

# **EXPLORING CORE COMPETENCIES AND THEIR IMPACT ON ORGANIZATIONAL SUCCESS BY MEDIATING TOTAL QUALITY MANAGEMENT-AN ANALYTICAL STUDY OF A SAMPLE OF IRAQI PRIVATE COLLEGES IN BAGHDAD**

Prof. Mohammad Farhat  
Al-Jinan University  
Prof.mohammad.farhat@gmail.com

Dina Qasim Mahdi  
Al-Jinan University  
tinamahdi1@gmail.com

## **Abstract**

This research aimed to explore core competencies and their impact on organizational success, mediated by Total Quality Management (TQM). This was done through an analytical study of a sample of Iraqi private colleges in Baghdad. The study concluded that the relationship between exploring core competencies affects the dimensions of organizational success (individually and collectively). The study indicated a positive impact of exploring core competencies on the dimensions of organizational success (individually and collectively) in the presence of TQM. It also indicated a direct, positive, and significant relationship between human competence and organizational competence. It also indicated a strong, direct, and significant correlation between the core competencies of senior management and TQM. Finally, it recommended the need to balance the internal work environment with external borrowing in order to maintain competent human resources, as human competence helps achieve sustainable competitiveness for Iraqi community colleges.

**Keywords:** Exploring core competencies, organizational success, TQM.

## **Introduction**

Modern organizations spend a lot of resources on developing and improving their human resources, with the aim of bridging performance gaps by providing these competencies with more capabilities, skills, and behaviors that enhance work. One of the most important determinants of performance for individuals working in an organization is their competencies, which include their ability, skills, and experience to perform work tasks in the desired manner, in addition to their motivation towards the job they occupy. Therefore, the measure of an organization's success is its ability to motivate its employees to become distinguished competencies in terms of experience, knowledge, and skill.

Core competencies have become a new approach to organizing knowledge. Organizations are expected to develop a set of skills rather than one or two. For an organization to survive and remain innovative in the modern era, this is not an easy task. All organizations realize that survival is for the strongest, most skilled, and most knowledgeable. Organizations find themselves facing fierce competition in a market that only recognizes the logic of creativity, excellence, and leadership. Therefore, organizations strive with all their efforts to achieve this excellence and innovation. Core competencies represent the added value of the organizations they possess, and by which they are measured. This is what most studies and research in this field have agreed upon.

Core competencies encourage continuous development and innovation within the organization and its core knowledge, improve performance by increasing revenues and reducing costs, and help the organization adapt to changes in the external environment and exploit new opportunities. This requires the organization to analyze its resources and capabilities to identify strengths and weaknesses. Because exploring core competencies and their impact on organizational success is a vital topic in the modern business world, this study addresses the issue, demonstrating how organizations strive to achieve excellence and superiority in an increasingly competitive environment through core competencies.

### **Research Problem**

Core competencies are considered among the most important resources and assets of organizations in general, and educational universities in particular, due to their ability to modernize, develop, innovate, and optimally utilize various resources. As a result of the rapid changes and developments in the business environment, it has become imperative for these organizations to adapt and adjust to their environment, in addition to improving and developing their administrative procedures, production processes, and updating their information sources. In light of the fierce competition in the business environment, organizations seek to support and enhance strategic flexibility by qualifying and developing core competencies in order to achieve a competitive advantage and better invest in their distinguished talents and human energy. The researcher's reason for choosing this topic is attributed to the lack of great interest in core competencies and their various strategies, and the failure to employ them to achieve strategic flexibility, which consequently has an impact on organizational success. Therefore, the study problem emerged through the following research question :

What is the impact of exploring core competencies on organizational success through TQM?

This main question includes the following sub-questions :

1. Is there a correlation between core competencies and organizational efficiency?
2. Is there a relationship of influence between core competencies in achieving organizational effectiveness?
3. How can the organizations under study successfully employ and invest in core competencies to develop and achieve organizational success?

