



# Impact Of Digital Transformation On The Excellence Of Institutional Performance: An Applied Study On The Telecommunications Regulatory Commission In Jordan

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## ABSTRACT

This study investigated the impact of digital transformation on institutional performance excellence within Jordan's Telecommunications Regulatory Authority. The researchers used a descriptive approach and surveying senior and middle management, the study found a strong degree of digital transformation adoption across various dimensions (infrastructure, human resources, culture, and strategy). Similarly, the study revealed a high degree of institutional performance excellence in its dimensions like (Service, Knowledge, and Human resources, except innovation at a moderate level. the study confirmed a significant positive correlation between digital transformation and institutional performance excellence. The study recommended leveraging advanced technologies like cloud computing and attracting talent in digital operations.

**Keywords:** digital transformation, institutional performance excellence, Telecommunications Regulatory Authority.

## 1. Introduction

Rapid advancements in information and communication technology have led to the emergence of new management models and methods, challenging traditional bureaucratic approaches and pushing organizations to enhance their operations and service quality, digital transformation has emerged as a key outcome of this technological progress (Abu Gabel, 2023). As a prominent phenomenon, digital transformation has garnered significant attention from researchers and practitioners alike, emphasizing the need for organizations to explore innovative approaches, leverage emerging technologies, and develop strategies that incorporate digital transformation principles to achieve superior operational performance. (Al-Khudairi, 2022).

Extensive research underscores the crucial role of digital transformation in attaining a competitive edge and achieving organizational excellence. Digital transformation has become indispensable for organizations striving to maintain competitiveness and superior performance in today's technology-driven business landscape. Embracing digital technologies is no longer optional; failure to do so exposes organizations to the risk of falling behind and losing ground in the market. Conversely, digital transformation empowers organizations to streamline operations, deliver exceptional services, expand their customer base, enhance efficiency, and foster innovation, ultimately solidifying their market position and unlocking opportunities for growth and success (Ning & Yao, 2023).

Organizational performance excellence, a contemporary management approach, enables organizations to effectively and efficiently achieve their objectives, breaking free from traditional operational paradigms. Research by Ismail and Tili (2023) highlights that achieving institutional excellence necessitates a robust strategic vision, a keen understanding of the external environment and its challenges, and the ability to embrace change and optimize internal processes. This entails directing efforts towards achieving superiority across all facets of organizational performance, encompassing exceptional customer service, highly efficient internal operations, and a culture of continuous innovation and development.

In light of this, it can be asserted that digital transformation significantly contributes to achieving organizational performance excellence. By effectively adopting and implementing digital technologies, organizations gain a significant advantage in adapting to rapidly changing market dynamics, better meeting

customer needs, and making more informed strategic decisions. Digital transformation also facilitates the identification of new opportunities, enabling organizations to achieve superior performance and maintain a strong market presence. Therefore, the study aimed to investigate the impact of digital transformation on institutional performance excellence within the Telecommunications Regulatory Authority in Jordan.

## 2. Research Problem

Organizational performance is paramount for companies seeking to excel in today's competitive business landscape. High-performing organizations gain a significant competitive advantage, surpassing rivals and securing a path for sustainable growth, increased market share, and exceeding the expectations of stakeholders and investors. Furthermore, a strong emphasis on organizational performance leads to streamlined internal processes, reduced costs, and enhanced efficiency (Wang et al., 2020).

Jordan has undertaken substantial structural changes in its pursuit of digital transformation, establishing the ministry of digital economy and entrepreneurship and the telecommunications regulatory authority. These transformative initiatives aim to replace traditional paper-based processes in government agencies with efficient electronic transactions, fostering flexibility, speed, accuracy, transparency, and cost reduction, while strengthening oversight and propelling the nation towards a digital government. This study aims to investigate the impact of digital transformation on institutional performance excellence among employees within Jordan's TRA. It is anticipated that investigating the effect of digital transformation on institutional performance excellence within this context will yield positive findings, leading to the formulation of evidence-based recommendations to enhance the TRA's overall performance. Therefore, the study can be framed around the following primary question.

