

THE IMPACT OF THE CONTINUOUS IMPROVEMENT APPLICATION ON THE ACHIEVING OF ORGANIZATIONAL EXCELLENCE IN ALGERIAN COMPANIES

CASE STUDY OF ELSEWEDY CABLES IN AIN DEFLA

تأثير تطبيق التحسين المستمر في تحقيق التميز التنظيمي في المؤسسات الجزائرية
- دراسة حالة مؤسسة السويدي للكابلات - بعين الدفلة-

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Abstract

The purpose of the present study is to identify the impact of the continuous improvement application in achieving organizational excellence in Algerian enterprises and companies by studying the case of Elsewedy Cables, to achieve the objectives of the study, a questionnaire was designed and distributed through a sample of 78 executives from the Elsewedy Cables Company; then we used statistical software specific to the social sciences (SPSS) to analyze the questionnaire data

The study made it clear that the respondents showed a high level of awareness in terms of continuous improvement and organizational excellence concepts, the study also concluded that there is a statistically significant impact of applying continuous improvement on achieving the organizational excellence and its different dimensions.

Keywords: Continuous Improvement; Organizational Excellence; Elsewedy Cables

Jel Classification Codes: L20, M10.

ملخص:

هدفت الدراسة إلى التعرف على أثر تطبيق التحسين المستمر في تحقيق التميز التنظيمي في المؤسسات الجزائرية من خلال دراسة حالة مؤسسة السويدي للكابلات ، ولتحقيق أهداف الدراسة تم تصميم استبيان وتوزيعه على عينة تتكون من 78 إطارا من شركة السويدي

للكابلات ، كما استخدمنا البرنامج الإحصائي للعلوم الاجتماعية (SPSS) لتحليل بيانات الاستبيان.

و خلصت الدراسة إلى أن أفراد عينة الدراسة لديهم مستوى عالٍ من الوعي بمفاهيم التحسين المستمر والتميز التنظيمي، كما توصلنا إلى أن هناك أثر ذو دلالة إحصائية لتطبيق التحسين المستمر في تحقيق التميز التنظيمي وأبعاده المختلفة في مؤسسة السويدي للكابلات. **كلمات مفتاحية:** التحسين المستمر، التميز التنظيمي، مؤسسة السويدي للكابلات .

تصنيف JEL : M10، L20

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1. INTRODUCTION:

The world has experienced in recent times a huge and rapid development in all aspects of life in scientific as well as in professional fields, management science like other sciences has been affected by these developments, it has had to face various challenges of the knowledge revolution, such as globalization, information technologies, Internet and ISO, total quality management, organizational excellence and others.

This is being said, companies have become obliged to support these developments or even anticipate them in order to ensure their survival and continuity, and among the means currently used by companies seeking to succeed is organizational excellence that may give them a leadership in this environment. In order to achieve organizational excellence, companies must provide a set of requirements that pave the way to success, among the tools that can be used continuous improvement in the company, which ensures a permanent follow-up of all the developments on the market.

This leads us to ask the following problematic:

Does continuous improvement have an impact on the achievement of organizational excellence in Elsewedy Cables?

In order to answer this question, we suggest the following hypotheses:

Hypothesis 1: There is no statistically significant impact of the application of continuous improvement on achieving organizational excellence in the Al Suwaidi Cables Company.

Hypothesis 2: There is no statistically significant impact of the application of continuous improvement to the achievement of organizational excellence dimensions in the Elsewedy Cables Company.

PURPOSE OF THE STUDY

This research aims to achieve the following objectives:

- Identifying organizational excellence and continuous improvement.
- Finding out if Algerian companies can achieve organizational excellence, through a case study of Al Suwaidi Cables.
- Discovering the impact of continuous improvement on organizational excellence, through a case study of the company Al Suwaidi Cables.

IMPORTANCE OF THE RESEARCH

The importance of this study has its background in the following:

- To enlighten the importance of organizational excellence and continuous improvement in Algerian companies.
- To figure out the role of continuous improvement in achieving organizational excellence
- To say if this study is important because of the subject, that is modern, distinguished, scientific and practical.

