

The Effect of Strategic Orientation on Organizational Excellence at the Winner Organizations of King Abdullah II Prize for Governmental Performance Excellence and Transparency

Naifeh Yousef Suliman Al_Lozy

Ministry of political & Parliamentary Affairs

Email: naifehlouzy26@yahoo.com

Prof. Shaker Jaralla Alkshali

The World Islamic Sciences & Education University

Email: Shaker.Alkshali@wise.edu.jo

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v15-i7/25948> DOI:10.6007/IJARBSS/v15-i7/25948

Published Date: 27 July 2025

Abstract

This study aimed to examine the impact of strategic orientation on organizational excellence in the Ministry of Health in Jordan. The study relied on a descriptive analytical approach. The study was conducted on a sample of (136) managers. An electronic questionnaire was used to collect the necessary data for the study, and (110) questionnaires were retrieved and analyzed using the SPSS statistical program. The study results indicated high level of strategic orientation and high level of organizational excellence in the Ministry. There is a significant impact of strategic orientation on organizational excellence, and there is a significant effect of strategic orientation on both excellence of enables and excellence of results. The study recommended strengthening the dimensions of strategic orientation, as they influence organizational excellence in both its capabilities and outcomes.

Keywords: Strategic Orientation, Organizational Excellence, Ministry of Health, Jordan

Introduction

Keeping pace with developments in all fields is a challenging task for any organization, especially in a world where globalization shapes management and the astonishing pace of technological advancements determines its pace. Changes are rapid, significant, and sometimes disruptive. With increasing competition, these changes pose profound challenges to the business world. If organizations want to avoid becoming obsolete and disappearing, they must strive diligently for excellence. Inaction is not an optimal strategy. Regardless of

the size or type of organization, its primary goal is to achieve greater competitiveness and superior performance to excel in a competitive market. This requires leadership that strives for creativity, innovation, and development, as well as a strategic orientation that balances needs and interests.

Strategic orientation reflects more nuanced perspectives on what is important to create superior value. They include guiding principles that enable managers to develop a comprehensive, forward-looking action plan to adapt to environmental changes and achieve long-term goals (Rowley & Warner, 2008, 75; Brege, 2018, 22). It is considered a key factor in the success of organizational routine and a means for an organization to defend its position in the market and enhance its competitiveness. This is achieved by synergistically aligning its orientation to ensure a broad understanding of customers and competitors, the continuous adoption of entrepreneurial behaviors, continuous learning, and keeping pace with technological developments to innovate products and services (Spotts, 2015, 293, 296).

Organizational excellence is a fundamental goal sought and focused upon by most organizations, especially in a rapidly changing environment. This requires the organization to adapt and cope with change by adopting quality standards, adopting advanced management methodologies, focusing on customers, and developing and empowering employees. This ensures outstanding achievements and results that provide a competitive advantage and maintain its position in the market (El Khoury & Nasrallah, 2024, 235).

Based on the above, this study examines the effect of strategic orientation on organizational excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

Study Questions

The study's questions lie in organizational excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency. These organizations are experiencing rapid changes due to technological advancements and the increasing intensity of competition in the contemporary business environment. These challenges have imposed multiple challenges that undermine their ability to enhance their outstanding management practices, which enable them to achieve outstanding results by achieving synergy between the core criteria of the European Foundation for Quality Management (EFQM) framework. By adopting a dynamic and flexible strategic approach that enables these organizations to monitor the competitive market, take risks, and enter new markets ahead of competitors, they can offer innovative products and services that meet customer needs and expectations. This, combined with a focus on continuous learning, their knowledge base, and the use of modern technology in their operations, these organizations may be able to adapt to changes, meet challenges, and compete at advanced levels, ensuring superior performance and sustainable excellence. From the above, the study problem can be formulated with the following questions:

1. What is the level of interest in strategic orientation and their dimensions (market orientation, entrepreneurial orientation, learning orientation, and digital orientation) at organizations that won the King Abdullah II award for excellence in government performance and transparency?

2. What is the level of interest in organizational excellence and its two dimensions (enables excellence and results excellence) at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency?
3. What is the effect of strategic orientation on organizational excellence in its two dimensions (enables excellence and results excellence) at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency?
4. What is the effect of strategic orientation on enables excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency?
5. What is the effect of strategic orientation on results excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency?

Study Importance

The importance of the study stems from the following:

1. **Scientific significance:** The scientific significance of the study stems from the importance of the concepts it contains. The concept of strategic orientation, with its dimensions (market orientation, entrepreneurial orientation, learning orientation, and digital orientation), is a pivotal concept in modern management, as it plays a crucial role in determining an organization's long-term trajectory. Organizational excellence, with its two dimensions (enables excellence and excellence results), is a goal that most organizations, regardless of their affiliation, strive to achieve by implementing best practices in managing organizational resource efficiently and effectively, enhancing their competitiveness and sustainability in a dynamic business environment.