**RQ:** What is the impact of digital transformation on institutional performance excellence within the Telecommunications Regulatory Authority in Jordan?

## 3. Literature Review

### 3.1 Concept of Digital Transformation

Digital transformation encompasses a series of value-creating activities driven by technological innovation within organizations. It relies on open collaboration and the effective utilization of data resources to reconstruct business processes and models, ultimately aiming to enhance user experience (Miao, 2021). Digital transformation can also be defined as a process that necessitates transforming business models and bolstering technical and digital capabilities. This transformation aims to deliver innovative services compared to traditional methods, improve operational efficiency, reduce costs, attract a wider customer base, and outperform competitors (Hamdi, 2023). Furthermore, it can be understood as a process that leverages a diverse range of technologies, products, and services interconnected through a digital network. This network enables individuals, businesses, and machines to stay connected, communicate with each other, and exchange vast amounts of information. In essence, digital transformation represents a process of change and improvement across organizational activities, operations, and models. By harnessing digital technologies and technological innovation, it strives to enhance efficiency, productivity, and customer experience, while also fostering the development of new and innovative products and services to increase competitiveness in the market (Shahada, 2022).

### 3.2 Dimensions of Digital Transformation

The first dimension of digital transformation is digital Infrastructure; this dimension refers to the availability of technological advancements and the necessary infrastructure to implement digital transformation within an organization. It encompasses elements such as networks, devices, software, and systems that support digital operations. Digital infrastructure is crucial for digital transformation as it provides the capacity to handle, analyze, and exchange data effectively (Abu Gabel, 2023). The second dimension is human resources, this dimension highlights the human element, encompassing the competencies and skills required to achieve digital transformation. It includes the availability of a trained workforce proficient in technological advancements, capable of adapting to technological changes, and implementing digital strategies. Continuous training and development should be provided to employees to enhance their digital capabilities and enable them to effectively utilize technologies in support of digital transformation (Pierre, 2023). The third dimension is organizational culture; this dimension refers to the values, beliefs, and behaviors that contribute to fostering digital transformation within an organization. A favorable digital organizational culture is an environment that encourages innovation, collaboration, and acceptance of technological changes (Pierre, 2023). The last dimension is digital transformation strategy; this dimension signifies the presence of a strategic vision and a clear roadmap for achieving digital transformation. The digital strategy should be integrated with the organization's overall strategy, supporting its goals and objectives. This dimension includes defining objectives for the transformation process, planning operations, activities, and initiatives required to achieve the transformation (Pierre, 2023).

### 3.3 Drivers of Digital Transformation

According to Dorou and Nazir (2018), several motivations and drivers propel organizations towards digital transformation. The first driver is service enhancement, this driver centers on leveraging digital technologies to elevate the quality of services provided by an organization. This is achieved by optimizing both internal and external processes. Secondly, global trends in globalization and integration, this driver reflects the inclination of organizations to embrace globalization and global integration. Digital transformation facilitates the expansion of operations, access to new markets, and seamless interaction with customers and partners across borders. The third driver is leveraging technological advancements, digital transformation serves as a powerful tool for organizations to capitalize on technological progress effectively. It empowers them to adopt and integrate cutting-edge technologies into their operations, ultimately enhancing the development and delivery of products and services. Fourthly, increasing Societal Awareness and Expectations: There is a growing awareness within society about the significance of digital transformation and its impact on daily life and business. This heightened awareness is accompanied by rising customer and consumer expectations for advanced and innovative experiences driven by digital technologies. Finally, effective resource utilization, where the digital transformation enables organizations to optimize the utilization of their resources. By streamlining processes and automating tasks, organizations can allocate resources more efficiently and strategically.