RESEARCH FIELD AND BOARDERS OF THE STUDY

The study was conducted within the following limits:

- **Location limits:** this study was carried out at Al Suwaidi Cables Company.
- **Human limit:** The study examined the views of Elsewedy Cables. Company executives.
- **Deadline:** The study examined the views of executives at Elsewedy Cables in the second half of February 2020.
- **Borderline (academic) topic:** The study was dedicated to determine the impact of continuous improvement on organizational excellence in Elsewedy Cables company

RESEARCH METHODOLOGY

The researchers used an analytical a scientific, descriptive approach which is that corresponds to the nature of the research.

STUDY DIVISIONS:

The research paper was divided into:

- A theoretical review on continuous improvement and organizational excellence.
- Results presentation and analysis of the field study.
- Hypothesis test.

2. THEORETICAL REVIEW ON CONTINUOUS IMPROVEMENT AND ORGANIZATIONAL EXCELLENCE

Continuous improvement is an organized process that aims to improve the activities of the company, and thus to achieve the improvement and overall development of the company, whereas organizational excellence is considered as one of the administrative methods that aims to ensure the leadership of the company in its environment, and thus makes sure it stays and continues in the market.

2.1. CONTINUOUS IMPROVEMENT

Through this section, we will introduce the definition of continuous improvement, as well as the steps and conditions necessary to achieve it.

A. DEFINITION OF CONTINUOUS IMPROVEMENT

Continuous improvement philosophy is that whatever success an organization may previously have had regarding customer satisfaction, it has not reached its desired state as customers' needs and wants are constantly changing. What drives the organization's constant search for improvement is competition and ever increasing standards of customer satisfaction, there are many Quality Management Systems (QMS) the organizations can choose to implement: Benchmarking; Just-In-Time; Lean Six Sigma; Balanced Scorecard; and ISO 9001, just to name a few. (Sigridur Jonsdottira, (2014)

And the continuous improvement process is carried out in four stages, according to the Deming wheel model: (Clement, 2014)

- ✓ plan and identify the products and processes to be improved using the appropriate tools,
- ✓ carry out and implement the actions,
- ✓ evaluate the effectiveness of the actions undertaken and the closure of the processes,
- ✓ act and / or react according to the results obtained

B- MASTERY AND DEVELOPMENT OF THE KEY ELEMENTS FOR A SUCCESSFUL CONTINUOUS IMPROVEMENT PROCESS

In order to help companies achieve a high level of sustainability in their continuous improvement initiatives, we have addressed various aspects: (Orland chirinos, 2020)

- The importance of having a clear understanding of sustainability, adapted to a context of continuous improvement and which considers the aspect of change and adaptability in an evolving context.
- The study of the key elements supporting the sustainability of continuous improvement initiatives: some emerging as more impactful (employee engagement, leadership, organizational culture) than others and thus requiring greater attention.

2.2. ORGANIZATIONAL EXCELLENCE

Through this section, we will present the definition of organizational excellence and the dimensions through which it can be achieved.

A- DEFINITION OF ORGANIZATIONAL EXCELLENCE

Experts from American Society for Quality argue that organizational excellence refers to ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. (Jaroslav Nenadál, 2018)

The concept on excellence is a holistic and comprehensive concept, in the sense that it cannot represent the excellence in a particular area, while performance breaks down into the other domain, the balance and the entanglements marked by two dimensions of modern management axes: the real management objective is the pursuit of excellence, and other than anything that comes from the management of the company: the decisions, the systems adopted the events are characterized by excellence. The dimensions are complementary, they are the two sides of the same part, we cannot make one without the other. (Al hilaa, Al Shobakib, Abu Amuna, & Abu Naser, 2017)

Experts from the International City/County Management Association (ICMA) for example recommend focusing on eight areas in case organizations strive to achieve organizational excellence: (Jaroslav Nenadál, 2018)

- ✓ Delight your customers.
- ✓ Get results from vision and strategic planning.
- ✓ Create a culture from your values.
- ✓ Understand and incorporate both leadership and management.
- ✓ Pay attention to engagement and passion.
- ✓ Maximizing performance.
- ✓ Measure progress.