---

### Research hypotheses

**The research hypotheses are as follows:**

#### Main hypothesis

There is no direct significant relationship between exploring core competencies and organizational success mediated by TQM, and the following sub-hypotheses emerge from it:

**The first sub-hypothesis:** There is a direct, positive, and significant relationship between human efficiency and organizational efficiency.

**Sub-hypothesis :** There is a direct, positive, and significant relationship between human competence and organizational effectiveness.

**Sub-hypothesis:** The core competencies of senior management have a strong direct and significant relationship with TQM.

### The importance of the research and its essential objectives

The importance of the study lies in its assistance in discovering and identifying the most important activities, events, and policies that support the success of private university education, represented by private colleges in Iraq. These activities can support the achievement of their expected strategic and operational objectives in general, as well as those related to the personal and life goals of faculty members. At the same time, it focuses on the most important positive elements embedded in these activities and their beneficial impact on the efficiency and effectiveness of organizational performance. Hence, the economic importance of the study emerges through the successful implementation of the strategic vision of private colleges in a way that helps them exploit investment opportunities in the higher education and scientific research market, ways to retain existing customers, attract new customers in the long term, increase their market share, and improve their profitability . Furthermore, it helps them avoid numerous threats and confront environmental challenges, leading to their growth and development, and ensuring their survival in the changing and highly competitive university business environment in Iraq.

### Previous Studies

The researcher examined studies that have been researched and are relevant to exploring core competencies and their impact on organizational success, as follows:

(Yaqoub, 2024) The study aims to verify the extent to which companies have opportunities to achieve organizational success through their ability to deal with environmental changes in a responsive or proactive manner. The research problem is crystallized in the weakness of mechanisms and indicators for determining clear and precise standards for tourism companies that are described as organizationally successful, and most studies are limited to studying the impact of personal characteristics of the management team on achieving organizational success. The research sample consisted of (204) observations from global management teams in tourism companies in the city of Baghdad. Their opinions were surveyed according to a questionnaire prepared for this purpose, and the obtained opinions were analyzed in statistical analysis programs ( SPSS ) and ( AMOS ). Among the most prominent results are the weakness of company employees' interaction with electronic reservation programs and other digital mechanisms, and the work is limited to a limited range

of mechanisms and technologies, while tourism companies globally have become one of the most absorbing organizations of the outputs of modern and advanced technical operations. The most prominent recommendations are summarized in the need for administrations in tourism companies to establish an internal organizational culture based primarily on a state of cooperation and the dominance of the spirit of work based on self-denial and joint work in all details. The independence of departments in tourism companies does not mean that work is carried out in a state of estrangement among its employees.

A study (Samir, 2023) aimed to identify the availability of core competencies among faculty members at Dohuk Polytechnic University and their impact on achieving strategic flexibility. Therefore, it was necessary to answer the following research question: What is the role of core competencies in achieving strategic flexibility? To verify the contents of the answer, Dohuk Polytechnic University was chosen as the field of study. The study sample included faculty members at the college, Duhok Technical Administrative Institute, and Shekhan Technical Institute, numbering (50) faculty members. The study adopted the descriptive analytical approach, and the questionnaire was considered the main tool for collecting the required data, which was analyzed using the statistical package (SPSS). The study reached a set of conclusions, most notably the existence of a significant impact relationship between the dimensions of core competencies in achieving strategic flexibility, which was relied upon in presenting the proposals consistent with it.

