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## Strategic Clarity and Effect of Organizational Excellence: Analytical Research in The State Company for Automobile and Equipment Industry: An Extracted Research From PhD Dissertation.

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**Abstract:** The main objective the research is to investigate the relationship link and influence between the strategic clarity and the Organizational Excellence in the General Company for the automotive industry and equipment and to identify the pattern and nature of thinking incumbents administrative in the company concerned in order to determine the appropriate action and that lead to the consolidation approach of clarity and strategic and directing them towards achieving excellence Organizational, data from (1 has collected 67 respondents) represented a sample of managers and data analysis employed statistical programs ) SPSS, AMOS (Through the adoption of appropriate statistical methods .The results showed the health of relationships link and influence on the level of key variables and sub - dimensions, indicating the role of vital strategic clarity to achieve excellence Organizational in the company surveyed.

**Keywords:** Strategic Clarity, Organizational Excellence.

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### INTRODUCTION

The organizations and their various activities seek to achieve success in light of the raging environmental challenges and this success is based on the correct strategic implementation, which requires a high capacity invested by the organizations' management in extrapolating the future and adopting practices that lead to the creation of an environment characterized by strategic clarity, and in order to achieve this, organizations work hard to make their strategy clear. the direction of the right ,and find ways to adapt to these challenges, and work to restore balance in its performance, by adopting administrative practices effectively support excellence outputs, as the work environment at the present time does not depend on the achievement of only planned performance, and is the excellence organizational based central to the continuation of The vitality and survival of organizations .Considered the importance of the industrial sector and its contribution to the development of the Iraqi economy, and the prominent role of the General Company for the manufacture of motor vehicles and equipment t Old products support by this sector and increase its contribution to economic development, it has been chosen the company mentioned field of research ,and here came this research to test the relationship link and influence Between the variable of strategic clarity and organizational excellence.

### LITERATURE REVIEW

#### First :Strategic Clarity

Strategic clarity is a relatively recent concept that gained the attention of researchers in the late nineteenth century on the grounds that most organizations have a specific strategy, but these organizations may face difficulty in translating their plan into specific actions, and this difficulty may lie in the lack of clarity of this strategy, and in order to avoid The state of ambiguity and ambiguity, which affected the level of performance in organizations with different activities, which prompted researchers in the field of strategic management to search for a new perspective that contributes to achieving a high level of performance. regulatory ,which contribute to raising the level of performance and excellence) .(Shea , 2014: 2Strategic clarity is the results of strategic thinking, which is a method followed by managers to analyze the situations facing the organization, which are described as changing and challenging, and are dealt with through strategic vision, for the sustainability of the organization, and the promotion of moral and social responsibility in the present and in the future.2013:22Thus, strategic clarity goes beyond strategic planning, as it clarifies the identity and values, and what are the results achieved by the organization ) .McCarthy, 2014: 3 ,(And mentions) 2010: 12 (ParnellThat clarity means that the organization avoids unresolved situations, by adopting a specific strategy ,and he adds ) Adams, 2005: 24It is a tool invested by the administration to achieve the goals, by focusing on coordinating efforts in order to confirm harmony with the organizational structure , and to develop an

implementable plan that is not inconsistent with information technology and organizational culture . Based on the foregoing, the current research is based on defining strategic clarity as a tool that addresses the state of ambiguity, confusion and ambiguity in the organization's strategy, and enables it to adapt, renew, communicate, and implement properly, through clarity of goals, procedures, simplicity of organizational structure, efficient use of resources, and removal The conflict between the roles and tasks of employees, strategic clarity is the main support for building successful organizations, and in light of the five dimensions he mentioned) Dunham & Puente, 2008: 4)In his model( GRASP, 2008 (Which are adopted to measure strategic clarity represented (clarity of objectives, clarity of resources, clarity of activities and procedures, clarity of structure, clarity of the role of employees) ,and as follows:

1. Clarity of objectives) ClarityOfGoals : ()The goals are the starting point, and the directive for any work in the organization. (Gabriel,2016:152 ,(Which is a statement of the desired future that the organization wishes to achieve, and is an internal source of motivation and commitment, a guide to action and a means of measuring performance, and the objectives may be strategic and related to the future of the organization, and they may be tactical related to determining the results of the units in the organization ) .Famsworth et al, 2019: 1 ,(And therefore it means agree the goal of each employee within the organization with the objectives of the group and the organization, and no conflict between them.
2. Resource visibility) Clarity of Resources :(In order for organizations to survive and survive, they need resources to sustain their operations, and are defined as all the assets that the organization can employ or obtain in order to achieve its goals) .Ozbag, 2013: 10 ,(As the organization has two types of resources, the first is the resources that drive the value, which are resources that pay the value to the whole organization and the relevant authorities, and are intangible assets such as (customer satisfaction, product quality, product confidence, reputation and organizational culture), and the second is enabling resources that all organizations possess And represented by tangible assets (human, organizational, financial and material resources), as the success of organizations and their excellence in performance depends on their ability to invest the enabling resources, whose impact is reflected in the driving resources, and thus they create greater value for the organization.Dunham & Puente, 2008: 6(
3. Clarity of activities and procedures) (Clarity of Action in order for the organization to achieve its goals, it works to define its activities necessary to achieve these goals. Activities are major structures through which work is activated.(Larsson, 2018: 52 ,Through a set of procedures, which are the core of the organization's work, and determining how to carry out any task or perform any step in detail .Kim et al, 2020: 3Therefore, organizations go to develop procedures that enable them to optimally invest resources, which increase the value of the organization .( Adams, 2005: 27)Procedures are defined as a set of tasks required to fulfill responsibilities and duties, provided that they include information indicating how they can be performed appropriately by workers.(Taghavi, 2009: 38).
4. Structure clarity) Structure Clarity :()Organizations strive to achieve their goals, as these goals are divided into tasks, then grouped into functions, and from there to departments and down to the departments, and from these sections the organizational structure is formed, which represents the tool that links goals, resources and procedures and clarifies the causal relationships between them(.Dunham & Puente, 2008: 7)It is a framework for relationships between functions, systems and operations processes, and working individuals and work groups that make efforts to achieve organizational goals. The structure affects all organizational processes as it clarifies lines of authority, responsibility, communication, information flow and authorization of decision-making) .(Ahmady et al, 2014: 456
5. Clarity of the employee's role) (The Clarity Of The People's RoleEmployees are one of the main pillars in the organization, and through rational investment of their efforts, success and excellence can be achieved by work, as it shows) Geoffrey FeverThe success and efficiency of organizations is based on the human resource in them, as it is a strategic resource whose importance has increased in modern organizations and is known to be the force capable of directing the work and supporting the organization in achieving the strategies and planned goals, and therefore modern organizations view that resource as the living element that forms the focus All activities revolve around it, so any behavior from this resource affects organizational results. (Nadra,2014:13(And confirms) the finest,2010:7 That it means all individuals in the organization, whether they are heads or subordinates, and who work to perform all the functions of the organization, in light of the organizational culture that organizes and unifies behavioral patterns, in addition to the policies, regulations and procedures that organize their tasks, directed towards achieving the mission of the organization and its strategic goals.

## **Second: Organizational Excellence**

The writers and researchers have endeavored to define a concept of organizational excellence, some of them said that it is a state of organizational excellence and administrative creativity that achieves exceptional high levels of performance and implementation in operations (production, financial, marketing), which leads to

achieving results that exceed what is achieved by similar organizations. And in a manner that satisfies the customers, and all relevant authorities. (Al-Salami,2002:11 ,(in between (Islam et al, 2017: 39) It is the creation of a standard set of organizational elements that deliver outstanding results together, as these elements have been defined in several models that give concepts represented in managing the leadership process, focusing on customers, focusing on services, either .Meyer, 2005: 31)He explained that it is administrative and functional distinction that results from the optimal investment of untapped potentials in the employees and the organization, and this distinction is characterized by strengths of leadership, empowerment, and growth to increase job satisfaction .It is defined as the ability of the organization to adopt best practices in the performance of its tasks, and to be linked to relations of interaction and support with its customers and dealers. Gilgeous, 1997: 3 ,(And consistent on what progress is based current research in the definition of excellence Organizational as the organization 's ability to achieve a high level of excellence in performance, through innovation in providing products and services satisfy the needs of customers and outperform competitors through concerted and commitment of staff at all levels of the Organization, it has been Measurement of distinction based on the dimensions that he mentioned) Pinar & Girard, 2008: 23 (And of (customer focus, innovation, commitment to employees) and as follows:

1. Focus on customers) Customer Focus :(One measure of superiority organizations ,major cause of evolution t ha, being looking to meet the needs of customers and existing and potential market trends, and knowledge of all the positive comments and negative about the products, in order to win customers satisfaction , whether they (Entrants or outlaws) for the offering of products) .Asad Ulah et al, 2016: 38 ,( And by gaining their satisfaction, the organization obtains the loyalty of the customers he described (Oliver)It is the customer's strong commitment to the organization's products, through repeating the purchase process in the future, despite the presence of marketing efforts trying to change his choice towards another product. (Walid,2016:58It is defined as the ability of the organization to respond quickly to the changing needs and desires of customers by providing products or services that satisfy or exceed their expectations.
2. Creativity) ( InnovationIn light of the technological revolution and the rapid environmental changes that contemporary organizations are facing, it is imperative that they find solutions to multiple problems, by adopting innovative methods with a new solution ,and abandoning the traditional methods) .Awad,2013:208Creativity, a new idea that is implemented with the aim of developing a process, production or service (Amrawi,2016:3 ,(And adds) Ollila, 2012: 5As the possibility of producing a new work .Within the organization, creativity means the ability to find new ideas, whether they are a product, technology, or new management practices, applicable in the organization, that contribute to the development of administrative processes. (Fahima, others,2011:4(
3. Employee commitment) Employees Commitment :(The degree to which the individual is persuaded in the organization in which he works, merges and conforms with it, as he feels that he is a major axis, having influence in it, which motivates him to voluntarily submit more bid in order to the success and progress of the organization. (Al-Fatlawi, and others,2016:8 ,(And describes it) Veccbio, 1991: 20That it is an internal feeling that exerts pressure on the individual to work in a way that achieves the interests of the organization, knowing that it is a feeling of loyalty and satisfaction towards the organization to which they belong, as it depends on the extent of their faith in the organization's values and goals, and motivates them to participate in achieving the organizational goals.

### **Third :The Relationship Between Strategic Clarity and Organizational Excellence**

The relationship between strategic clarity and organizational excellence is one of the basic contributions to provide insight in the field of strategic management and organizational behavior. Researchers in the literature of strategic management have discussed that strategic clarity is an essential element in the organization's operations as it generates an understanding of business strategy, who is responsible, why, and how Operations are conducted in the organization, and at the same time it aims to improve teamwork, raise the level of employee commitment, and has benefits and an impact on organizational performance excellence.( Kinley & Ben-Hur, 2019: 118 ) ,As it is a clear mechanism aimed at superior performance) .(Yeager, 2013: 6 By supporting the effectiveness of organizational leadership that inspires and motivates workers to improve their performance) . Dunham & Puente, 2008: 2In the same context, it aims to achieve success and distinction, which requires that organizations possess the ability to foresee the future. (Al-Qusayr,2015:303And because of its effect on organizational performance, studies have shown that its absence leads to a decrease in performance compared to similar organizations, and this explains why some organizations are distinguished) .1188:, 1993 (Bantel ,As it yielded the results of a study conducted by it (Beer & Eisenstat, 2000)The study revealed the existence of six barriers that prevent the successful implementation of the strategy, which it called (the silent six), represented by the following: :

- ✓ A management approach that starts from the top down and dictates non-intervention.