- ✓ Manage changes

B-THE DIMENSIONS OF ORGANIZATIONAL EXCELLENCE

Organizational excellence includes five dimensions, which we will see in detail in the following:

➤ **LEADERSHIP EXCELLENCE**

Excellence is in command of the most important pillars that are based on modern management, where contemporary management requires superior capabilities of the commander; to be able to keep up with developments and changes imposed by the knowledge age, There is no doubt that the leaders who have high sensitivity to recognize the shortcomings and problems in all situations, have chances in increasing their competition in the research and writing in them, so the probability will advance them towards excellence. (Samy S. Abu Naser, 2017)

➤ **HUMAN RESOURCE**

With the changing dynamics, the HR functions becoming more strategic in nature, there is greater need for HR strategy, HR strategy means accepting the HR function as a strategic partner in the formulation of the company's strategies as well as in the implementation of those strategies through HR activities such as recruiting, retaining, motivating, rotating and rewarding personnel. Strategy formulation is concerned with making decisions with regard to defining the organization's vision and mission. (Muna Kalyani, 2011)

➤ **THE STRATEGY**

A basic premise of thinking about strategy concerns the inseparability of organization and environment, the organization uses strategy to deal with changing environments, because change brings novel combinations of circumstances to the organization, the substance of strategy remains unstructured, unprogrammed, nonroutine, and nonrepetitive , not only are strategic decisions related to the environment and nonroutine, but they also are considered to be important enough to affect the overall welfare of the organization , theorists who segment the strategy construct implicitly agree that the study of strategy includes both the actions taken, or the content of strategy, and the processes by which actions are decided and implemented. (Haffee, 2009)

➤ **ORGANIZATIONAL CULTURE**

Organization culture is the characteristic and the tangible personality originated inside every organization, while some might think of organizational culture as the result of the organization's people and processes, something that cannot be

controlled or quantified, the truth is, organizational culture is unexpectedly tangible. It can be deliberately designed and leveraged. (Morcos, 2018)

➤ **ORGANIZATIONAL STRUCTURE**

Organizational structure is the framework of reporting relationships in an organization, these relationships can usually be diagrammed in the form of an organization chart, the organization chart does not necessarily reflect actual reporting or decision-making relationships in an organization, so we can make a distinction between the formal and the informal structure. (Tammy Pitts, 2008)

3- PRESENTAND ANALYZE THE RESULTS OF THE STUDY

Through this topic, we will present and analyze the results of the field study, where we relied on the SPSS statistical standards, through which we will analyze the personal and functional characteristics, then we will move on to the description of the study variables represented in the principles of organizational excellence.

3.1. RESEARCH METHODOLOGY AND PROCEDURES

Through this part, we will present the methodology of the study, by presenting the population and the sample of the study, the methodology of the research, the validity and the reliability of the study tool.

A- POPULATION AND STUDY SAMPLE

Elsewedy Cables Corporation, located in the province of Ain Defla, Algeria was chosen to be the field study, and the population and study sample represent all executives of Elsewedy Cables, at their different levels.

We distributed 81 questionnaires and left enough time to answer them, we waited about 20 days to retrieve the questionnaires, On which there were 79 questionnaires out of 81 questionnaires distributed, we lost 2 forms, and after examining the recovered forms, we found 78 valid forms for analysis and we excluded one form.

B- RESEARCH METHODOLOGY

We used the questionnaire as a basic tool to collect the data to be obtained on the subject of the study, where the questionnaire was divided into three axes, which we will explain in the following:

The first axis

Includes general information about the employee who will answer the questionnaire, and this information includes the following: gender, age and professional experience.

The second axis

Contains phrases related to continuous improvement.

The third axis

Contains phrases related to dimensions of organizational excellence, which are divided into five dimensions.