The study (Al-Azzawi and Al-Taie: 2022) The topic of (core capabilities and organizational change) is one of the important topics due to the contemporary business environment witnessing a series of technological changes and developments and an increase in the intensity of competition . The research was based on several questions that expressed the research problem. The aim of answering them was to identify the reality of the research variables in the organization under study and to identify the relationship and impact between the research variables. To achieve this, two main hypotheses were formulated from which a group of sub-hypotheses emerged . The results revealed the existence of a correlation and influence of core capabilities with their sub-dimensions on organizational change in the organization under study . The researcher finally presented a set of recommendations to the organization under study , based on the results he reached, the most important of which are the following: Emphasizing the consolidation of the culture of teamwork because it is one of the most important dimensions of core capabilities in the organization under study , and encouraging employees in the organization under study who hold diplomas and bachelor's degrees in administrative and technical specializations to complete their postgraduate studies inside and outside Iraq, and the necessity of adopting a flexible organizational structure that guarantees the relationship between organizational change and core capabilities, in which the powers and tasks are specific and clear and there is broad participation. For the organization's employees.

The study (Al-Khalayleh and Al-Saed: 2019) aimed to identify the impact of core competencies on organizational performance in Jordanian commercial banks. The researcher used the descriptive analytical approach to deal with the data describing the research community. The questionnaire was used to collect data related to the study variables, where the data related to the study variables were collected and analyzed using the Statistical

Package for the Social Sciences (SPSS) program. The researcher drew a stratified random sample so that the study sample consisted of (212) heads of departments, department managers, and section heads working in the following banks: (Arab Bank, Housing Bank, Bank of Jordan, and Cairo Amman Bank). The study concluded that there is a statistically significant effect at the significance level ( $\alpha = 0.05$ ) for core competencies in its dimensions (knowledge, skills, abilities, and facilities) on organizational performance in its dimensions (customer satisfaction, internal processes, learning and growth) in Jordanian commercial banks. The study recommended the necessity for Jordanian commercial banks to pay attention to competent employees as a strategic asset, by giving them more incentives to retain them, and subjecting them to more training programs.

A study (Al-Rubaie et al., 2019) indicated that in a highly competitive market, core competency has emerged as a pivotal concept for competitive strategy. Core competency is the body of knowledge that distinguishes a company and provides a competitive advantage over others. The primary objective of this study was to examine the relationship between core competency, competitive advantage, and organizational performance. Core competency was measured through three dimensions: shared vision, collaboration, and empowerment. Competitive advantage was also measured through flexibility and responsiveness. The proposed model was tested in the context of the paint industry in the United Arab Emirates. The survey was administered electronically to a total of 77 managers. The results indicate that the measures appear consistent and reliable. The results indicate that while core competency has a strong and positive impact on competitive advantage and organizational performance, competitive advantage also has a significant impact on organizational performance. The results confirm the varying importance of core competency dimensions on competitive advantage and organizational performance. Flexibility was also found to have a greater impact on organizational performance than responsiveness. To maintain competitiveness and gain competitive advantages, managers can attempt to improve organizational performance by managing each dimension of core competency—that is, shared vision, collaboration, and empowerment.

### **Conceptual framework of the research**

Business organizations of all types and specializations face numerous major environmental challenges and threats resulting from intense competition and the diversity of tasks assigned to them. Due to the demand for them to confront these challenges forcefully without significant losses, many modern behavioral and strategic concepts have emerged, most notably core competencies, strategic leadership, and organizational success. These concepts are among the most prominent philosophical approaches to management and organization, upon which organizations can be based in developing them and expanding opportunities for improving performance in all areas, seeking to satisfy the stakeholders who benefit from their services. Therefore, attention to core competencies has become of great importance in the various operational processes of organizations.

---

**The concept of core competencies.**

Core competencies can be considered as a set of skills, knowledge, and behaviors that lead to effective performance in the job. They are personal characteristics that include knowledge, skills, mental patterns, underlying motivations, and the like, which enable an individual to achieve successful performance. They also mean a set of elements and qualities related to technical and administrative competence, work discipline, good behavior, and the like, the assessment of which is left to the employer (Abu Zaid, 2015).

Lum et al ( 2013) believe that core competencies are the personal characteristics, qualifications, academic experience, and practical skills that drive employees in an organization to achieve high performance rates that exceed normal performance rates. Wuim-Pam (2014) defined core competencies as a combination of knowledge, skills, and abilities related to a specific job field that an individual possesses in order to accomplish a specific task or job at the required level .

