence can be implemented in the organization under study?

#### **B-Importance search**

- 1- Mindfulness has become an essential skill for senior leaders to keep pace with urgent environmental changes.
- 2- The crises faced by the organization in question need to prepare an integrated study that explains the current position of this organization and that achieving organizational excellence is one of the future measures that reduce the impact of the size of the crisis and carry out administrative reforms to reduce the amount of corruption in the administrative apparatus.
- 3- The importance of this research emerges from the urgent need of the research organization for this type of research in addition to its special importance as one of the necessary pillars for building and developing society.
- 4- To benefit the researched organization in evaluating its current reality and the possibility of developing certain treatments regarding the research variables.

#### **C-Goals studying:**

- 1- Determining the theoretical frameworks for the research variables.
- 2- Determining the level of Mindfulness of the senior leaders in the organization in question.
- 3- Determining the level of implementation of organizational excellence in the organization in question.
- 4- Determining the nature of the correlation between the research variables
- 5- Diagnosing the nature of the impact of mindfulness on organizational excellence

#### **D-model studying**

Where a hypothetical scheme was built for the research that included the research variables (mindfulness, organizational excellence), where the first independent variable includes four dimensions (attention, current focus, awareness, acceptance), while the second variable depends on four dimensions (leadership excellence, human excellence, Structural Excellence, Strategic Excellence), and Figure (1) illustrates the relationship and influence

Where the two-way arrow indicates correlations  $\longleftrightarrow$   
 As for the one-way arrow, it indicates the influence of relationships  $\longrightarrow$

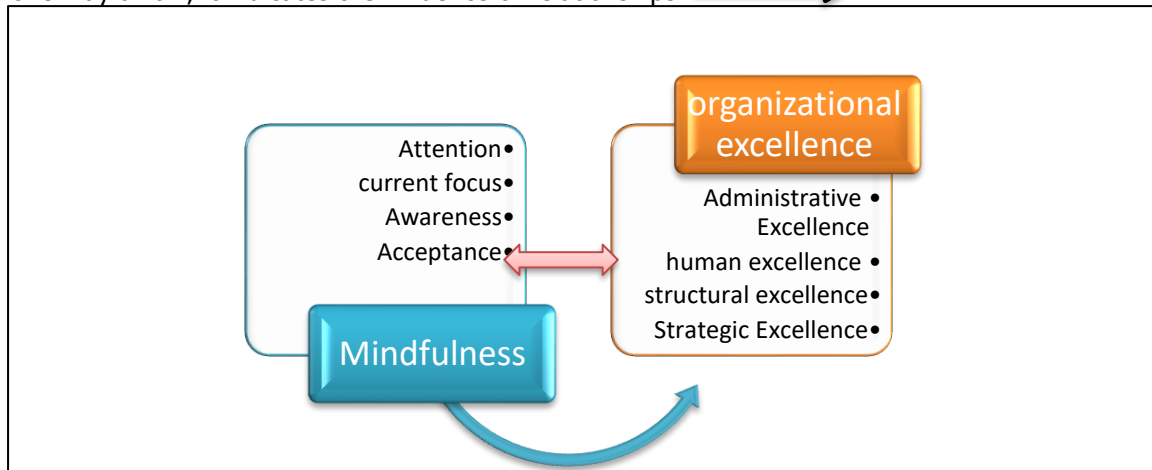


Figure (1) Study model Source

Prepared by the researcher, 2022

**F-Hypotheses studying:**

The first main hypothesis: There is a correlation between mindfulness and organizational excellence in general and in its individual dimensions, from which the following hypotheses are branched:

- 1- There is a significant correlation between attention and total organizational excellence.
- 2- There is a significant correlation between the current focus and the total organizational excellence.
- 3- There is a significant correlation between awareness and total organizational excellence.
- 4- There is a significant correlation between acceptance and the total organizational excellence

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

- 1- There is a statistically significant effect between mindfulness and leadership excellence.
- 2- There is a statistically significant effect between Mindfulness and employee excellence.
- 3- There is a statistically significant effect between Mindfulness and structural discrimination.
- 4- There is a statistically significant effect between Mindfulness and leadership excellence.

**G-Community and sample search**

The research was taken from the University of Karbala as the research community. As for the research sample, the senior leaders in the university (heads of departments and above) were selected (91) and the

questionnaire was distributed according to the departments to which they belong, and the sample was selected intentionally and is comprehensive, as (Abu Zina et al, 69: 2007) that the intentional comprehensive sample means that the selection of all individuals who represent a case or have all the characteristics or characteristics studied, and because of the spoilage and the preoccupation of some members of the sample with administrative and scientific tasks, the total of the sample was (85).