### 3.4 Advantages of Digital Transformation

Digital transformation contributes to numerous benefits, including enhanced customer experience, increased transparency and security, and expanded business reach into new markets. Here are some key advantages of digital transformation (Farouk & Al-Madhoun, 2023; Hamdi, 2023). Firstly, transformation of traditional processes, digital transformation enables the conversion of conventional, manual processes into integrated and automated digital operations. The second advantage is innovation and competitive edge; by embracing digital technologies, organizations can introduce new and innovative products and services, gaining a competitive advantage in the market. Thirdly, enhanced efficiency and accuracy, where digital transformation leads to improved efficiency and accuracy in operations, minimizing errors and associated costs. Fourthly, faster and more flexible service delivery, digital tools and platforms facilitate faster, more convenient, and flexible service delivery to customers. The five benefit is improved customer access and engagement, customers can access services through online portals and mobile platforms, enabling seamless and efficient interaction. Sixth, enhanced time management and coordination, where the digital transformation optimizes time management, enhances operational efficiency, and improves coordination among different departments. Finally, reduced need for routine labor, by automating routine tasks, digital transformation frees up employees to focus on more strategic and creative endeavors.

### 3.5 Organizational Performance Excellence

Organizational performance excellence refers to the competitive edge achieved by institutions and organizations in attaining superior and distinguished results in fulfilling their objectives and missions, thereby surpassing their competitors in the market (Ammam, 2018). This excellence is achieved through continuous change and development in the organization's vision, mission, and goals, reflecting its strategic direction and future trajectory based on the dynamics and shifts in its surrounding environment (Houshi & Taleghani, 2016). Furthermore, organizational performance excellence necessitates strong leadership capable of guiding objectives, developing human capital, continuously improving operational management, utilizing resources efficiently, and building successful relationships with external partners (Alhefiti and Ameen, 2018). It is also defined as the administrative ingenuity in achieving excellence in the goods and services provided by the organization. This excellence relies on rare resources with marketing, administrative, and technological significance, allowing for the delivery of products and services considered unique by customers (Bouzourine & Yali, 2021). Additionally, it is recognized as a work approach that contributes to achieving satisfaction for all customers, employees, stakeholders, and society in general, ultimately leading to long-term success (Hawati et al., 2020).

### 3.6 Dimensions of Organizational Performance Excellence

There are several key dimensions that contribute to achieving organizational performance excellence. Firstly, service excellence, this dimension emphasizes an organization's ability to deliver exceptional services and ensure customer satisfaction (Ammam, 2018). It encompasses aspects like prompt responsiveness to customer needs, high service quality, and innovation in service design and delivery. Secondly, knowledge excellence, this dimension pertains to an organization's capacity to effectively manage and enhance knowledge and information (Dillman, 2018). It includes the ability to gather and analyze information, apply insights and knowledge to improve performance, and develop innovative products and services. Thirdly, human capital excellence, this dimension centers on an organization's ability to develop and manage its human resources effectively (Bosna & Bouchriba, 2018). It encompasses attracting and retaining talent, developing employee skills, and fostering their active participation in achieving organizational goals. Fourthly, innovation: this dimension highlights an organization's capacity to continuously improve its performance and processes. It involves analyzing existing processes, identifying areas for enhancement, and implementing innovative

solutions to optimize efficiency and effectiveness. Finally, digital transformation, this dimension represents a comprehensive and strategic process of adopting modern and advanced digital technologies to transform traditional (manual) practices and activities within institutions and organizations into digital systems and processes (Do et al., 2022). This transformation leverages modern technologies to enhance efficiency and foster innovation.

### **3.7 Motivations of Organizational Performance Excellence**

Organizations are compelled to pursue organizational performance excellence by a confluence of factors. As Abu Odeh highlights (2018), these drivers include a keen awareness of the need to adapt to the constantly evolving business landscape. Organizations recognize that embracing rapid developments, continuous innovation, and a proactive approach to change are essential for maintaining a competitive edge. This focus on excellence also enables organizations to preserve their standing within the market. By consistently delivering exceptional performance and value to customers, they safeguard their reputation and brand equity. Furthermore, organizations prioritize performance quality as a pathway to achieving excellence. This dedication to providing high-quality products and services leads to increased customer satisfaction and fosters a loyal customer base. In today's fiercely competitive markets, organizational performance excellence is not merely desirable but essential for survival and growth. Organizations strive to outperform competitors and secure a competitive advantage by continuously improving their performance. Finally, the rapid pace of technological advancements provides a powerful impetus for organizational performance excellence. By embracing these advancements and integrating them into their operations, organizations unlock new opportunities for innovation and efficiency, ultimately positioning themselves to achieve superior performance and navigate digital transformations effectively.