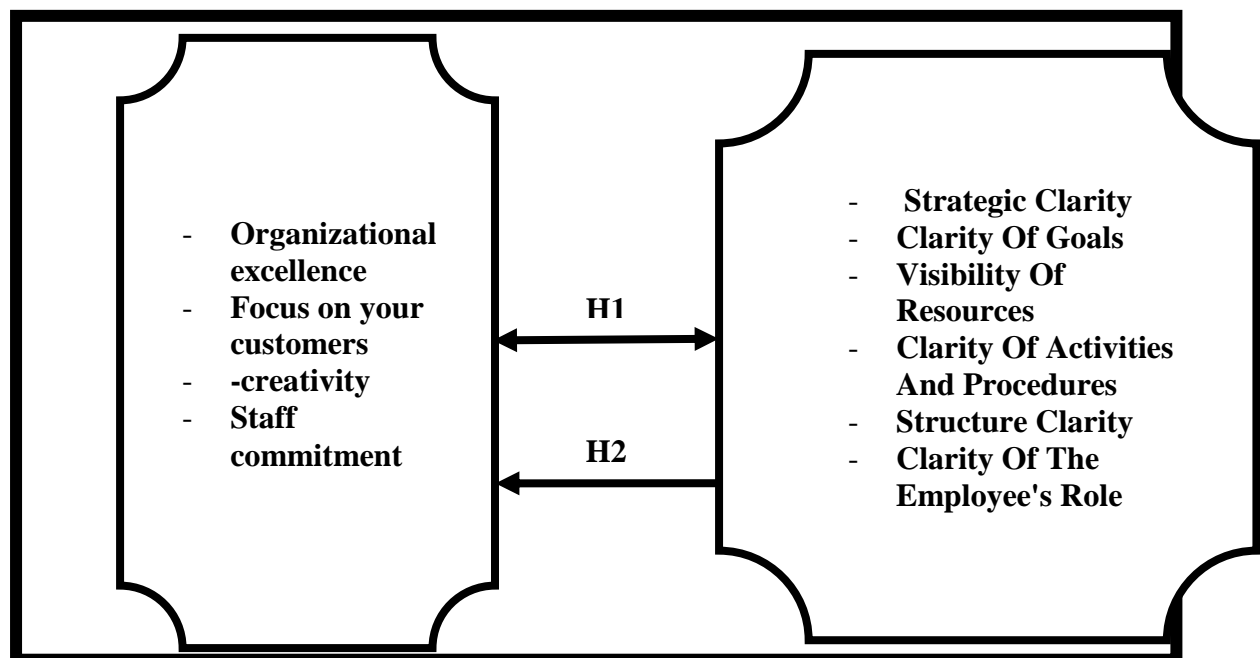
- ✓ Unclear strategy and a conflict of priorities.
- ✓ Large number of senior management team but ineffective.
- ✓ Weak vertical contact.
- ✓ Poor coordination between jobs.
- ✓ Underdeveloped leadership skills.( Permana, 2017: 4)

Through the availability of a mechanism for strategic clarity in implementing the followed organizational strategy, the organization can achieve excellence in performance, which means the ability to coordinate its elements, and create a state of integration and interconnectedness between its operations, and in a way that satisfies customers' expectations of the organization's output (Al-Meligy,2012:10)

**Fourth :Research Methodology:**

The review of literature on strategic clarity and organizational excellence has revealed the elaboration of a hypothetical outline for the research as in Figure ,(1) which was prepared in light of the research problem and its objectives, and the main hypotheses were formulated as follows:

1. The first main hypothesis) H1 :(There is a significant correlation between moral clarity and strategic with excellence Organizational.
2. The second main hypothesis) H2 :(There is a significant effect of strategic clarity on organizational excellence . And as the following hypothetical diagram illustrates:



**Figure (1) Conceptual model for the research**

**Fifth :**the strategic clarity scale :the independent variable strategic clarity ,as it consists of ( 7 2) paragraphs divided into five dimensions and they are ) clarity of goals, clarity of resources, clarity of activities and procedures, clarity of structure, clarity of the role of employees (depending on) ( Dunham & Puente, 2008)

**Sixth :Scale of Excellence Organizational :** a variable responder Excellence Organizational has included ( 12 ) items were distributed among the three dimensions , namely ) , focus on customers, innovation, commitment to employees .( Depending on the Pinar & Girard, 2008 )(

**Seventh :**The research sample :The method of comprehensive enumeration was used , as the total human community reached ( 201 ) individuals who meet the required specifications for those holding the position of general manager, assistants to the general manager, factory managers, department heads, people’s officials , and they are considered to be individuals who represent the administrative leaderships. in the General Company for the automotive industry and equipment ,it has been distributed ( 201 ) questionnaires have not been retrieved ( 19 ) questionnaire were excluded ( 15 ) questionnaire and thus the sample in its final form ( 167 ) persons.

**Eighth :Discussing and Analyzing Data:**

1. **Stability test** :Cronbach alpha coefficient was used) Cronbach's Alpha Coefficient (To measure the internal consistency of the scale's paragraphs, dimensions and variables, and the scale as a whole. Table ( 2 ) shows the values of the reliability coefficient ranged between ( 0.945 - 6 0.93) for the variables and dimensions, which is greater than)0.70 ( ,And this indicates that the variables and dimensions have adequate internal consistency, while the internal consistency coefficient) ( Cronbach's Alpha For the scale as a whole, it has reached its value).937. , ( 0as it enjoyed a high evaluation, and these results indicate that the current research scale (the resolution) has a high stability level.