After reviewing numerous previous studies that examined their variables, the researchers understand that there is a dearth of studies linking strategic orientation to organizational excellence. Therefore, the researchers hope that the current study will be a qualitative addition that contributes to bridging the knowledge gap between these variables and enriching the Arabic library with concepts related to strategic orientations and organizational excellence, benefiting researchers and those interested in this field.

2. **Practical Importance:** The importance of the applied study is highlighted by the results it will reach and the recommendations it will offer in light of these findings, as well as the extent to which public sector administrations in Jordan can benefit from them regarding the concepts of strategic orientation, organizational excellence, and the nature of the relationship between them. Furthermore, its importance is evident in the sector under study, namely the organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency. This sector is considered the largest and most important in Jordan, due to its significant contribution to supporting the Jordanian economy and advancing social development by bridging the gap between social groups through the social protection programs and government support it provides. It also achieves stability through the essential services it provides to citizens, including education, health, security, and infrastructure.

Study Objectives

1. To identify the level of interest in strategic orientation and their dimensions (market orientation, entrepreneurial orientation, learning orientation, and digital orientation) at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

2. To identify the level of interest in organizational excellence in its two dimensions (enables excellence and results excellence) at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.
3. To identify the effect of strategic orientation on organizational excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.
4. To identify the effect of strategic orientation on enables excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.
5. Identifying the effect of strategic orientation on results excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

Theoretical Framework

Strategic Orientation

According to the Oxford Dictionary, "orientation" is defined as the type of goals or interests held by a person or organization; the process of directing goals toward a specific objective. "Strategic" means part of a plan aimed at achieving a specific purpose or gaining an advantage.

The concept of strategic orientation has its roots in the early 1980s, specifically in strategic management literature. It refers to a strategic attitude or behavior that articulates the strategic directions an organization implements using its valuable resources to create a sustainable competitive advantage (Aytekin & Caglar, 2021, 283).

Venkatraman (1989) first proposed the concept of strategic orientation in his study, viewing it as a comprehensive pattern of ways in which an organization achieves its goals by focusing on the organizational structure at the business unit level. He proposed a measurement of strategic orientation in business organizations based on six dimensions:

1. Aggressiveness: refers to the organization's position in allocating its resources to improve its market position at a relatively faster rate than its competitors in its chosen market.
2. Analytic: refers to the general characteristic of the problem-solving attitude.
3. Defensiveness: reflects the organization's defensive behavior, focusing on cost reduction and efficiency-driven approaches.
4. Optimism: addresses the time considerations that inform major strategic decisions, in terms of the relative emphasis on long-term effectiveness considerations versus short-term efficiency considerations.
5. Proactiveness: reflects proactive behavior regarding participation in emerging industries, the continuous search for market opportunities, and the testing of potential responses to changing environmental trends.
6. Risk: Refers to the degree of risk reflected in various resource allocation decisions, as well as product and market selection.

Narver and Slater (1990) defined strategic orientations as the direction an organization takes to continually improve its performance. According to Gatignon and Xuereb (1997), strategic orientations are collective action at the organizational level, supported by successful

communication, interpretation, adoption, and application of information. Carvalho and Sabion (2019, 95) believe that strategic orientations reflect the organization's strategic direction in creating appropriate behaviors to achieve superior performance. Kratochvilová and Kratochvil (2021, 30) view strategic orientations as a set of principles that guide and influence an organization's activities, generating behaviors aimed at ensuring its continuity and performance, or representing an organization's adaptive culture that guides its interaction with its environment. They point out that different strategic orientations emphasize different principles of strategic management and provide different answers to the question of how to compete in a given sector.

Strategic Orientation Dimensions

Some researchers have studied the concept of strategic orientations as a multidimensional concept. Thanks to the contributions of Narver and Slater (1990) and Jaworski and Kohli (1993), Gatignon and Xuereb (1997) divided strategic orientations into three dimensions: customer orientation, competition orientation, and digital orientation. Chan et al. (1997) further divided strategic orientations into two dimensions: strategic business orientations and strategic information systems orientations. Liu and Fu (2011) classified strategic orientations as entrepreneurial orientation, market orientation, and learning orientation. Each of these dimensions has sub-dimensions: autonomy, proactivity, aggressiveness, risk tolerance, and innovation for entrepreneurial orientation (Lumpkin & Dess, 1996), and customer orientation, competition orientation, and technology orientation for market orientation (Narver & Slater, 1990). Commitment to learning, shared vision, and openness are the foundations for a learning orientation (Baker & Sinkula, 1999). In light of the above, the current study adopted the following dimensions of strategic orientation: market orientation, entrepreneurial orientation, learning orientation, and digital orientation.