According to 2016 (Enginoglu and Arikan ) Core competencies are the set of skills and techniques that distinguish employees, through which the organization can provide a benefit to the customer and achieve a more effective competitive advantage. 2018 Irtaine ) defined core competencies as the specialized skills and abilities that individuals possess in a specific job, in addition to their possession of knowledge characteristics that can be used to achieve the highest possible level of customer satisfaction compared to competitors .

While ( Johnson and Dimitratos, 2014) defined core competencies as the organization's exploitation of its strengths in its human resources in performing its activities in a way that creates value that competitors cannot achieve in performing their activities. These are the skills that enable the organization to excel in its performance and acquire the ability to compete better .

Al-Abadi and Al-Shaar ( 2019) pointed out that core competencies are the organization's ability to create good knowledge at a rapid pace that exceeds the pace of competitors in a dynamic environment to achieve sustainable competitive advantage, as it is the collective learning of how to match and integrate diverse production skills with technological paths in the organization to achieve the greatest possible value for customers .

Agha et al (2012) considered that : Core competencies refer to the multiple, coordinated skills needed to develop distinctive products or services. They are also the organization's ability to build, integrate, and reshape internal and external capabilities to adapt to changing environments and respond quickly to change.

Al-Zubaidi and Abbas (2014) believe that core competencies are a group of tangible and intangible assets with rare characteristics that distinguish the organization from competitors, in a way that helps it survive and grow in the market, in addition to enhancing its competitive advantage .

Based on the previous concepts and definitions, the researcher believes that core competencies are the knowledge, skills, abilities, and experiences possessed by working individuals related to their job, which lead to raising the level of the organization's performance and achieving its sustainable competitive advantages.

---

### **The concept of organizational success**

"organizational performance," commonly used by business administration researchers, refers to the outcomes achieved through the total exchange of an organization's activities with its resources, and its effective ability to attract competent human resources to achieve the desired expected outcomes. Organizational performance has been defined as "the final outcome of an organization's activities and a reflection of its ability to utilize human, material, financial, and information resources to achieve its desired goals" ( Al-Mahna, 2012: 39).

Abu Rukba (2013) defined organizational performance as "the organization's ability to achieve its goals by using available resources in an effective and efficient manner." Kotler (2000:40 ) presented his concept of organizational performance as "reflecting the organization's effectiveness and efficiency in achieving its short- and long-term goals, with the necessity of responding to environmental changes, in order to achieve satisfactory results that outperform its competitors, while emphasizing the consideration of four considerations that lead to achieving success in organizational performance, which are:

Identify stakeholders: customers, employees, suppliers, owners , etc. Understanding and realizing the importance of meeting their needs, desires, and expectations, each according to his purpose and the extent of his influence on the organization.

Managing core business processes (developing new products, attracting new customers, reducing spending, reducing costs, etc. ) to enable the organization to achieve stakeholder objectives and satisfy them.

Appropriate allocation of human, material, financial and information resources, and their implementation in the appropriate fields and operations required by the organization with all its various formations and units, and according to the established plan.

Thinkers and researchers have differed in defining the criteria for organizational success. Business organizations have taken upon themselves the dimensions of effectiveness and efficiency as the basis for their success in an external environment with its rapidly changing and volatile forces and factors, as well as ensuring their survival, which largely depends on their development and growth. In the Arabic language, success often means achieving the desired goal with excellence and achieving outstanding results. In the English language , and based on well-known dictionaries such as (Baalbaki and Webster ), "Success" means a high status , and comes from the word "Najah" (the persistent person succeeded or accomplished a successful task). As for the word "Successful " , it means achieving a high status, achieving a preferred end, or reaching sublimity and elevation .