### **3.8 Digital Transformation and Organizational Performance Excellence**

Digital transformation is an undeniable imperative in today's digitally driven world. As Ismail and Tili emphasize, it is crucial for organizations to integrate modern technologies and techniques into their administrative and production processes. This digital shift empowers organizations to achieve their objectives with enhanced efficiency by streamlining operations and reducing various costs. By harnessing advanced technologies, organizations can make well-informed decisions and continuously improve their processes. Moreover, digital transformation enables the development of products and services that not only meet but exceed customer expectations, fostering satisfaction and loyalty. This, in turn, allows organizations to cultivate a broader customer base and gain a competitive advantage through data-driven forecasting (Ismail and Talli, 2023).

Digital transformation plays a pivotal role in enhancing organizational performance excellence, particularly in service excellence. By leveraging modern electronic tools, organizations can elevate service quality and better address customer needs and expectations, ultimately increasing satisfaction and loyalty. Furthermore, digital transformation contributes to knowledge excellence by enabling organizations to gather, organize, and extract valuable insights from analyzed data. This intelligent data analysis empowers organizations to uncover new ideas, conduct in-depth analyses, and make informed strategic decisions, ultimately outperforming competitors. Importantly, digital transformation also enhances human resource excellence. By empowering employees with technology and digital tools, organizations can boost productivity and effectiveness. Modern tools, such as machine learning, can optimize recruitment, training, and personal development processes, leading to improved team performance and overall human capital excellence (Arap, 2018).

## **4. Research Method**

This study employed a mixed-methods approach, combining descriptive and analytical methodologies. Quantitative data was collected through a questionnaire distributed to a carefully selected sample and subsequently analyzed to derive meaningful insights and conclusions. Statistical analysis techniques were utilized to examine relationships and transitions between variables, estimate effect sizes, and determine the degree of variance in the studied relationships. Specifically, measures of central tendency, correlation tests, and regression analysis were employed to assess the influence and variance exerted by the independent variable (digital transformation) on the dependent variable (organizational performance excellence).

### **4.1 Population and Sample**

The study population encompassed all employees working at the Telecommunications Regulatory Commission in Jordan. The sample, drawn from this population, consisted of 174 employees working in upper and middle management positions, all holding a bachelor's degree or higher. This sample size aligns with the statistics provided to the researcher by the TRC's Human Resources Department for the year 2024. A total of 174 questionnaires were distributed, and all were returned, resulting in a 100% response rate. This level of response is considered acceptable and representative of the population, as supported by (Sekaran and Bougie, 2020).

## 5. Analysis and Results

### 5.1 Demographic Analysis

This section focuses on describing the independent variable, digital transformation, by determining its relative importance among the study sample. The analysis relies on descriptive statistics, specifically the mean and standard deviation, as presented in

**Table1: Descriptive Statistics Results for Digital Transformation**

Digital Transformation Constructs	Mean	Standard Deviation	Level	Rank
Digital infrastructure	3.9368	0.68907	High	1
Human Resources	3.8480	0.62483	High	3
Organizational Culture	3.7348	0.59823	High	4
Digital Transformation Strategy	3.9345	0.68480	High	2
Overall	3.8637	0.56714	High	