1. Market Orientation: The concept of market orientation first appeared in two pioneering research papers published in 1990 by researchers Narver and Slater and Kohli and Jaworski. These papers share the same general view of market orientation as an important factor in improving organizational performance and highlight the need for organizations to focus more on creating value for customers.

Narver and Slater (1990) view market orientation as an organizational culture focused on creating superior value for customers. From their perspective, market-oriented behavior in many successful organizations stems from a set of values that include customer orientation, i.e., a focus on how to deliver superior value to customers, and competitor orientation, i.e., a focus on how to deliver greater value to customers than competitors can. However, being customer-oriented and competitor-oriented is not sufficient for an organization to be market-oriented; it must also have interfunctional coordination that enables all parts of the organization to be aware of customer needs and competitor activities and focus their activities on creating value for customers.

Kohli and Jaworski (1990) believe that market orientation is one of the most important components of strategic marketing, which refers to the application of the market concept within the organization. This means that a market-oriented organization is one that adopts the principle that outstanding business performance is achieved through creating added value for customers. They considered the marketing concept to be a kind of business philosophy

that drives organizations to strive to achieve superior value for their customers, while market orientation represents the application of that philosophy within the organization. That is, a market-oriented organization is an organization whose actions are consistent with the marketing concept, and that market-oriented behavior arises from activities carried out by the organization that has applied the marketing concept. These activities are divided into three types: generating intelligent information about the market, disseminating that information throughout the organization, and then responding to it.

2. Entrepreneurial Orientation: The concept of entrepreneurial orientation emerged from Mintzberg's (1978) study, which revealed that the entrepreneurial approach to strategy development is characterized by a willingness to make risky and proactive decisions in the search for market opportunities. Later, Miller (1983) in his research indicated that entrepreneurial orientation is a multidimensional concept encompassing proactivity, risk-taking, and organizational innovation-related actions. Lumpkin and Dess (1996) then argued that entrepreneurial orientation should include two additional dimensions: autonomy, which refers to the tendency to act independently to propose ideas; and competitive aggressiveness, which reflects an organization's willingness to openly challenge its competitors and develop measures to outperform them. Proactivity, which represents an organization's willingness to anticipate and act on market trends and assume a forward-thinking perspective, and risk-taking, which refers to the degree to which organizations are willing to make large commitments of resources with a reasonable chance of failure and uncertain outcomes. Innovation, meanwhile, reflects an organization's tendency to foster new ideas, creative processes, and research and development.

According to Teixeira et al. (2019, 72), in order to gain sustainable competitive advantages, create value, and pursue market opportunities, organizations need to take an entrepreneurial stance, seek out opportunities, and take the necessary actions to discover, evaluate, and exploit these opportunities. In this regard, entrepreneurial orientation is one of an organization's most important strategic resources. It is viewed as a strategic orientation that reflects the organization's business philosophy and competitiveness. It includes sub-dimensions: innovation, proactivity, risk tolerance, competitive aggressiveness, and independence.

3. Learning Orientation: The concept of learning orientation originated in the literature on organizational learning. According to Garvin (1993), a learning organization is one skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. In his study, he noted that helping talented employees develop more learning-oriented responses requires demonstrating a willingness to examine and change unhelpful assumptions and teaching them to apply "rigorous thinking" to their own assumptions as they would to work problems, such as using objective data and seeking verification from others.

Organizational learning has been defined as a dynamic process that improves over time and is linked to knowledge acquisition and performance. Therefore, a commitment to learning requires continuous improvement. Learning orientation, on the other hand, is the process of acquiring, disseminating, and interpreting information, which increases individual and organizational effectiveness due to a direct impact on outcomes (Kratochvilová &

Kratochvil, 2021, 30). Enhancing the learning orientation throughout the organization contributes not only to improving its position to create value and achieve competitive advantage, but also to avoiding the trap of organizational amnesia (Adegbite et al., 2018, 134).

4. Digital Orientation: Digital orientation is a strategic orientation and an organization's philosophy for how it conducts its business (Gatignon & Xuereb, 1997). It is referred to as a strategic position aimed at achieving vital gains from digital technologies and as an important organizational configuration for efficiently transforming digital resources and technologies (Fengel et al., 2022). This aligns with the resource-based view, which suggests that organizations need complementary resources and an appropriate structure to integrate these resources to achieve a competitive advantage (Barney, 1991).