**H-Methods of collecting data and information:**

To treat this research, both theoretical and practical, it will be relied on:

The data relating to the research and its hypotheses need statistical methods, so a set of statistical methods were relied on using computer programs (Amos V. 23). (SPSS V. 23) (Microsoft Excel 2010). In particular, these tools have been used

- The tools of honesty and constancy, are as follows:
  - 1- Normal distribution test (Kolmogorov-smirnov): to determine the extent of the moderation of the data to determine the appropriate analytical tools in testing hypotheses.
  - 2 - Polylinearity test: to detect the extent of the presence of linear multiplicity, that is, the existence of a relationship between the independent variables when they affect the dependent variable.
  - 3- Exploratory Factor Analysis: It is a statistical method whose purpose is to reduce the number of variables that make up the main variable for research to a smaller number. (Laun and Ayes, 96: 2016)



4- Confirmatory Factor Analysis: which evaluates the ability of the factors model to express the actual data when comparing them between the factor models (Laoun and Ayeshe, 101:2016) and the program (Amos V. 23) was used.

5- The reliability coefficient (Cronbach's alpha coefficient): to verify the stability and accuracy of the scales in measuring variables in the field without complexity or overlap and knowing whether the result is valid or not. It is one of the most widely used reliability criteria in the social and organizational sciences. SPSS V. 23 program was used.

- Descriptive statistical tools that describe a set of data in a way that is easy for the researcher to interpret and are as follows:

1- Arithmetic mean: to determine the level of the answer about the items in the questionnaire and to know the level of the variables in the field.

2- Standard deviation: to find out the level of dispersion of the sample answers in the questionnaire, specifically about the arithmetic mean.

3 - Relative difference coefficient: to determine the extent of homogeneity of the answers of the sample in the organization under study.

4- Relative importance: to determine the severity of the answers and the level of their relative importance in the field in the organization under study.

- Analytical statistical tools, including the following:

1- Pearson correlation coefficient: It is used to determine the strength and type of correlation between the research variables.

2- Structural Equation Modeling: It is used to measure the level of simple and multiple influence relationships between variables.

I-Characteristics a sample search

Personal characteristics

1- Gender

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

2- age

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

3- job position

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

table (1)The characteristics of the research sample

Gender	Male	82	96%
	Feminine	3	4%
	<b>Total</b>	<b>85</b>	<b>100%</b>
the age	25 - less than 35	<b>1</b>	1%
	- 35 less than 45	39	46%
	- 45 less than 55	23	27%
	55 years and more	22	26%
	<b>Total</b>	<b>85</b>	<b>100%</b>
Academic achievement	Master's	6	7%
	Doctor	79	93%
	<b>Total</b>	<b>85</b>	<b>100%</b>
Current job	University's president	0	0
	Assistant University of the University	1	1.17%



	Brigadier	13	15.29%
	Dean's assistant	29	34.11%
	Head of the Department	42	49.41%
	<b>Total</b>	<b>85</b>	<b>100%</b>
	Less than 5 years	0	0%
	5. Less than 10	12	14%
	- 10 less than 15	31	36%
	- 16 less than 20	15	18%
	- 20 less than 25	13	16%
	25 years and more	14	16%
	<b>Total</b>	<b>85</b>	<b>100%</b>

Source: Prepare by researchers, 2022 N=85

#### 4- Duration of service

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

#### Second: Mindfulness

Organizational scholars in management have begun to study the role of Mindfulness in the workplace, which is arguably one of the most important areas of human activity. These scholars have suggested that Mindfulness allows organizations to perform more reliably (Weick et al., 2006) (and to create better performance even in high-speed environments (Dane, 1997). It has been suggested that a mindful leader helps workers self-regulate their behavior to achieve better social relationships, well-being, and higher task performance (Glomb et al, 2011:115). Work (Shao & Skarlicki, 2009:195) (Reb et al, 2015) found that mindfulness for employee traits was positively correlated with task performance, a state of decentralized awareness of an individual's experience that is operationally and conceptually distinct from preoccupied states and focused attention On the self (Lau et al. 2006: 1462) It is also known as (Zeng et al, 2013: 408) that it is a state that is drawn based on a set of attention skills and a set of attitudes, so it is an inherent human ability that consists of open awareness, recording intrinsic and extrinsic

experiences, and directed awareness towards the current, and processing information before concepts. Kelemen et al,2020: 1814-1815)

Through the previous definitions, the researcher sees that Mindfulness can be visualized as consisting of two components. The first component is the regulation of attention to sustain it in the immediate experience The second component is the attitude through which the experience is dealt with - specifically the attitude of openness, acceptance, and curiosity. to the present moment with flexibility, open acceptance of experience as it is without wanting to be different and wanting to change it, and allows for "distraction from the literalness of verbal perception." Significant concerning attention abilities, awareness, memory/retention, receptivity/discrimination The cognitive and emotional Mindfulness scale (CAMS-R, Feldman, et al. 2007) was used with the dimensions that count (attention, current focus, awareness, and acceptance/non-judgment) described. Mindfulness is defined as the "regulation of attention" (Astin, 1997:100) and many definitions of mindfulness in clinical psychology refer to attention, so attention is defined as increased sensitivity to a range of Limited experiences (Kosslyn & Rosenberg, 2001:28), which means that experience outside of attention is effectively ignored or ignored. Mindfulness is assumed to affect human performance primarily through attention, which in turn alters other areas of basic functions. Mindfulness has been shown to improve three traits of attention - stability, control, and efficiency (Good et al, 2016:120). Awareness of the present moment The mind often tends to bring ideas related to memories of the past, its events, and experiences, or those related to the future and planning for it, ignoring the existence and living in the present, while the mentality is characterized by living