Table ( 1 ) consistency results between components of the scale	
Cronbach alpha coefficient	the scale
0.941	Clarity of goals
0.940	Clarity of activities and procedures
0.942	Clarity of the organizational structure
0.940	Clarity of resource use
0.940	Clarity of the employee's role
0.936	Strategic clarity
0.945	Focus on your customers
0.941	creativity
0.943	Employee commitment
0.938	Organizational excellence
0.937	Questionnaire in general

**2. Discuss results**

To test the hypothesis) H1 : (It is evident from Table (2) that the value of the correlation coefficient between strategic clarity and organizational excellence amounted to.(\*\* 0.607) (At the level of significance (0.000), which is less than the level of significance (0.05), this means accepting the hypothesis and its text )there is a statistically significant correlation between strategic clarity and organizational excellence ( and it is noted that the correlation coefficient between the dimension of clarity of goals and organizational excellence reached.(\*\* 0.427) (At the level of (0.000), which is less than the level of significance (0.05), it is also noticed that the correlation coefficient between the dimension of clarity of activities, procedures and organizational excellence reached.(\*\* 0.470) (At the level of significance (0.000), which is less than the level of significance (0.05), it is also noticed that the correlation coefficient between the dimension of the clarity of the organizational structure and the organizational distinction is.(\*\* 0.436) (At the level of significance (0.000), which is less than the level of significance (0.05), in addition to the correlation coefficient between the dimension of clarity of resource use and organizational excellence (\*\* 0.497) at the level of significance (0.000), which is less than the level of significance (0.05), as well as the correlation coefficient between the dimension ofClarity of the role of employees and organizational excellence(\*\* 0.546) (At the level of significance (0.000) and the structures of the significance level ,(0.05) this indicates an acceptable relationship between the dimensions of strategic clarity and organizational excellence .And as shown in the following table:

Table ( 2 ) the values of the correlation between the dimensions of strategic clarity and the dimensions of organizational excellence					
Dimensions of organizational distinction				Correlation value and significance level	Dimension s of the strategic clarity variable
Organization al excellence	Employee commitme nt	creativit y	Focus on your custome rs		
0.427 **	0.403 **	0.397 **	0.262 **	Correlation value	Clarity of goals
0.000	0.000	0.000	0.001	Sig	
0.470 **	0.340 **	0.397 **	0.390 **	Correlation value	Clarity of activities and
0.000	0.000	0.000	0.000	Sig	

					procedures
0.436 **	0.303 **	0.342 **	0.391 **	Correlation value	Clarity of the organizational structure
0.000	0.000	0.000	0.000	Sig	
0.497 **	0.388 **	0.508 **	0.329 **	Correlation value	Clarity of resource use
0.000	0.000	0.000	0.000	Sig	
0.546 **	0.469 **	0.480 **	0.387 **	Correlation value	Clarity of the employee's role
0.000	0.000	0.000	0.000	Sig	
607 **	0.488 **	0.545 **	0.445 **	Correlation value	Strategic clarity
0.000	0.000	0.000	0.000	Sig	

It is also noted that the value of the correlation between the dimension of clarity of goals and the dimensions of organizational excellence) focus on customers, ( \*\* 62 0.2 ) creativity, (\*\* 0.397 ) and employee commitment, (\*\* 403 .0) all indicate the existence of Positive and direct moral correlations at a level ranging from acceptable to average.

It is also noted that the value of the correlation between the dimension of clarity of activities and procedures and the dimensions of organizational excellence ) focus on customers ( \*\* 390 .0 and creativity (\*\* 0.397 ) and employee commitment (\*\* 340 .0 ) all indicate the existence of positive and positive moral linkages. At an acceptable level.

It can also be noted that the value of the link between after the clarity of structure organizational Excellence both focus on customers \*\* 391 .0 creativity (\*\* 342 .0) and the commitment of staff, (\*\* 303 .0 ) all of which indicate a correlation relationships positive significant and proportional At an acceptable level.