However, organizational success is still shrouded in much ambiguity, confusion over the clarity of its standard dimensions, organizational features, and procedural areas. The most prominent evidence of this is the multiplicity of concepts that have appeared in the literature of researchers and administrative thought regarding organizational success, including, for example: competitive success, strategic success, long-term success, leadership success, and operational success. According to the researcher's belief, for the purposes of the current study, they all fall under the concept of organizational success as a comprehensive, inclusive, and satisfactory concept for measuring the successful achievement of objectives without any unnecessary losses worth mentioning.

Many books, studies and research paved the way for the concept of organizational success according to the second idea above and adopted it, and worked on applying it in practical reality based on what he did in collecting facts about that (Al-Rikabi, 2004: 328), including the studies of the researcher in organizational theory (Steers) in the mid-seventies of the twentieth century, which combined many approaches to explain effectiveness, and arrived at a new developed approach called "multivariate measurement of effectiveness", in order to help in understanding and analyzing the internal processes of the organization, and arriving at an integrated concept of its success. He specifically indicated that organizational success is represented by the dimensions of effectiveness and efficiency. Hitt ( 2001 : 101) et al) presented ; (2005:1 ) (Roger, a logical justification stating that looking at the success of a business organization through financial performance, operational efficiency, productivity, achieving profit or target return, or implementing some improvement programs within the framework of total quality management, process re-engineering, and benchmarking) is a narrow view that does not renew long-term success in the competitive market, as all of them can be simply imitated, transferred, or copied .

The definition of organizational success has received many intellectual interventions . Daft (2001:261 ) defined it as the organization's ability to manage knowledge, experiences, ideas, and the successful and accurate analysis of its memory, history, and heritage. This may only be achieved through effective knowledge management that seriously engages with markets and seizes new opportunities to achieve its goals in a timely manner. He believes that success depends on the existence of a long-term strategic vision to attract advanced technology, expand market share, and diversify local funding sources. Therefore, the secret of success lies in the organization's capable ability to manage its human resources in a way that is difficult for competitors to imitate or copy, with its growing ability to implement continuous change, select competent employees and involve them in decision-making, in addition to training and educating them to develop their skills, and providing them with adequate incentives.

Success ( Waldron & Antonio, 2008 , 153) is defined in almost the same sense as the previous one, as “the ability of a business organization to create value for competitors.” Al-Rikabi (2004) has a slightly different view than other researchers, as he asserts that the concept of organizational success is an advanced stage towards the concept of strategic success, taking the effectiveness approach as the basis for the concept of organizational success. He defined strategic success as representing the organization's ability to survive, adapt and grow in the presence of the goals it seeks to achieve. Dell and Kramer (2003 ) believe that success is achieved through strategic compatibility, which is the key to effectiveness and efficiency, and is represented by the organization's ability to coordinate its activities across all its components and fields, and link them to a shared strategic vision with all stakeholders, while achieving their goals, each according to its position .

In this regard, the successful organization is the one that begins to integrate effectiveness and efficiency together, and is supposed to be characterized by a set of characteristics that all contribute to achieving sufficient organizational flexibility and ensuring customer loyalty, and according to the description of (Al- Tamimi, 2009) they are the following:

1. and values are clearly defined and communicated to employees and stakeholders.

2. Analyzing the organization's procedural and operational processes, and ensuring the efficiency of organizational activities, events, and services.
3. Ensuring that the products and services provided to the market are consistent with the needs, desires and expectations of their beneficiaries.
4. Providing value addition through technological development and nurturing individual and collective creativity and innovation

**1) The relationship between core competencies and organizational success**

2) The relationship between competencies and organizational performance remains an unresolved dilemma. However, causal ambiguity regarding competencies and performance is essential for sustained competitive advantage among internal and external managers because it severely limits imitation and thus promotes strong performance. Organizational success in an era of rapid volatility and intense competition is primarily linked to a business organization's ability to explore and sustain core competencies . The first use of the concept of core competencies in business administration science was attributed to brilliant pioneering researchers. Prahalad & Hamel) when they defined its concept in (1990 ), as the set of real resources necessary to gain and create a competitive advantage embodied in the strategic manager's ability to achieve compatibility between human skills, organizational experiences and technological paths (Abbas, 2013: 68). In general, core competencies are represented by the organization's resources, capabilities, potentials, skills and technologies that are the source of its sustainable competitive advantage compared to its competitors in the industrial sector ( Hitt et al., 2011: 362 ). ; by adding a distinct value to its products and/or services for customers over a long period of time.