Table 1 reveals that the digital infrastructure dimension ranks highest in importance among the dimensions of digital transformation, indicating its significance in the perception of the study sample. Conversely, the organizational culture dimension occupies the last rank, albeit still with a high level of importance. The mean scores for all dimensions range from 3.73 to 3.93, demonstrating a general consensus regarding the importance of digital transformation across its various facets. The standard deviations for all dimensions are relatively close, suggesting minimal dispersion in the responses and indicating a shared understanding among the participants regarding the questionnaire items. The overall digital transformation index is 3.86, with a standard deviation of 0.567. This signifies a high level of importance attributed to digital transformation within the Telecommunications Regulatory Commission in Jordan. Furthermore, these findings highlight the awareness and acknowledgment of digital transformation's significance by TRC employees across different job designations. The following sections provide a detailed explanation of each dimension used to measure digital transformation.

Moreover, the following table depicts the dependent variable (organizational performance excellence), by determining its relative importance among the study sample. The analysis is based on descriptive statistics, specifically the mean and standard deviation.

**Table2: Descriptive Statistics Results for Organizational Performance Excellence Dimensions**

Organizational Performance Excellence Constructs	Mean	Standard Deviation	Level	Rank
Service Excellence	3.8086	0.62082	High	3
Knowledge Excellence	3.8379	0.66918	High	2
Human Resource Excellence	3.8652	0.65102	High	1
Innovation	3.6649	0.70978	Moderate	4
Overall	3.7944	0.58311	High	

Table 2 illustrates that human resource excellence ranks highest in importance among the dimensions of organizational performance excellence, indicating its significance in the perception of the study sample. Conversely, innovation occupies the last rank, albeit with a moderate level of importance. The mean scores for all dimensions range from 3.66 to 3.86, demonstrating a general consensus regarding the importance of organizational performance excellence across its various facets. The standard deviations for all dimensions are relatively close, suggesting minimal dispersion in the responses and indicating a shared understanding among the participants regarding the questionnaire items. The overall organizational performance excellence index is 3.79, with a standard deviation of 0.709. This signifies a high level of importance attributed to organizational performance excellence within the Telecommunications Regulatory Commission in Jordan.

### 5.2 Hypotheses Testing

Main Hypothesis (H01): There is no statistically significant effect at the 0.05 level ( $\alpha \geq 0.05$ ) of digital transformation, with its dimensions (digital infrastructure, human resources, organizational culture, digital transformation strategy), on organizational performance excellence, with its dimensions (service excellence, knowledge excellence, human resource excellence, innovation), in the Telecommunications Regulatory Commission in Jordan.

**Table3: Multiple Regression Test**

Construct	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Supported
	B	Std. Error	Beta			
(Constant)	0.311	0.046		1.890	0.001	
Digital infrastructure	0.087	0.062	0.103	3.835	0.000	Yes
Human Resources	0.237	0.063	0.254	3.801	0.000	Yes
Organizational Culture	0.241	0.058	0.247	5.802	0.000	Yes
Digital Transformation Strategy	0.335	0.046	0.372	1.890	0.061	No

A statistically significant and strong positive correlation exists between digital transformation and organizational performance excellence. The coefficient of determination ( $R^2 = 0.775$ ) reveals that digital transformation explains 77.5% of the variance observed in organizational performance excellence. Furthermore, a statistically significant effect of digital transformation on organizational performance excellence is evident within the Telecommunications Regulatory Commission in Jordan. The F-statistic (145.614), with a p-value of 0.00 ( $p < 0.05$ ), exceeds the critical value (2.37) at the 0.05 significance level and degrees of freedom of 4/169, indicating the statistical significance of the regression model. Consequently, the null hypothesis ( $H_0$ ) is rejected in favor of the alternative hypothesis, which posits a statistically significant effect ( $\alpha \geq 0.05$ ) of digital transformation, encompassing its dimensions (digital infrastructure, human resources, organizational culture, and digital transformation strategy), on organizational performance excellence, encompassing its dimensions (service excellence, knowledge excellence, human resource excellence, and innovation), within the Telecommunications Regulatory Commission in Jordan.