The study relied on the Likert pentaton scale, which included five grades according to the following (**Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree**), and we explain it through the following table:

Table n ° (01): Illustrates the Likert scale

axes of the questionnaire	answers	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	coefficient	1	2	3	4	5

Source: analyzed by the authors

Starting from the previous table, we divide (100/5) we get (20%), and subtract (0,2) from (1) we get (0,8) which represents the length of the range for each category, so we get five rankings for the arithmetic mean index which we show in the following table:

Table n ° (02): classification of the degree of indicators for the arithmetic mean

average	1-1.79	1.80-2.59	2.60-3.39	3.40-4.19	4.20-5
indicator	very weak	low	Average	high	very high

Source: analyzed by the authors

C- VALIDATE THE STUDY TOOL

Before performing various statistical analysis, we must ensure that the obtained data follows the normal distribution, in addition to assess the internal consistency and consistency of the study tool.

- **EXPERTS VALIDITY:** the researchers presented the questionnaire to a group of specialists in the field to give their opinion on it. The researchers took the comments of the specialist and performed the necessary modification needed, and thus questionnaire was finalized.
- **NORMAL DISTRIBUTION test:** We performed the Kolmogorov-Smirnov test to make sure that the obtained data follows the normal

distribution, and we got the following results, which are shown in the following table:

Table n ° (03): test of the normal distribution of data

Axis	Sig
Organizational excellence	0.086
Continuous improvement	0.193

Source: analyzed by the authors from SPSS / 22 results

Table n ° (03) shows that the probability value of all the study axes was greater than the assumed significance level 0.05, so we conclude that the study data follows the normal distribution, and this is what allows us to do various tests.

➤ **INTERNAL CONSISTENCY:**

In order to ensure the correlation between the different study sentences and the axes to which they belong, we will calculate the Pearson correlation coefficient, and we will present the results through the following table:

Table n ° (04): Correlation coefficients between the sentences and the continuous improvement axis

The dimensions	Pearson correlation	sig
Systems and Methods	0.863	0.000
Improvement of production processes	0.836	0.000
Senior management's contribution	0.912	0.000
Encourage workers	0.841	0.000

The correlation is significant at the 0.01 level

Source: analyzed by the authors from SPSS / 22 results

We notice through the table n ° (04) which represents the correlation coefficients between the dimensions and the axis to which they belong, the lowest Coefficient of 0.836 for Improved Production Processes, while the highest estimated average is 0.912 for Senior Management Contribution.

Table n ° (05): Correlation coefficients between the dimensions and the organizational excellence axis

The dimensions	Pearson correlation	sig
Leadership	0.773	0.000
Human resources	0.815	0.000

The strategy	0.931	0.000
Organizational culture	0.892	0.000
organizational structure	0.934	0.000
The correlation is significant at the 0.01 level		

Source: analyzed by the authors from spss / 22 results

We notice through table n ° (05) which represents the correlation coefficients between the dimensions and the axis to which they belong, the lowest Coefficient of 0.773 for leadership, while the highest estimated average is 0.934 for organizational structure

- **The stability of the study tool:** In order to confirm the study tool, we calculated the Alpha Kronbach coefficient as indicated in the following table:

Table n ° (06): The value of the Alpha Kronbach coefficient

Dimensions	Number of questions	Alpha Kronbach coefficient
Leadership	05	0.858
Human Ressources	05	0.838
Strategy	05	0.910
Organizational culture	05	0.918
Organizational structure	05	0.916
organizational excellence	25	0.963
continuous improvement	04	0.859

Source: analyzed by the authors from SPSS / 22 results

In the table above, we note that the Alpha Kronbach coefficients are high and approach, because we recorded the highest value of coefficients for the dimension of organizational culture with a value of (0.918), and the lowest for the dimension of human resources with a value of (0.853), and these are good coefficients which indicate the stability and the validity of the study tool.

3.2. SAMPLE CHARACTERISTICS

We present the characteristics of the sample in order to give it a clear picture. Here are the demographic and professional data of the personnel interviewed: Age; gender; and experience;

A-GENDER

We will present the distribution of the study sample by sex, through the following table:

Table n ° (07): Gender distribution of respondents

Category	Effective	Percentage
Men	56	71.8%
Women	22	28.2%
Total	78	100%

Source: analyzed by the authors from spss / 22 results

In the previous table, we note that the majority of the study sample represents the male category, the number of which reaches 55 men, which is equivalent to 71.8%, while the number of women is 22 women, or 28.2%.