and realizing it and directing awareness towards it (Salat and Zaghoul, 23: 2018) in his book *Ma is the mind?* Buddhist scholar (Geshe) Lati Rinpoche describes the epistemological moment in these words: "In Buddhism, the mind is seen not only as a general repository of information or as a mechanism of the brain, but as individual moments of knowledge whose continuity shapes our sense of knowledge" (Ramos, 2019: 144), (Sheldon & Vansteenkiste, 2005) noted the mind is adept at "time travel" in memories of the past, and fantasies about the future, far from the immediacy of experience in the present. Time travel serves this important organizational purpose of protecting, preserving, and enhancing the self, for example, the pursuit of *Behind the Goals* (Brown et al, 2007: 216)

Therefore, Mindfulness makes the individual accept his current situation, even if he is exposed to stress and psychological pain, he can face the situation instead of avoiding it. This acceptance helps the individual to protect himself from the Mindfulness of excessive worry about physiological conditions associated with emotions. (Muhammad, 855: 2018) The leaders pointed out indicated that they were more receptive to changing situations, resulting from a deeper understanding of the occurrence of change (Rupprecht, 2019:9) that mindfulness improves self-awareness and self-knowledge of one's habitual patterns, which then helps people notice the consequences of their personality and make changes that have more desirable consequences They thus become more resilient. The awareness (self-awareness) and acceptance (self-knowledge) aspects of mindfulness facilitate improved self-regulatory behavior and thus enable the individual to become more resilient, which may also lead to increased psychological well-being (Rivoallan, 2018:54). The impartial, non-evaluative, and sustainable of the moment, of perceptible mental states and processes. This includes continuous and immediate awareness of bodily sensations, perceptions, emotional states, and thoughts (Malinowski, 2013:2) Conscious individuals are better able to recognize and choose goals that correspond to their true selves (Smyth et al, 2020:2) and allow them to gain clarity which acts as liberating agents of automatic responses and bring workers to think about the 'why' of actions, thus promoting more self-supported behavior. (Schultz et al, 2015:91)

### **Third: Organizational Excellence**

The rapid developments in the business world that emerged from a group of environmental factors such as technological developments, and the increasing

interest in environmental issues, where the external environment of organizations is no longer stable, has become dynamic and dynamic more clearly, which resulted in the secretion of complex and intertwined problems that cast a shadow on business organizations, Thus, it is imperative for these organizations to devise solutions to address these problems, so indicated (Park, 2009:8) Excellence can be determined by the unique characteristics of the object or activity and what refers to the intrinsic qualities of a person, thing or activity, so organizational excellence was defined by Burkhart, 1993 ) That the organizations sought to exploit unprecedented business opportunities effectively with strategic planning, and the commitment of members to achieve common visions dominated by clarity of purpose and the flow of resources, as well as attention to performance. (Alshalabe et al, 2017:290) It is the distinct measure of the relationship between all organizational variables that affect the performance of the organization( Antony and Bahattacharyya, 2010:42) (Hafez et al., 212: 2019) indicated that the concept of excellence appeared to reflect the need for an integrated model in The work of the organization distinguishes it from each other and combines all its capabilities and resources, and thus helps to progress and build on the right foundations in an era of constant change and strong competition and the use of previous experiences and practices in a way that makes all policies and management characterized by excellence and high quality) and from the above, we note that the importance of organizational excellence includes all The administrative levels, the operational level, the organizational excellence is the main gateway to the start of their work and their excellence in performance and in a way that supports their development and promotion in the career ladder. The right time. As for the higher management levels, continuous development and evaluation and the development of distinguished plans and strategies are the most prominent things that organizations need Today to achieve organizational excellence. The model of organizational excellence was relied on (Tanner, 2005), which is more comprehensive in terms of organizational dimensions in global excellence models, which consists of five dimensions (administrative excellence, employee excellence, structural excellence, and leadership excellence). Higher leadership has a direct impact on excellence, Through the development of individuals' capabilities, and encouraging them to excel and creativity, through their leadership skills, effective work relationships, and the ability to renew



thinking that breaks away from tradition, as well as their interest in encouraging competition among individuals to come up with new ideas. A distinguished leader can see many problems in a single situation. He is aware of mistakes, shortcomings, and shortcomings, and feels the problems (Aljamal, 2019:264) Excellent organizations have leaders who shape the future and make it happen, and they set an example for values and ethics. The visionary leader creates a vision for the organization and inspires The entire organizational community to remain committed to achieving the vision, they create the future with stakeholders and determine the direction to achieve excellence (Jankalová, 2020: 7-8), so leadership is one of the cornerstones of the organization, as it guides the organization towards the right path and to achieve its goals, leadership is a phenomenon that has existed since time immemorial Talking about leadership is necessary for the survival of organizations during the competition experienced by organizations today, and this may depend primarily on the skill that the leader possesses and the style he follows to practice his tasks. Sustainable organizational excellence, as excellence exceeds the outstanding achievement that can be achieved by using the human resources strategy as a tool. And Al-Abed, 2013: 9) indicates that the importance of excellence in human resources can be stated, given that organizations need organization in several issues, especially with performance, to measure the development of its members in a continuous capacity with the ability to help them. Availability of the necessary skills for the decision-maker, whose importance is reflected in achieving creativity in competing organizations.