## 6. Discussion

The study demonstrates a significant and positive impact of digital transformation, encompassing its dimensions of digital infrastructure, human resources, organizational culture, and digital transformation strategy, on organizational performance excellence within the Telecommunications Regulatory Commission in Jordan. This impact is observed across all dimensions of organizational performance excellence, including service excellence, knowledge excellence, human resource excellence, and innovation. This finding aligns with numerous studies, such as those by (Abu Ghneim, 2023) and (Ismail and Tallai, 2023) which similarly highlight a positive relationship between digital transformation and enhanced organizational performance. Partial agreement, particularly regarding the impact of digital transformation, is found with studies by Ning & Yao, Do et al. (2023), (Pierre, Alathamneh & Al-Hawary, 2023), (Ibrahim, and Masadeh et al, 2020).. Specifically, the study reveals that digital transformation significantly and positively influences service excellence, a finding consistent with Al-Masdar and Nasrallah. This is attributed to digital transformation's ability to enhance operational efficiency and information flow through improved digital infrastructure, while simultaneously fostering employee effectiveness and customer experience through enhanced human resources and a more innovative organizational culture. Furthermore, the positive impact of digital transformation extends to knowledge excellence, aligning with findings from Masadeh et al.. This impact is linked to improved access to information and streamlined workflows facilitated by enhanced digital infrastructure and technology adoption, ultimately contributing to enhanced human resource excellence. Finally, the study underscores the significant and positive influence of digital transformation on innovation within the organization. This is attributed to its capacity to cultivate and strengthen capabilities that underpin innovation, such as enhanced collaboration, knowledge sharing.

Moreover, the study found that the Telecommunications Regulatory Commission in Jordan demonstrates a high level of both digital transformation and organizational performance excellence. This aligns with findings from several studies including Abu Ghneim, Ismail and Tallai, and Al-Azab. However, it contradicts findings from Al-Masdar and Nasrallah, and Bosna and Bushra regarding digital transformation. The organization scored highly in all dimensions of digital transformation (digital infrastructure, human resources, and organizational culture) and organizational performance excellence (service excellence, knowledge excellence, and human resource excellence). While the organization demonstrates a commitment to innovation, this area received a moderate score, suggesting potential for further development.

## 7. Conclusion and Implications

This study explored the impact of digital transformation on organizational performance excellence within the Telecommunications Regulatory Commission in Jordan. The findings revealed a high level of awareness among employees regarding the importance of digital transformation and its positive impact on organizational performance excellence. The study confirmed that the organization possesses robust digital infrastructure and human resources conducive to digital transformation. Employees exhibited a strong inclination towards digital transformation across all its dimensions (digital infrastructure, human resources, organizational culture, and digital transformation strategy). Similarly, there was a high level of positive perception towards organizational

performance excellence, particularly in service excellence, knowledge excellence, and human resource excellence. However, perceptions regarding innovation demonstrated only a moderate level of agreement. Furthermore, the study highlighted the organization's commitment to supporting employees in acquiring necessary digital skills, encouraging the application of digital knowledge and skills in their respective domains, and providing adequate financial support for digital transformation initiatives. The organization's dedication to enhancing customer experience through high-quality and efficient services, fostering specialized knowledge and expertise, and promoting a supportive environment for learning and innovation was also evident. Finally, the study recommended leveraging advanced technologies like cloud computing and attracting talent in digital operations, the study recommends further research into the relationship between digital transformation and organizational performance excellence by incorporating new variables, such as competitive advantage, as a mediating factor.

## 8. Future Research and Limitations

This study uniquely contributes to the existing literature by comprehensively analyzing the impact of multiple dimensions of digital transformation on organizational performance excellence within the Telecommunications Regulatory Commission in Jordan. Unlike previous studies that may have focused on specific or paired aspects, this research examines a broader range of variables, including four dimensions of digital transformation and four dimensions of organizational performance excellence. Additionally, the study's focus on senior and middle management employees within the Telecommunications Regulatory Commission, a leading organization in digital transformation, enhances the relevance and generalizability of its findings within this specific institutional context.

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