According to Ogbari et al. (2022), keeping up with competition in the 21st-century marketplace requires organizations to possess a high degree of creativity and innovation. Digital orientation is considered a significant and influential factor in innovative capacity, as customers prefer products and services delivered mechanically or technologically due to their high quality. Alareeni and Elgedawy (2023, 379-380) indicated that digital orientation is the use of digital resources to create value in order to influence the organization's business strategy. It is represented by the organization's commitment to applying digital technology and developing its digital capabilities to provide innovative products, services, and solutions. He defined it as the organization's guiding principle for pursuing opportunities provided by digital technology to improve performance.

Organizational Excellence

The concept of excellence originates in the pioneering book published by Peters and Waterman in 1982, "In Search of Excellence: Lessons from America's Best-Managed Companies." In it, they proposed a framework based on seven elements, essentially separating them into two categories: hardware, consisting of structure and strategy, and software, consisting of systems, shared values, skills, employees, and style. This book served as a catalyst for numerous studies and business management models developed in academia and the business sector. Subsequently, a remarkable growth in the design of business management models began. In 1985, Peters and Austin presented a simple model in their book, "The Passion for Excellence: The Leading Team." According to this model, excellence can be achieved based on the results of four success factors: people/employees, leadership, customer care, and continuous innovation. Among these success factors, leadership plays a special role in linking the other factors (Mizrak, 2024, 3).

Excellence is a continuous measure of superior performance that exceeds requirements and expectations without demonstrating significant shortcomings or waste. It generally focuses on meeting the requirements of customers, the market, and other stakeholders, not simply achieving them consistently. Therefore, organizational excellence refers to an organization's ability to consistently achieve superior performance (Ibidapio, 2022, 502).

Organizational excellence is defined as the pursuit of opportunities through strategic planning to develop new value for customers and stakeholders by anticipating and meeting their needs, and by exerting efforts to maintain positive competitive performance (El Khoury & Nasrallah, 2024, 234). Hey (2017, 609) defined organizational excellence as a

comprehensive approach to operating those balances stakeholder interests and increases the likelihood of long-term organizational success through excellence in operational, customer, financial, and market performance. Husain and Ermine (2025, 30) pointed out that organizational excellence consists of several concepts that form the basis of sustainable superiority for any organization. These concepts are: added value for customers, creating a sustainable future, leading with vision and inspiration, managing with flexibility, success through the talent of individuals, and finally, maintaining outstanding results.

Organizational Excellence Dimensions

The European Foundation for Quality Management (EFQM) model was developed by 14 leading Western European companies in 1988 to recognize quality achievements, particularly in public sector organizations and small and medium-sized enterprises. The EFQM model is a non-prescriptive framework used for self-assessment, allowing organizations to evaluate their performance. It is based on nine criteria. Five of these criteria are enablers, covering what the organization does, including: leadership, people, strategy, partnerships and resources, and processes, products, and services. Four criteria are results, covering what the organization achieves, including: people/employees, customers/clients, society, and key results (Paton et al., 2021, 446). Based on the EFQM model, the current study adopted its criteria as dimensions of organizational excellence, as follows:

1. **Enablers Excellence:** Enablers refer to what an organization does and how it does it. Enablers Excellence includes five supporting criteria: leadership, people, strategy, partnerships and resources, and processes, products, and services (EFQM, 2013).

- **Leadership:** Leadership is the process by which an individual influences a group of individuals to achieve a common goal. It is described as a process because it is an interactive event that occurs between a leader and their followers. The leader influences and is influenced by their followers. Influence is a prerequisite for leadership; without it, leadership cannot exist (Northouse, 2010, 3).

Leadership is a fundamental driver of an organization's operations and activities. It is related to setting directions and innovation, and is fundamentally linked to change, movement, and persuasion (Grint & Jones, 2023, 27). Leadership excellence refers to how leaders develop and facilitate the achievement of the mission and vision, develop the values required for long-term success, and implement them through appropriate actions and behaviors. It also refers to personal involvement in ensuring the development, implementation, and continuous improvement of the organization's "management" system. Leaders model a culture of excellence by engaging with customers, partners, and community representatives, while motivating, supporting, and appreciating the organization's employees (Oakland, 2001, 101).

Charantimath (2011, 136) added that leadership excellence is represented by the organization's senior management developing and facilitating the achievement of mission and vision statements, the methods they use to gain employee trust, enable direct interaction with other stakeholders, effect organizational change, and serve as role models for a culture of excellence.

- Employees/ Individuals: Human resource are among the greatest assets of any organization or country. Due to the widespread production of multiple market elements in a rapidly expanding market, the importance and growth of human resource have become evident in recent years (Rexy et al., 2023, 1).

According to Kumar (2011, 7), the activities of any organization are initiated and determined by the individuals who comprise it. Human resource management is the central and most important task, as everything else in the organization depends on the quality of human resource performance.

With regard to employee excellence, it refers to how an organization manages its employees at the individual and team levels, unleashing their full knowledge and potential, developing, rewarding, and nurturing them, while effectively planning these activities to ensure their sustainability in order to support the organization's policy and strategy and the efficient operation of its operations (Oaklan, 2001, 103).