B- AGE

We will present the distribution of the study sample according to age, through the following table:

Table n ° (08): age distribution of respondents

Category	Effective	percentage
Age 20-29	9	11.5%
Age 30-39	52	66.7%
Age 40-49	17	21.8%
Total	78	100%

Source: analyzed by the authors from spss / 22 results

The first category (20 to 29 years old) represents 11.5% of respondents being the least important, the second category (30 to 39 years old) represents 66.7% of respondents thus representing the most important category, the third category (40 to 49 years old) represents about 21.8% of the population. The age group of 50 and over is not on the table due to the absence of respondents belonging to this age group.

C- THE EXPERIENCE

We will present the distribution of the study sample according to experience, through the following table:

Table n ° (09): distribution of respondents by experience

Category	Effective	percentage
From 0 to 1 year old	7	9%
From 1 to 5 years	28	35.9%
From 6 to 10 years old	20	25.6%
Over 10 years	23	29.5%
Total	78	100%

Source: analyzed by the authors from spss / 22 results

The category of less than 1 year experience represents a rate of 9%, the category of 6-10 years has acquired a rate of 25.6%, the category of 1-5 years occupies the first place with a rate of 35.9%, and finally the category with more than 10 years of experience acquired a rate of 29.5%.

3.3 THE CHARACTERISTICS OF THE VARIABLES

Through this requirement, we will describe the study variables, which are continuous improvement and organizational excellence, using some statistical methods such as arithmetic mean and standard deviation, in order to identify the attitudes of respondents regarding the terms mentioned in the questionnaire, we will show through the following table the mean and the standard deviation for each statement included in this principle.

Table n° (10): Arithmetic means and Std. deviation paragraphs of organizational excellence principle

The dimensions	mean	Std. deviation	Indicator
Leadership	4.14	0.624	high
Human resources	3.90	0.791	high
The strategy	3.94	0.8113	high
Organizational culture	3.96	0.901	high
organizational structure	3.85	0.843	high

Source: analyzed by the authors from spss / 22 results

In Table 10 we note that the average of all dimensions of organizational excellence is known as high degree of acceptance, we recorded the highest arithmetic mean of the leadership dimension of (4.14) and a standard deviation of (0.624), while the lowest mean of the organizational structure was a mean of (3.85) and a std- deviation of (0.843).

Table n° (11): Arithmetic means and Std. deviation paragraphs of continuous improvement principle

The dimensions	Mean	Std.deviation	Indicator
Systems and Methods	4.42	0.655	very high
Improvement of production processes	4.38	0.586	very high
Senior management's contribution	4.27	0.607	very high
Encourage workers	4.03	1.032	high
Continues improvement	4.27	0.635	very high

Source: analyzed by the authors from spss / 22 results

In Table 11 we note that the average of all the sentences of continuous improvement is known a very high degree of acceptance, because we have recorded the highest mean for the sentence that concerns the improvement of Systems and Methods with a mean of (4.42) and a standard deviation of (0.665), While the paragraph on workers encouragement has shown the lowest mean of (4.03) and standard deviation of (0.635).

4. HYPOTHESIS TEST

Through this section, we will present the test of the study hypotheses, which are represented by two main hypotheses, in addition to five sub-hypotheses linked to the second main hypothesis.

4.1. THE FIRST HYPOTHESIS: In order to test this hypothesis, we will rely on a variation of the regression analysis to ensure the validity of the model, and on a simple regression analysis to test the impact of continuous improvement on achieving organizational excellence in Elsewedy Cables.

Table n ° (12): Results of the ANOVA regression of variance analysis

source	Sum of squares	DF	Mean square	(F) D	Sig.
Regression	19.112	01	19.112	80.341	0.000
Residue	18.079	76	0.238		
Total	37.193	77	/		

Source: analyzed by the authors from spss / 22 results

In Table 12, we note that the calculated value of (F) estimated at (80.30), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and from these results we conclude that the model is valid to test this hypothesis

Table n ° (13): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-squareadjusted	t	Sig.
organizational excellence	0.78	0.08	0.71	0.514	0.507	8.963	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 13, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is below the assumed significance level which is (0.05), This indicates that there is an impact

of continuous improvement on organizational excellence in the Elsewedy Cables business, and that the correlation coefficient $R = 0.717$ indicates that there is a strong and direct relationship between the principle of continuous improvement and organizational excellence in the Al Suwaidi Cables company.