It is also noted that the value of the correlation between the dimension of clarity in the use of resources and the dimensions of organizational excellence ) focus on customers ,( \*\* 329 .0 creativity (\*\* 508 .0) and employee commitment (\*\* 388 .0) all indicate the existence of positive and positive moral linkages at the level of It ranges from acceptable to medium.

It is also noted that the value of the correlation between the dimension of the clarity of the role of the employees and the dimensions of organizational excellence) focus on customers (\*\* 387 0 and creativity (\*\* 480 .0) and employee commitment (\*\* 469 0 ) all indicate the existence of positive and positive moral linkages at a level ranging Between acceptable and average.

In total, the value of the correlation between the strategic clarity variable and after focusing on customers was (\*\* 445 .0) and the value of the correlation between strategic clarity and creativity was (\*\* 0.545 ) and the value of the link between strategic clarity and employee commitment was ( .( \*\* 0.488 ) the results indicate that the General Company for the automotive industry and equipment whenever sought to adopt strategic in its objectives and activities followed, and organizational structure, as well as clarity in the use of its resources, as well as clarity in the roles of staff and what should be done, the more helped to raise the level of performance and Achieving organizational excellence.

- And to test the hypothesis( H2):

Recorded value) F)Calculated between strategic clarity in organizational distinction (96.061) which is greater than the value(F)Tabular amount (3.89) at a significant level(0.05)Accordingly , the hypothesis was accepted ,which states ) there is a statistically significant effect between strategic clarity and organizational excellence ) at a significant level((5) %I.e., with a degree of confidence(95 (%This indicates that strategic clarity has a clear effect on organizational excellence, that is, whenever the company seeks to adopt strategic clarity in its objectives, organizational structure, human and information resources, as well as its activities and procedures, this will have a positive impact on the company and thus on achieving organizational excellence, and from Through the value of the coefficient of determination ( $R^2$ (Amounting to (0.368)), it becomes clear that strategic clarity explains (37%) of the variables that occur to organizational excellence ,while the remaining percentage (63%) refers to other variables that are not included in the research model, and is evident through the value of the marginal propensity coefficient)  $\beta$ The amount (0.633) indicates that increasing the strategic clarity by one unit will lead to an increase in organizational excellence by (63%), and the value of the constant was recorded)  $\alpha$  (In equation (0.949), meaning when the strategic clarity is equal to zero, the organizational distinction will not be less than this value .As shown in the following table:

Table (2) Analysis of the strategic clarity variable on organizational excellence								
indicati on	Sig	Values (t) Calc ulated	Values (F) Calc ulated	The coefficien t of determina tion (R <sup>2</sup> )	The value of margin al slope coeffici ent (β)	Fixed Limit V alue (α)	Dependen t variable	Dimensio ns variable, strategic clarity
Signific ant .	0.00 0	6.066	36.791	0.182.	0.349	1.918	Organizati onal excellence	Clarity of goals
Signific ant .	0.00 0	6.835	46.710	0.221	0.408	1.699		Clarity of activities and procedure s
Signific ant .	0.00 0	6.228	38.791	0.190	0.399	1.650		Clarity of the organizati onal structure
Signific ant .	0.00 0	7.362	54.196	0.247	0.372	1.850		Clarity of resource use
Signific ant .	0.00 0	8.362	69.920	0.298	0.424	1.622		Clarity of the employee' s role
Signific ant .	0.00 0	9.801	96.061	0.368	0.633	0.949		Strategic clarity
Values (F)Tabular <b>3.89</b> = Values) t (Tabular= 1.660 Sample Size = 167								

Note from Table (3) that the value of FThe computed between after the clarity of goals in organizational excellence has achieved.(36.791) It is greater than the value) F)Tabular amount (3.89) at a significant level(0.05That is, when the company seeks to have clear and specific goals, especially for employees and management, this will have a positive impact on the general level of the company and thus on achieving organizational excellence .And by the value of the coefficient of determination (²RThe amount (0.182) is clear that after the clarity of the objectives, it explains what percentage (18%) of the variables that occur to organizational excellence ,while the remaining percentage (82%) is due to other variables that are not included in the research model.It is evidenced by the value of the marginal slope coefficient) βThe report (0.349) indicates that an increase in the clarity of objectives by one unit will lead to an increase in organizational excellence by .(%35) And recorded a hard (valueα (In equation (1.918), meaning when after the clarity of the objectives is equal to zero, the organizational distinction will not be less than this value.