Charantimath (2011, 137) added that outstanding organizations strive to manage and develop their employees and unlock their full potential to achieve maximum benefit. They also prioritize employee performance, communicate with them, recognize them, and reward them for the benefit of the organization.

Bruhn (2023, 428) indicated that it is essential to establish a culture that enables organizational goals to be achieved by developing employee skills while simultaneously promoting fairness and equality. Communication and appreciation should also be encouraged, and bonds should be created with employees that enable them to utilize their knowledge and skills for the benefit of the organization. This is achieved through five criteria:

1. Developing employee plans that support the organization's strategy.
2. Identifying, developing, and maintaining employee knowledge and skills.
3. Engaging employees and empowering them to act independently.
4. Continuous dialogue between employees and the organization.
5. Rewards, recognition, and employee support.

- Strategy: Strategic excellence relates to how an organization implements its mission and vision through a clear, stakeholder-focused strategy, supported by relevant policies, plans, objectives, and processes (Oaklan, 2001, 101).

Charantimath (2011, 137) argues that outstanding organizations must have a long-term strategic plan that takes into account the expectations of all current and future stakeholders. This strategy is implemented through the development and implementation of policies, plans, objectives, and processes. These policies, plans, objectives, and processes are reviewed periodically to ensure optimal implementation and updated as necessary.

Bruhn (2023, 428) indicated that strategic excellence concerns the implementation of the organization's mission and vision, as well as the development and use of methods and processes geared toward stakeholder needs. Strategic excellence includes four sub-criteria:

1. A strategy based on the current and future needs and expectations of stakeholder groups and the external environment.

2. A strategy based on an understanding of the organization's internal performance and capabilities.
3. Develop, review, and update the strategy and its supporting methods to ensure economic, social, and environmental sustainability.
4. Communicate the strategy and supporting methods, as well as evaluate processes and objectives.

- Partnerships and Resource: Partnerships and Resources refers to an organization's planning and management of its external partnerships and internal resources, including financial management, buildings, equipment, and materials management, technology management, and information and knowledge management, to support its policies and strategy and the effective operation of its operations (Oaklan, 2001, 103).

Bruhan (2023, 428-429) believes that partnerships and resources describe the management, development, and deployment of external partnerships, suppliers, and resources to support strategy, methodology, and process improvement to achieve objectives. Highly effective use of organizational resources is essential, and establishing partnerships is the optimal choice for excellence. He indicated that excellence in partnerships and resources includes five sub-criteria:

1. Sustainable management of external partnerships and suppliers.
2. Financial management to ensure sustainable success.
3. Sustainable management of buildings, facilities, equipment, and natural resources.
4. Technology management to support strategy implementation.
5. Information and knowledge management to support effective decision-making and organizational skill development.

- Processes, Products, and Services: The Processes, Products, and Services standard refers to how an organization designs, manages, and improves its processes to support its policies and strategy, fully satisfy its customers and other stakeholders, and generate increased value for them. It is structured through the following sub-standards (Oaklan, 2001, 103):

1. Systematically design and manage processes.
2. Improve processes, as needed, using innovation to fully satisfy customers and generate increased value for them.
3. Design and develop products and services based on customer needs and expectations.
4. Produce, deliver, and service products and services.
5. Manage and enhance customer relationships.

Bruhn (2023, 429) asserted that organizations managed by TQM must design, implement, and improve processes, products, and services in a way that generates value for customers and other stakeholders. To this end, processes are systematically designed, continuously adapted, and coordinated, and the requirements for processes, products, and services are divided into five sub-criteria:

1. Systematic design and control of processes to optimize stakeholder value.
2. Development of products and services to create optimal customer value.
3. Effective marketing of products and services.
4. Production, delivery, and maintenance of products and services.
5. Management and intensification of customer relationships.

2. Results Excellence: Results relate to the impact of quality management. Results excellence refers to what an organization achieves and includes four supporting criteria: employee results, customer results, community results, and key results (EFQM, 2013).

- Employee Results: Employee results are what an organization achieves with respect to its employees and its success in meeting their needs and expectations, taking into account the results of their perceptions of the organization and related internal performance indicators (Oakland, 2014, 163). Excellent organizations must comprehensively measure employee perceptions in order to achieve excellent results for their employees (Charantimath, 2011, 137).

According to EFQM (2013), excellent organizations achieve sustainable results that meet or exceed employee needs and expectations, and take into account direct and indirect measures that determine employee satisfaction (Bruhn, 2023, 429).