The third dimension, the organizational structure, seeks to create organizational structures to coordinate the work that has been divided into smaller tasks (Olson et al, 2005: 51), that the organization must develop an infrastructure to support the work of comprehensive excellence at all levels of the organization. In addition to having a symbolic structure guide to achieve comprehensive organizational strategic excellence for the authority of the organizational bureaucracy to enact policies and initiatives that support transformational change towards comprehensive excellence. And the establishment of the role of any councils or committees that focus on the organizational character of diversity and inclusion efforts, so organizational excellence needs steps that go beyond just following strategic formulation and implementation, but ensuring sustainability based on continuity, flexibility, and

comprehensiveness of resources, which has become the main key to excellence (Al-azzam et al, 2017: 149) A strategic plan that includes both internal and external sources of resources can help organizations to efficiently exploit new business initiatives (Bithas, 2019:133)

Linking the organization's vision to well-being will facilitate the flow of adequate resources and knowledge to the underprivileged sections of the society leading to the development of a loyal segment of employees, clients, and desirable grants of the organization. It will also eliminate many social problems, and lead to an ethical way of governance in the organization's culture, policies, systems, and procedures. So, uniting the vision of the organization with well-being will provide access to the limitless power of cosmic energy to ensure the multi-dimensional growth of the organization. (Sharma and Talwar, 2007:16)

#### **Fourth: Describe the research variables**

To identify the role of mindfulness in the organizational excellence of the researched sample, the arithmetic means, standard deviation, coefficient of variation were used, to know the level of importance of the variables in the researched sample and the dispersal of answers, where the independent variable included four dimensions (attention, current focus, awareness and acceptance / non-judgment). Organizational Excellence, which included four dimensions (Leadership Excellence, Employee Excellence, Structural Excellence, and Strategic Excellence)

1 - Describe the research variables to answer mindfulness

This paragraph includes the statistical description of the variable of mindfulness and its sub-dimensions as a whole, as the table () shows the results of the descriptive statistics of the variable of mindfulness, which is measured in four field dimensions, as the total arithmetic mean for this variable was (3.146) and the standard deviation was (.7670) and the coefficient of variation Relative (24.38%) and the relative importance reached (62.92%), and these statistical results indicate that the Mindfulness variable has attained a moderate degree of importance somewhat according to the answers of the researched sample, which indicates that the college administrations of the research sample seek to pay attention to mindfulness The members of its councils in terms of paying attention to the level of their attention to the details of the administrative and scientific work and how to improve their current level of focus on the level of



important strategic decisions related to the future of their colleges, which increases their field awareness and the way they manage the tasks assigned to them and the importance of accepting the reality they live in in light of the current circumstances.

As for the arrangement of the dimensions of Mindfulness in the field at the level of the colleges of the research sample, it was arranged as follows (acceptance, awareness, current

focus, and attention), respectively, according to the answers of the respondents, as shown in the table (2).

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

Dimensions	Arithmetic mean	standard deviation	Factor difference%	Relative importance %	Order paragraphs
Attention	2.718	0.861	31.70	54.35	4
Current focus	3.063	0.847	27.67	61.25	3
Awareness	3.353	1.019	30.39	67.06	2
acceptance	3.451	0.872	25.28	69.02	1
Total of mindfulness	3.146	0.767	24.38	62.92	

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

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

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

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

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

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

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





### 3- Correlation Relationships with Research Variables

Correlation relationships between total mindfulness and organizational excellence as a whole and its individual dimensions

Testing the second main hypothesis: (there is a significant correlation between mindfulness with its dimensions and organizational excellence)

It is clear from table (4) that there is a very strong positive correlation with a significant significance between mindfulness and organizational excellence, as the value of the correlation coefficient between them was (0.747\*\*), which is a significant value at a significant level (1%) with a confidence percentage (99%).

This result indicates that the college administrations' interest in the research sample in the dimensions of mental alertness and improving its level among members of their councils in terms of enhancing their attention to the nature of the educational and administrative activities that they practice and deepening their current focus on the nature of their organizational relationships and methods of their management and improving their mental awareness and the nature of their creative thinking and presenting developed ideas for work and this would To enhance the level of its performance and organizational excellence.