Looking at the previous results we have, the sig is lower than the supposed significance level which is (0.05), which allows to reject the null hypothesis H_0 and this means that the hypothesis H_1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on achieving organizational excellence in Elsewedy Cables"

4.2. THE SECOND HYPOTHESIS: In order to test this hypothesis, we will rely on a variation of the regression analysis to ensure the validity of the model, and on a simple regression analysis to test the impact of continuous improvement on the achievement of Organizational excellence in Elsewedy Cables.

A- SECONDARY HYPOTHESIS N°01:

Table n ° (14): Results of the ANOVA regression of variance analysis

Source	Sum of squares	DF	Mean square	D	Sig.
Regression	10.43	1	10.43	40.432	0.000
Residue	19.60	76	0.258		
Total	30.035	77			

Source: analyzed by the authors from spss / 22 results

In Table 14, we note that the calculated value of (F) estimated at (40.432), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and from these results we conclude that the model is valid for testing this hypothesis.

Table n ° (15): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-square adjusted	t	Sig.
leadership	0.579	0.091	0.589	0.347	0.339	6.359	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 15, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is lower than the assumed significance level which is (0.05), this indicates that there is an impact of continuous improvement on organizational excellence in the Elsewedy

Cables business, and that the correlation coefficient $R = 0.717$ indicates that there is a strong and direct relationship between the principle of continuous improvement and leadership excellence in the company Al Suwaidi Cables.

Looking at the previous results we have, the sig is lower than the assumed significance level which is (0.05), which allows to reject the null hypothesis H_0 and this means that the hypothesis H_1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on achieving leadership excellence in Elsewedy Cables"

B-SECONDARY HYPOTHESIS N ° 02

Table n ° (16): Results of the ANOVA regression of variance analysis

Source	Sum of squares	DF	Mean square	F	Sig.
Regression	19.143	1	19.143	50.041	0.000
Residue	29.074	76	0.383		
Total	48.218	77			

Source: analyzed by the authors from spss / 22 results

In Table 16, we note that the calculated value of (F) estimated at (50.041), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and from these results we conclude that the model is valid for testing this hypothesis.

Table n ° (17): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-square adjusted	t	Sig.
Human resources	0.785	0.111	0.63	0.397	0.389	7.074	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 17, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is below the assumed significance level which is (0.05), this indicates that there is an impact of continuous improvement on organizational excellence in the Elsewedy Cables company, and that the correlation coefficient $R = 0.717$ indicates that there is a strong direct relationship between the principle of continuous improvement and human resource excellence in the Al Suwaidi Cables company.

Looking at the previous results we have, the sig is lower than the assumed significance level which is (0.05), which allows to reject the null hypothesis H0 and this means that the hypothesis H1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on achieving human resource excellence in Elsewedy Cables"

C-SECONDARY HYPOTHESIS N ° 03:

Table n ° (18): Results of ANOVA regression of variance analysis

Source	Sum of squares	DF	Mean square	F	Sig.
Regression	25.425	1	25.425	76.468	0.000
Residue	25.265	76	0.332		
Total	50.694	77			

Source: analyzed by the authors from spss / 22 results

In Table 18, we note that the calculated value of (F) estimated at (76,468), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and has from these results we conclude that the model is valid for testing this hypothesis.

Table n ° (19): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-square adjusted	t	Sig.
strategy	0.905	0.103	0.708	0.502	0.495	8.745	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 19, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is below the assumed significance level which is (0.05), this indicates that there is an impact of continuous improvement on organizational excellence in the Elsewedy Cables business, and that the correlation coefficient R = 0.717 indicates that there is a strong and direct relationship between the principle of continuous improvement and strategy excellence in the Al Suwaidi Cables company.