Customer Results

Customer results refer to what an organization achieves with its external customers and the extent to which it meets their needs and expectations. This takes into account the results achieved to measure customer perceptions of the organization's products, services, and customer relationships, as well as internal performance indicators related to the organization's customers (Oakland, 2014, 162-163). To achieve outstanding customer results, organizations must measure external customer perceptions (Charantimath, 2011, 137). It should be noted that external customer perceptions include indicators of customer satisfaction, customer service, and customer loyalty. Performance indicators include: providing a specific service or benefit, or customer integration (Bruhn, 2023, 429).

- Society Results: Society results are what an organization achieves with respect to the local, national, and international community, and the extent to which it successfully meets the needs and expectations of the community, taking into account the community's perception of the organization and internal performance indicators related to the organization and society (Oakland, 2014, 163). Community outcomes include the public image or opinions about specific services provided by the organization. The focus in achieving outstanding community outcomes is on improving the alignment of the social and environmental aspects of the strategy and taking into account the impact of the community as an interest group on the organization's outcomes (Bruhn, 2023, 430). Charantimath (2011, 137) noted that in order to achieve outstanding community outcomes, organizations establish a system for monitoring, understanding, predicting, and improving.

- Key Results: Key results relate to measuring the key performance outcomes of the organization's strategies and policies comprehensively and the extent to which they are achieved (Charantimath, 2011, 137). Key results indicate what the organization achieves in relation to its planned performance, taking into account key performance outcomes, including financial and non-financial results, and key performance indicators that may predict potential key performance outcomes (Oakland, 2014, 163). Bruhn (2023, 430) added that in the context of studying key results, the focus is on the specific results of the business strategy, taking into account the criterion of importance, and the data collected from business reports are often classified according to sub-criteria of important results related to performance and

performance indicators such as value generation, or the specific performance volume, such as the number of successful customer contacts.

Relationship Between Strategic Orientation and Organizational Excellence

Researchers have been interested in identifying the relationship between strategic orientations and organizational excellence. The study by Al-Hayasat and Al-Shawabkeh (2020) demonstrated a statistically significant effect of strategic orientations on organizational excellence in the Jordanian Customs Department.

Sayed and Abdeen (2024) also demonstrated in their study a statistically significant relationship between entrepreneurial orientation, as a dimension of strategic orientations, and organizational excellence in small and medium-sized enterprises in the Arab Republic of Egypt.

Hypotheses

H1: There is a significant effect of strategic orientation on organizational excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

H2: There is a significant effect of strategic orientation on enables excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

H3: There is a significant effect of strategic orientation on results excellence at organizations that won the King Abdullah II Award for Excellence in Government Performance and Transparency.

Method

Study Sample

Study population represents the managers in Jordanian Ministry of Health, numbering (210) managers. To represent the study population, the current study adopted a simple random sample, and the study sample size was (136) managers. The questionnaire was distributed electronically to the study sample managers, and the number of returned questionnaires was (110) which were subjected to analysis using the SPSS statistical program.

Study Tool

A questionnaire was used to collect data from the managers in the study sample. The questionnaire consisted of the following parts:

Part One: Dedicated to items measuring strategic orientations in its dimensions (market orientation, entrepreneurial orientation, learning orientation, and digital orientation).

Part Two: Dedicated to items measuring organizational excellence in its two dimensions (distinctive capabilities and distinctive results).

A five-point scale was used to answer these items as follows: strongly agree 5, agree 4, neutral 3, disagree 2, strongly disagree 1.

Regarding the thresholds adopted by the study when commenting on the arithmetic mean values for the study variables, three levels were identified: low, medium, and high, based on the following equation:

Category Length = (Upper limit of alternative - Lower limit of alternative) / Number of levels

$(5-1)/3 = 4/3 = 1.33$. The levels are as follows:

Low level: 1 - less than 2.34

Medium level: 2.34 - less than 3.67

High level: 3.67 – 5

Results

Table 1 shows the results of descriptive analysis of the study sample managers' responses to the questionnaire items. The results showed high scores in all strategic orientations, led by market orientation and digital orientation, with mean of 4.196 and 4.141, respectively. The organizational excellence dimensions also showed high scores, with a preference for excellence in enablers, with an mean of 4.445.

Table 1

Descriptive analysis

Variable	Items	Alpha	Mean	Std. deviation
market orientation	5	0.879	4.196	0.500
entrepreneurial orientation	5	0.838	3.882	0.769
learning orientation	5	0.853	3.958	0.676
digital orientation	5	0.837	4.141	0.526
enables excellence	10	0.916	4.445	0.467
results excellence	10	0.865	4.338	0.446

Table 2 shows the results of the multiple linear regression analysis of the effect of strategic orientation on organizational excellence. R^2 value was 0.422 and F value was 19.162, with a significance level of $P=0.000$. This result indicates the significant impact of strategic orientation on organizational excellence. Regarding the dimensions of strategic orientation, the analysis results indicated that market orientation and digital orientation were significant, while entrepreneurial orientation and learning orientation were insignificant.