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

Table (4) Relationships between mindfulness and organizational excellence

independent variable / dependent variable	mindfulness				
	mindfulness	Attention	Current focus	Awareness	acceptance
Organizational excellence	.747**	.658**	.665**	.592**	.684**
Sig. (2-tailed)	.000	.000	.000	.000	.000
Outcome (decision)	There is a very strong and morally significant positive correlation at 0.01 between mindfulness in its dimensions and organizational excellence.				
sample	85				

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

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

a. Testing the first sub-hypothesis: (there is a strong and significant positive correlation between attention dimension and organizational excellence)

It is clear from the table ( ) that there is a strong positive correlation with a significant significance between the dimension of attention and organizational excellence, as the value of the correlation coefficient between them reached (0.658\*\*), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).

This result indicates that the members of the college councils in the research sample possess the mental ability and capacity related to the activities and tasks assigned to them and which are relied upon to deal with unexpected sudden situations. Improving the flow and flow of activities, and would enhance organizational excellence.

Based on the foregoing, it is possible to accept the first sub-hypothesis, which is part of the second main hypothesis.

B. Second sub-hypothesis test: (there is a strong and significant positive correlation between the current focus dimension and organizational excellence)

Table (4) shows that there is a strong positive correlation with a significant significance between the dimension of the current focus and organizational excellence, as the value of the correlation coefficient between them was (0.665\*\*), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).

This result indicates that the interest of the members of the college councils in the research sample is to focus on the events of the past, analyze their data according to the prevailing circumstances and the changing situations they carry and benefit from them for current and future planning and rationalize the decision-making process related to the development of the quality of educational services and scientific research affairs, in addition to the importance of



focusing in discussing procedures Update information and progress in global rankings, and this would enhance organizational excellence.

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

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

Table (4) shows the existence of a strong and significant positive correlation between the dimension of awareness and organizational excellence, as the value of the correlation coefficient between them was (0.592\*\*), which is a significant value at the level of significance (1%) and confidence percentage (99%).

This result indicates that the interest of college council members in the level of their administrative, scientific, and research awareness can be a positive guide to their behavior and various interactions, especially concerning providing high-level educational services and controlling all behavior and responses to different situations and directing feelings and events to achieve the desired goals as well as the importance of improving ways of thinking and employing them to achieve advanced levels of organizational excellence.

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

D. Fourth sub-hypothesis test: (there is a strong and significant positive correlation between the acceptance dimension and organizational excellence)

Table (4) shows the existence of a strong and significant positive correlation between the acceptance dimension and organizational excellence, as the value of the correlation coefficient between them was (0.684\*\*), which is a significant value at a level of significance (1%) and a confidence percentage (99%).

This result indicates that the members of the college councils, the research sample, are interested in the factors of acceptance, conviction, and satisfaction with accepting the ideas and feelings that each of them carries and looking with great realism at the events and conditions they live in at work, especially at the level of organizational relations within the educational institution, and seeking to manage the system of emotions and feelings that he possesses and directing them in the direction The right thing would support the directions of achieving organizational excellence now and in the future.

Therefore, the fourth sub-hypothesis emanating from the second main hypothesis can be accepted.

#### 4-Testing the influence relationships between research variables, their analysis and interpretation

The researcher relied on adopting the structural equation modeling (SEM) method to test the main direct impact hypotheses, which is an advanced statistical technique for building and testing statistical models for data analysis, which are often causal models. In addition, it should be noted that the SEM technique is much more valuable than multiple regression analyzes, especially in the case of measured variables, and thus SEM is a very effective method in terms of representing the direct and indirect effects of latent variables on the measured factors in the hypothetical model (Alaloul et al, 2020: 6) Structural equation modeling is a complex and multivariate technique that is well suited to test the various assumed or proposed relationships between variables in comparison with several statistical methods used in social research and it has several important advantages compared to other methods of analysis (Nami & Koizumi, 2013: 23). Thus, the hypotheses of the simple and multiple direct influences will be tested, as follows: (there is a direct effect relationship with a moral significance for mindfulness in organizational excellence)

Figure (2) shows that there is a significant effect of the variable of mindfulness in organizational excellence, as we note that the results of the model matching indicators were within the acceptance rule allocated to them, so the value of (RMR = .040), which is less than its acceptable range of (.080) (Singh, 2016: 393). It is also clear that the value of estimating the standard parameter (the standard effect coefficient) has reached (0.75), which means that the variable of mindfulness affects the variable of organizational excellence by (75%) at the level of the colleges of the research sample, and this means that the organizational excellence will increase by (75%). In the event of increased attention to mindfulness and one unit. We also note that the value of the impact factor is significant because the value of the critical ratio (C.R.) shown in the table (5) amounting to (17.920) is a significant value at the level of significance (P-Value) shown in the same table.

As it is clear from the figure () that the value of the interpretation coefficient (R<sup>2</sup>) has reached (0.56), which means that the changes that occur in the organizational excellence variable (56%) of them are due to the change in mindfulness and the remaining (44%) are due to other variables other than included in the search form.

This result indicates that there is a significant effect of mindfulness on organizational excellence at the level of the research sample colleges. Based on the foregoing, the fourth main hypothesis can be accepted.