Also notes the value (F) : The calculation was recorded between the dimension of clarity of activities and procedures in organizational excellence.(46,710) It is greater than the value) F)Tabular amount (3.89) at a significant level(0.05That is, indicating that the dimension of activities and procedures has a clear impact on organizational excellence, as the more clear and specific administrative activities and procedures are, the more it helps to achieve organizational excellence .And by the value of the coefficient of determination (²RThe amount (0.221) becomes clear that after the clarity of activities and procedures, it explains what (22%) of the variables that occur to organizational distinction are explained by the rest of (78%) and are due to other variables that are not included in the research model .It is evident by the value of the marginal slope coefficient) β)Report (0.408) that an increase in the clarity of activities and procedures by one unit will lead to an increase in organizational excellence by.(%41) α (In equation (1.699), meaning when after the clarity of activities and procedures is equal to zero, the organizational distinction will not be less than this value.

It is noted that the value of FThe calculated one has achieved between the dimension of the clarity of the organizational structure in organizational excellence .(38.791) It is greater than the value) F)Tabular amount

(3.89) at a significant level (0.05). That is, the clarity in the organizational structure in terms of instructions and powers granted to administrative positions, this will positively affect the achievement of organizational excellence. And through the value of the determination coefficient ( $R^2$ ) the amount of (0.190) becomes clear that after the clarity of the organizational structure explains (19%) of the variables that occur to organizational excellence, while the remaining percentage (81%) is due to other variables that are not included in the research model. Marginal tendency ( $\beta$ ) the amount (0.399) indicates that an increase in the clarity of the organizational structure by one unit will lead to an increase in organizational excellence by .(40%)  $\alpha$  (In equation (1.650), meaning when the organizational structure is clearly defined as being equal to zero, the organizational distinction will not be less than this value.

It is also noted that it has reached a value of  $F$  calculated between the dimension of the clarity of resource use in organizational excellence .(54.196) It is greater than the value  $F$  Tabular amount (3.89) at a significant level (0.05) which indicates that the clarity of the use of resources, whether informational, human or material, will have an effective and fundamental impact on achieving organizational excellence. Through the value of the coefficient of determination ( $R^2$ ) the amount of (0.247) becomes clear that after the clarity of resource use %25, of the variables that occur to organizational excellence are explained, while the remaining 76% are due to other variables that are not included in the research model. Marginal ( $\beta$ ) the amount (0.372) indicates that an increase in the clarity of the use of resources by one unit will lead to an increase in organizational excellence by (37%). ( $\alpha$  (In equation (1.850), meaning when the apparent use of resources is clearly equal to zero, the organizational distinction will not be less than this value.

It is noted that the value of  $F$  calculated value between the dimension of the clarity of the employee's role in organizational excellence .(69,920) It is greater than the value  $F$  Tabular amount (3.89) at a significant level (0.05) This indicates that the presence of clarity in the roles of employees and knowledge of their main tasks and powers will have a positive impact on achieving organizational excellence. Through the value of the coefficient of determination ( $R^2$ ) the amount of (0.298) is clear that the role of the employees clearly explains what (30%) of the variables that occur to organizational excellence, while the remaining (70%) is due to other variables that are not included in the research model. Marginal ( $\beta$ ) of (0.424) that an increase in the clarity of the role of employees by one unit will lead to an increase in organizational excellence by .(42%) And recorded a hard ( $\alpha$  (In equation (1.622), meaning when, after clearly, the employees' role is equal to zero, the organizational distinction will not be less than this value.

#### **Ninth :Conclusions:**

The results of the research showed that the more the researched company seeks interest and adopts the concept of strategic clarity whenever it has a relationship and an impact on organizational excellence, meaning that strategic clarity has an active and influential role on organizational excellence. However, the researched company did not reach the required level of clarity, and it may be due to the lack of coordination and communication in place within its corridors, as well as a noticeable absence of a long-term strategic culture, in addition to the focus of the upper management on the routine aspects. Which reflects negatively on the level of the company's performance and its excellence.

#### **Tenth :Recommendations :**

The need to increase and expand interest in research variables represented by strategic clarity and organizational excellence by educating the occupants of administrative positions and employees to clarify the nature of the actual reality of these variables and discuss the obstacles that stand in the way of their implementation in the General Company for the Automobile and Equipment Industry.

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