Table 2

Effect of strategic orientation on organizational excellence

R	R^2	F	P	Variable	B	β	T	P
0.650	0.422	19.162	0.000	market orientation	0.202	0.243	2.185	0.031
				entrepreneurial orientation	0.011	0.020	-0.186	0.853
				learning orientation	0.090	0.146	1.339	0.184
				digital orientation	0.292	0.370	3.972	0.001

Table 3 shows the results of the multiple linear regression analysis of the effect of strategic orientation on enables excellence. R^2 value was 0.368 and F value was 15.270, with a significance level of $P=0.000$. This result indicates the significant impact of strategic orientation on enables excellence. Regarding the dimensions of strategic orientation, the analysis results indicated that market orientation and digital orientation were significant, while entrepreneurial orientation and learning orientation were insignificant.

Table 3

Effect of strategic orientation on enables excellence

R	R ²	F	P	Variable	B	β	T	P
0.606	0.368	15.270	0.000	market orientation	0.317	0.340	2.920	0.004
				entrepreneurial orientation	-0.053	-0.087	-0.772	0.442
				learning orientation	-0.072	-0.104	-0.907	0.367
				digital orientation	0.392	0.442	3.960	0.000

Table 4 shows the results of the multiple linear regression analysis of the effect of strategic orientation on results excellence. R² value was 0.422 and F value was 19.200, with a significance level of P=0.000. This result indicates the significant impact of strategic orientation on enables excellence. Regarding the dimensions of strategic orientation, the analysis results indicated that learning orientation and digital orientation were significant, while market orientation and entrepreneurial orientation were insignificant.

Table 4

Effect of strategic orientation on results excellence

R	R ²	F	P	Variable	B	β	T	P
0.650	0.422	19.200	0.000	market orientation	0.086	0.096	0.846	0.390
				entrepreneurial orientation	0.031	0.054	0.499	0.619
				learning orientation	0.165	0.380	3.478	0.001
				digital orientation	0.150	0.226	2.116	0.037

Discussion

This study examined the impact of strategic orientation on organizational excellence in the Ministry of Health in Jordan. The study results indicated a high level of interest in defining the Ministry's strategic orientation. The ministry seeks innovative ways to create added value for its customers. It also places great emphasis on acquiring the latest digital technology and providing a digitally trained workforce. Furthermore, the results revealed a high level of organizational excellence, particularly with regard to excellence in enablers. The ministry is considered exceptional in this regard, and to a large extent. It uses multiple incentives to encourage employees to achieve its goals and is committed to integrating its administrative processes.

The study results indicated a significant impact of strategic orientation on organizational excellence, particularly with regard to market orientation and digital orientation. The ministry holds periodic meetings for its departments to discuss market developments, identifies services desired by customers, and readily accepts new digital technologies. This positively effects the development of its employees' capabilities, improves its internal operations, and enables it to develop an excellence strategy.

The results of this study help draw the attention of organizational management to the importance of determining the appropriate strategic direction, as the study has proven that it has a significant effect on excellence organizations from other organizations in a highly competitive environment.

Recommendations

1. Promote the entrepreneurial spirit of the Ministry's employees by encouraging them to innovate and take informed risks.
2. Promote a learning orientation and make it a fundamental element to ensure its sustainability by encouraging employees to participate in defining strategies and ensuring that learning is conducted according to a clear methodology.
3. Continue to focus on digital transformation by acquiring modern digital technologies and using these technologies to develop its operations.