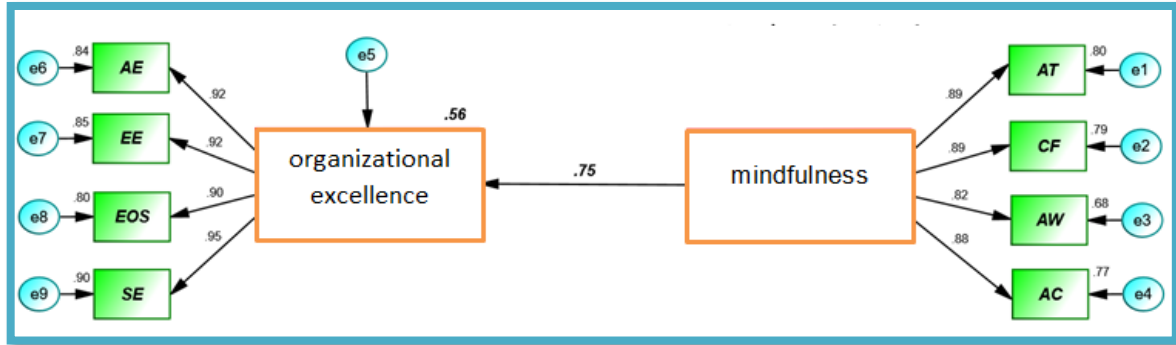


Figure (2): The effect of mindfulness on organizational excellence

Source: program output, Amos V.23.

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

Paths			Standard regression weights	Non-standard rating	Standard error	Critical Ratio	Significance
organizational excellence	<---	mindfulness	<b>.747</b>	<b>.739</b>	<b>.041</b>	<b>17.920</b>	<b>***</b>
<b>AT</b>	<---	mindfulness	<b>.892</b>	<b>1.079</b>	<b>.034</b>	<b>31.519</b>	<b>***</b>
<b>CF</b>	<---	mindfulness	<b>.889</b>	<b>.987</b>	<b>.032</b>	<b>30.889</b>	<b>***</b>
<b>AC</b>	<---	mindfulness	<b>.878</b>	<b>1.000</b>			
<b>AW</b>	<---	mindfulness	<b>.824</b>	<b>.989</b>	<b>.043</b>	<b>23.158</b>	<b>***</b>
<b>AE</b>	<---	organizational excellence	<b>.917</b>	<b>.992</b>	<b>.027</b>	<b>36.747</b>	<b>***</b>
<b>EE</b>	<---	organizational excellence	<b>.921</b>	<b>1.071</b>	<b>.028</b>	<b>37.759</b>	<b>***</b>
<b>EOS</b>	<---	organizational excellence	<b>.897</b>	<b>.932</b>	<b>.029</b>	<b>32.346</b>	<b>***</b>
<b>SE</b>	<---	organizational excellence	<b>.947</b>	<b>1.000</b>			

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

### FIFTH: CONCLUSIONS

This paragraph aims to present a set of conclusions based on the scientific and practical results of the current research variables (mindfulness, organizational excellence), which it is hoped that these conclusions will contribute to improving the reality in the researched sample:

1- There is a good level of attention to the senior leaders at the University of Karbala, and this indicates that there are mental abilities to some extent to complete the duties related to the performance of their tasks.

2- The senior leaders at the University of Karbala focus on the current conditions to confront and address emergency crises and the various responsibilities that they are entrusted with, but this focus is not at the required level, which caused failures at the university level, including focusing on the problems that occur that are left without solutions.

3- The senior leaders at the University of Karbala possess a moderate level of awareness, and this means that there is a possibility of expressing and being simple sensitive to environmental variables in addition to being careful in making strategic decisions



related to the university, but it is noted that the university needs leaders who possess descriptive awareness to be able to respond quickly, especially in turbulent times.

4- The university's senior leaders can accept others and share their opinions and discussions about university work and direct the administration of faculties to its members in a way that enhances university service.

5- The senior leaders at the University of Karbala are moderately concerned with mental alertness to pay attention to all administrative and scientific details, and this is the reason for the university's decline in international rankings according to recent statistics.

#### SIXTH : RECOMMENDATIONS

1-Expanding the circle of interest in the current research variables by senior leaders, as well as the rest of the staff at the University of Karbala.

2- Increasing attention to the level of attention of the senior leaders at the university in a way that enhances their mental abilities, which contributes to raising their level of alertness, which is positively reflected in the level of current and future performance at the university.

3- Increasing the level of focus for the university's senior leadership in all administrative and scientific fields in a way that organizes its work and enables it to keep pace with academic accreditation programs on an ongoing basis.

4- Preparing training courses to focus on the strategies of mindfulness and to clarify the extent of the ability to apply them within professional and social life.

5. Allowing young energies to occupy leadership positions in the organization in question, given the analytical and creative thinking that this category possesses to make the change.

6. Reducing the number of departments in the organization in question, either through deleting or merging departments with relatively similar businesses.

7. The university administration is well distinguished, and this is what achieves organizational effectiveness by dealing with environmental crises.