Looking at the previous results we have, the sig is lower than the assumed significance level which is (0.05), which allows to reject the null hypothesis H0 and this means that the hypothesis H1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on achieving strategy excellence in Elsewedy Cables"

D-SECONDARY HYPOTHESIS N°04:

Table n ° (20): Results of the ANOVA regression of variance analysis

Source	Sum of squares	DF	Mean square	F	Sig.
Regression	19.178	1	19.178	33.592	0.000
Residue	43.388	76	0.571		
Total	62.566	77			

Source: analyzed by the authors from spss / 22 results

In Table 20, we note that the calculated value of (F) estimated at (33,592), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and from these results we conclude that the model is valid for testing this hypothesis.

Table n ° (21): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-square adjusted	t	Sig.
organizational culture	0.786	0.136	0.554	0.307	0.297	5.796	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 21, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is below the assumed significance level which is (0.05), this indicates that there is an impact of continuous improvement on organizational excellence in the Elsewedy Cables business, and that the correlation coefficient $R = 0.717$ indicates that there is a strong and direct relationship between the principle of continuous improvement and culture excellence in the Al Suwaidi Cables company.

Looking at the previous results we have, the sig is lower than the assumed significance level which is (0.05), which allows to reject the null hypothesis H0 and this means that the hypothesis H1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on achieving organizational culture excellence in Elsewedy Cables."

E-SECONDARY HYPOTHESIS N°05:

Table n ° (22): Results of the ANOVA regression of variance analysis

Source	Sum of squares	DF	Mean square	F	Sig.
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Regression	23.351	1	23.351	56.44	0.000
Residue	31.440	76	0.414		
Total	54.792	77			

Source: analyzed by the authors from spss / 22 results

In Table 22, we note that the calculated value of (F) estimated at (56.44), and that the significance level which is (0.000) is lower than the significance level assumed at (0.05), and from these results we conclude that the model is valid for testing this hypothesis.

Table n ° (23): Results for a simple regression analysis

Model	B	Std.error	R	R-square	R-square adjusted	t	Sig.
organizational structure	0.867	0.115	0.653	0.426	0.419	7.513	0.000

Source: analyzed by the authors from spss / 22 results

It is clear from Table 23, that the calculated value of (T) amounts to (8.963), in addition to the fact that the significance level is (0.000) and that it is less than the assumed significance level which is (0.05), this indicates that there is an impact of continuous improvement on organizational excellence in the Elsewedy Cables business, and that the correlation coefficient $R = 0.717$ indicates that there is a strong direct relationship between the principle of continuous improvement and organizational structure in the Al Suwaidi Cables company.

Looking at the previous results we have, the sig is lower than the supposed significance level which is (0.05), which allows to reject the null hypothesis H_0 and This means that the hypothesis H_1 is confirmed, then we can say that "There is a statistically significant impact of the principle of continuous improvement on the achievement organizational structure in Elsewedy Cables"

5. CONCLUSION

In the midst of the race that is currently taking place in the world in all fields, we find economic companies that are also looking to win this race, and to achieve this, several methods and tools are used, including organizational excellence which grants them leadership in their fields.

This study allowed us to obtain the following results:

- Elsewedy Cables Corporation relies on the continuous improvement in its various activities.

- Respondents have a good knowledge of the concepts of continuous improvement and organizational excellence.
- Continuous improvement has a positive impact on the achievement of organizational excellence in Elsewedy Cables.
- Continuous improvement has a positive role in achieving leadership excellence at Al Suwaidi Cables.
- Continuous improvement has a positive role in achieving human resource excellence in Elsewedy Cables.
- Continuous improvement has a positive role in achieving the excellence of Elsewedy Cables strategy.
- Continuous improvement has a positive role in achieving excellence in the organizational culture of Elsewedy Cable.
- Continuous improvement has a positive role in achieving excellence in the organizational structure of Elsewedy Cables.

Through its results, we present the following recommendations:

- Promote the application of continuous improvement by encouraging workers to give them rewards for delivering outstanding performance, and work to achieve organizational excellence by paying attention to the organizational structure.
- Work to spread the culture of cooperation and the training of work teams in the company.
- Strengthen the leadership role by controlling more concepts of continuous improvement and organizational excellence.
- Human resources are one of the most important keys to organizational excellence in the organization, so that the management of the company should take care of them by involving them more in the decision-making and in the formulation of proposals.

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