References

- Adegbite, O. E., Simintiras, A. C., Dwivedi, Y. K., & Ifie, K. (2018). *Organisational adaptations: A pluralistic perspective*. Springer International Publishing.
- Alareeni, B. A., & Elgedawy, I. (2023). *Artificial intelligence (AI) and finance*. Springer.
- Al-Hayasat, S., & Al-Shawabkeh, K. (2021). The impact of strategic orientations on organizational excellence in the Jordanian Customs Department. *Global Journal of Economics and Business*, 11(3), 358-386. <https://doi.org/10.31559/GJEB2021.11.3.3>
- Aytekin, G. K. Caglar, D. (2021). *Handbook of research on recent perspectives on management, international trade, and logistics*. IGI Global.
- Baker, W. E., & Sinkula, J. M. (1999). The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the academy of marketing science*, (27), 411-427.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Brege, H. (2018). *Exploring proactive market strategies managing the market to create value*. Linkopings Universitet.
- Bruhn, M. (2023). *Quality management for services: Handbook for successful quality management, principles - concepts - methods*. Springer.
- Carvalho, J. C. D. A., & Sabino, E. M. (2019). *Strategy and superior performance of micro and small businesses in volatile economies*. IGI Global.
- Chan, Y. E., Huff, S. L., Barclay, D. W., & Copeland, D. G. (1997). Business strategic orientation, information systems strategic orientation, and strategic alignment. *Information systems research*, 8(2), 125-150. <https://doi.org/10.1287/isre.8.2.125>
- Charantimath, P. M. (2011). *Total quality management* (2nd ed.). Pearson Education India.
- El Khoury, R., & Nasrallah, N. (2024). *Intelligent systems, business, and innovation research*. Springer.
- European Foundation for Quality Management (EFQM) (2013). Available at: e540011f-d53f-4bf5-9014-050dbae47e2d_EFQM Model 2013 -Arabic.pdf
- Fengel, F. M., Kindermann, B., & Strese, S. (2022). The dual imperative of digital transformers: The relationship between a firm's digital orientation and innovation ambidexterity. *Association for Information Systems AIS Electronic Library (AISeL) AIS Electronic Library*, 1-13. <mailto:elibrary@aisnet.org%3E>
- Garvin, D. (1993). Building a learning organization. *Harvard business review*, 1-15.
- Gatignon, H., & Xuereb, J. M. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research*, 34(1), 77-90. <https://doi.org/10.1177/002224379703400107>
- Grint, K., & Jones, O. S. (2023). *Leadership: Limits and possibilities* (2nd ed.). Bloomsbury Publishing.

- Hey, R. B. (2017). *Performance management for the oil, gas, and process industries: A systems approach*. Gulf Professional Publishing.
- Husain, S., & Ermine, J. L. (2025). *Knowledge management systems design: Innovation and strategy*. Routledge.
- Ibidapio, T. A. (2022). *From industry 4.0 to quality 4.0: An innovative TQM guide for sustainable digital age businesses*. Springer.
- Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. *Journal of marketing*, 57(3), 53-70. <https://doi.org/10.1177/002224299305700304>
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1-18. <https://doi.org/10.1177/002224299005400201>
- Kratochvilová, H., & Kratochvil, R. (2021). *Proceedings of VIAC2021 – covid-19*. Czech institute of academic education. ISBN 978-80-88203-23- 0
- Kumar, R. (2011). *Human resource management: Strategic analysis text and cases*. IK International Pvt Ltd.
- Liu, B., & Fu, Z. (2011). Relationship between strategic orientation and organizational performance in born global: A critical review. *International Journal of Business and Management*, 6(3), 109-115.
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135-172. <https://doi.org/10.2307/258632>
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770-791. <https://doi.org/10.1287/mnsc.29.7.770>
- Mintzberg, H. (1978). Pattern in strategy formation. *Management Science*, 24(9), 934-948. <https://doi.org/10.1287/mnsc.24.9.934>
- Mizrak, F. (2024). *Trends, challenges, and practices in contemporary strategic management*. IGI Global.
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20-35. <https://doi.org/10.1177/002224299005400403>
- Northouse, P. G. (2010). *Theory and practice* (5th ed.). SAGE Publications.
- Oakland, J. S. (2001). *Total organizational excellence*. Routledge.
- Oakland, J. S. (2014). *Total quality management and operational excellence: text with cases* (4th ed.). Routledge.
- Ogbari, M. E., Chima, G. U. K., Olokundun, M. A., Olarewaju, F., & Kehinde, B. (2022). Technological orientation as a strategy for entrepreneurial and SMEs economic impact. *The Strategic Journal of Business & Change Management*, 9(2), 1287-1300.
- Paton, S., Clegg, B., Hsuan, J., & Pilkington, A. (2021). *Operations management* (2nd ed.). Mc Graw Hill.
- Rexy, V. A., Vijayalakshmi, V., Kalaivani, N., Jayamala, C., & Jayanthi, L. N. (2023). *Human resource management concepts and practices*. SK Research Group of Companies.
- Rowley, C., & Warner, M. (2008). *Globalizing international human resource management*. Routledge.
- Sayed, A., & Abdeen, T. (2024). The impact of entrepreneurial orientation on knowledge sharing behavior and achieving organizational excellence: An applied study on small and

- medium-sized enterprises in Egypt. *Scientific Journal of Business and Environmental Studies*, 15(1), 523-547. <https://doi.org/10.21608/jces.2024.354127>
- Spotts, H. E. (2015). Marketing, technology and customer commitment in the new economy. In *Proceedings of the 2005 Academy of Marketing Science (AMS) Annual Conference*. Tempa, Florida. Springer.
- Teixeira, N. M., Costa, T. G. D., & Lisboa, I. M. (2019). *Handbook of research on entrepreneurship, innovation, and internationalization*. IGI Global.
- Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management Science*, 35(8), 942-962. <https://doi.org/10.1287/mnsc.35.8.942>