8. The senior leaders at the University of Karbala are moderately concerned with the human resources in it to be dealt with in accordance with the instructions and laws related to university service. Therefore, the sample in the university suffers from a set of obstacles and problems, which may make them unable to perform their work

#### SOURCES

1. Abu Zina, Farid., Al-Ibrahim, Marwan., Kandilji, Amer., Adas, Abdel-Rahman., Alyan, Khalil (2007), qualitative research methods, 2nd edition, Amman, Jordan, Dar Al-Maysara Al-Daman, Munther (2009), Fundamentals of Scientific Research, second edition, Amman, Dar Al-Maysara.
2. Alaloul, W. S., Liew, M. S., Zawawi, N. A. W., Mohammed, B. S., Adamu, M., & Musharat, M. A. (2020). Structural equation modeling of construction project performance based on coordination factors. *Cogent engineering*, 7(1), pp.1-25
3. Al-azzam, Z. F., Irtaimah, H. J. A., & Khaddam, A. A. H. (2017). Examining the mediating effect of strategic agility in the relationship between intellectual capital and organizational excellence in Jordan service. *International Journal of Management Studies*, 25(1), 133-153.
4. Aljamal, S. S. (2019). The Level of Organizational Justice and its Relation to Achieving Institutional Excellence from the Point of View of Workers in the Directorates of Education. In the Province of Al-Khalil. *Journal of University of Babylon for Pure and Applied Sciences*, 27(5), 259-284.
5. Alshalabe, F. S., Aladwan, A. S., Abu Orabi, T. G., & Alwekhyan, F. A. (2017). The impact of agility management style on the organizational excellence (Agility): Field study on Jordanian commercial banks. *International Journal of Economics, Commerce and Management*, 1, 284-304.
6. Antony, J. P., & Bhattacharyya, S. (2010). organizational performance and organizational excellence of SMEs – Part 2: an empirical study on SMEs in India. *Measuring Business Excellence*, 14(3), 42–52. doi:10.1108/13683041011074209
7. Astin, J. A. (1997). Stress reduction through mindfulness meditation. Effects on psychological symptomatology, sense of control, and spiritual experiences. *Psychotherapy and Psychosomatics*, 66, 97–106
8. Kosslyn, S. M., & Rosenberg, R. S. (2001), *Psychology: The brain, the person, the world*. Boston: Allyn & Bacon
8. Bithas, G. (2019). Business Ecosystems for Organizational Excellence. In *International*



- Conference on Business Intelligence & Modeling, Springer, Cham, (133-139).
9. Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Mindfulness: Theoretical Foundations and Evidence for its Salutary Effects. *Psychological Inquiry*, 18(4), 211–237. doi:10.1080/10478400701598298
  10. Dane, E. (2011). Paying attention to mindfulness and its effects on task performance in the workplace. *Journal of Management*, 37, 997–1018.
  11. Feldman, G., Hayes, A., Kumar, S., Greeson, J., & Laurenceau, J.-P. (2007). Mindfulness and emotion regulation: The development and initial validation of the Cognitive and Affective Mindfulness Scale-Revised (CAMS-R). *Journal of Psychopathology and Behavioral Assessment*, 29, 177-190. doi:10.1007/s10862-006-9035-8
  12. Glomb, T., Duffy, M., Bono, J. and Yang, T. (2011). Mindfulness at work. In A. Joshi, H. Liao, and J.J. Martocchio (Editors). *Research in personnel and human resources management* Volume 30. Bingley: Emerald Group Publishing Limited, 115-157
  13. Good, D. J., Lyddy, C. J., Glomb, T. M., Bono, J. E., Brown, K. W., Duffy, M. K., ... & Lazar, S. W. (2016). Contemplating mindfulness at work: An integrative review. *Journal of management*, 42(1), 114-142.
  14. Hafez, Abdel Nasser Alak, Mohamed, Nasreen Jassem, Saeed Hamad, Sudad (2019). The role of the integration strategy and its impact on achieving organizational excellence, an applied study in the Research and Development Department. *Dinars Magazine*, Issue 16, pages (198-226).
  15. Jankalová, M., & Jankal, R. (2020). How to Characterize Business Excellence and determine the Relation between Business Excellence and Sustainability. *Sustainability*, 12, 6198. <https://www.mdpi.com/journal/sustainability>.
  16. Kelemen, P., Born, E., & Ondráček, T. (2020). Theorizing on the connection between organizational and individual mindfulness. *Economic research-Ekonomska istraživanja*, 33(1), 1813-1829.
  17. Laoun, Attia., Ayesha, Sabah (2016) The use of exploratory and confirmatory factor analysis in codifying psychological and educational measures, *Journal of Psychological and Educational Sciences*, Volume (3), Number (2), pages 92-105
  18. Lau, M. A., Bishop, S. R., Segal, Z. V., Buis, T., Anderson, N. D., Carlson, L., et al. (2006). The Toronto Mindfulness Scale: Development and validation. *Journal of Clinical Psychology*, 62: 1445-1467
  19. Malinowski, P. (2013). Neural mechanisms of attentional control in mindfulness meditation. *Frontiers in neuroscience*, 7, 8 1-11
  20. Mansour, Majeed., Al-Abed, Hussein (2013), the relationship of organizational excellence with total quality for food industry organizations in the northern West Bank, the Second International Scientific Conference - The Role of Excellence and Leadership in the Excellence of Business Organizations / International Islamic University of Sciences, Jordan, University of Science Islamic.
  21. Muhammad, Hoda Jamal Al-Sayed (2018). Mental vigilance and its relationship to life satisfaction in a sample of adolescents of both sexes. *Psychological Studies*, 28(Fourth Issue), 883-945.
  22. nami, Y., & Koizumi, R. (2013). Structural equation modeling in educational research. In *Application of structural equation modeling in educational research and practice* SensePublishers, Rotterdam (pp. 23-51). [https://scholar.google.com/scholar?q=Structural+Equation+Modeling+in+Educational+Research:+A+Primer&hl=ar&as\\_sdt=0&as\\_vis=1&oi=scholar](https://scholar.google.com/scholar?q=Structural+Equation+Modeling+in+Educational+Research:+A+Primer&hl=ar&as_sdt=0&as_vis=1&oi=scholar)
  23. Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The Performance Implications of Fit Among Business Strategy, Marketing Organization Structure, and Strategic Behavior. *Journal of Marketing*, 69(3), 49–65. doi:10.1509/jmkg.69.3.49.66362
  24. Park, Mi Dahlgaard- S. (2009), "Decoding the code of excellence – for achieving sustainable excellence", *International Journal of Quality and Service Sciences*, Vol. 1 No. 1, . 5-28. <https://doi.org/10.1108/17566690910945840>
  25. Ramos, M. I. (2019). Mindfulness y compasión. Cambio de paradigma en las relaciones interpersonales. Una perspectiva fenomenológica. *Revista de Investigación y Educación en Ciencias de la Salud (RIECS)*, 4(S1), 140-150
  26. Reb, J., Sim, S., Chintakananda, K., & Bhawe, D. (2015). Leading with mindfulness:





- Exploring the relation of mindfulness with leadership behaviors, styles, and development. In J. Reb & P. Atkins (Eds.), *Mindfulness in Organizations: Foundations, Research, and Applications* (Cambridge Companions to Management, . 256-284, Cambridge: Cambridge University Press. doi:10.1017/CBO9781107587793.013
27. Rivoallan, Glenda (2018), *The Role of Mindfulness in the Development of Resilience in Entrepreneurs*, A thesis submitted in partial fulfilment of the requirements of Sheffield Hallam University For the degree of Doctor of Business Administration
28. Rupprecht S, Falke P, Kohls N, Tamdjidi C, Wittmann M and Kersemaekers W (2019) *Mindful Leader Development: How Leaders Experience the Effects of Mindfulness Training on Leader Capabilities* *Front. Psychol* Volume 10 | Article 1081, 1-15. 10:1081.doi: 10.3389/fpsyg.2019.01081 Mindfulness
29. Salahat, Muhammad Ali,. Al-Zogoul, Rafe' Aqeel (2018), the predictive ability of the major factors of mental alertness among students of Yarmouk University, *Journal of Al-Quds Open University for Educational and Psychological Research and Studies* Volume IX, Issue 25, pages (21-38)
30. Shao, R., & Skarlicki, D. P. (2009). The role of mindfulness in predicting individual performance. *Canadian Journal of Behavioral Science/Revue canadienne des sciences du comportement*, 41(4), 195-211.
31. Sheldon, K. M., & Vansteenkiste, M. (2005). Personal goals and time travel: How are future places visited, and is it worth it? In Strathman, A. & Joreman, J. (Eds.), *Understanding behavior in the context of time: Theory, research, and application* ( 143–163)
32. Singh, V. (2016). Perceptions of emission reduction potential in air transport: a structural equation modeling approach. *Environment Systems and Decisions*, 36(4), 377-403
33. Smyth, A. P., Werner, K. M., Milyavskaya, M., Holding, A., & Koestner, R. (2020). Do mindful people set better goals? Investigating the relation between trait mindfulness, self-concordance, and goal progress. *Journal of Research in Personality*, 88, 104-115
34. Talwar, Sharma, A.K. and, B. (2007), "Evolution of 'universal business excellence model' incorporating vedic philosophy", *Measuring Business Excellence*, Vol. 11 No. 3, . 4-20.
35. Tanner, S. (2005), *An investigation into how business excellence can contribute to sustained organizational performance in both private and public sector organizations* (Doctoral dissertation, University of Reading).
36. Weick, K. W., & Sutcliffe, K. M. (2006). Mindfulness and the quality of organizational attention. *Organization Science*, 17: 514-524.
37. Zeng, X., Oei, T. P. S., Ye, Y., & Liu, X. (2013). A Critical Analysis of the Concepts and Measurement of Awareness and Equanimity in Goenka's Vipassana Meditation. *Journal of Religion and Health*, 54(2), 399–412. doi:10.1007/s10943-013-9796-9