3) Strategic leadership utilizes core competencies, after developing them in various functional areas within the structure, to implement its strategies at the organizational level. Its role is usually defined by strategic development and the application of excellence standards across all its formations. Human resources efforts combine to become the primary source for creating and sustaining competitive advantage ( Hitt et al. 2011:363). Competitive advantage may lose its value and magnitude, becoming outdated and insignificant if it is not changed to remain distinct from competitors, especially if competitors develop their competencies to become stronger and more valuable. This leads to a decline and erosion of the competitive advantage (Al-Qaisi and Al-Taie 2012). In any case, Hitt et al. 2011:363 also emphasizes that it may be impossible to develop and exploit an organization's core competencies unless the knowledge, skills, and capabilities associated with human capital are developed.

4) Citing Ireland and Hitt (2005 ), they emphasized that the core competencies of strategic leadership in a business organization include developing a strategic vision and defining overall objectives, building strategic alliances, managing change, creatively solving problems, and enhancing the empowerment and presence of senior executive management. Researchers Prahalad and Hamel , who were pioneers in research on the subject as previously noted, added that coordination between diverse production skills and expertise, along with the integration of various technological streams acquired through continuing education, are all required to build core competencies. In order to remain at the forefront of competitiveness

at the private college level, operating in a highly volatile and changing higher education environment, highly capable core competencies are needed to significantly increase customer value for both students and faculty by providing competitive differentiation, expanding or opening new academic departments, and diversifying the range of products and services offered to them.

5) Accordingly, providing and sustaining core competencies by strategic leadership will make the organization unique and atypical, making it difficult for competitors to copy or imitate ( Gupta , 2017 ). This is achieved through strategic thinking, developing organizational policies, and managing change, through which its ability to penetrate the market and establish its presence among similar organizations increases ( Gupta , 2017 ). According to his contemporary perspective, core competencies include the governance process , technology, and collective learning in the organization, which in turn will produce distinctive products and gain a larger market share and a higher competitive advantage. However, this is in contrast to strategic leadership monitoring and observing innovations, emerging technologies, and the growing capabilities of competitors, and formulating strategies for distinction, superiority, and staying ahead in the business environment.

### Research hypothesis testing

The results of hypothesis testing are discussed by presenting the direct and mediating effects, using the Path Modeling Multiple Regression Approach to test the main direct effects, and the bootstrapping technique to test the mediating effects ( Hair, Hult , et., 2017 Ramaya et al., 2018 ).

The researcher used the standard bootstrapping process with (284) items representing the number of teachers responding to the questionnaire, to measure the significance of the path coefficients by extracting the values of the ( t ) test , and evaluating their significance level through a one -tailed distribution , based on Hair, ut et al. ( 2017 ), who indicated that in the case of conducting a one-tailed test (1), the significance level of its value at (0.01) is greater than or equal to (2.33), and at (0.05) it is greater than or equal to (1.65), while at (0.1) it is greater than or equal to (1.28). Therefore, any value less than what was proposed above is considered insignificant. Table (1 ) shows the results of all hypotheses.

Table (1) Results of testing the study hypotheses by testing the significance of path coefficients

a result The test	value Morale of probability	value t	error Standard Std Error	Beta value Standard Std Beta	Path of measured variables	hypothesis
	0.001	3,198	0.102	0.325	Human efficiency -> Organizational efficiency	1
	0.000	4.927	0.111	0.545	Human Efficiency -> Total Quality Management Organizational effectiveness <-	2
	0.000	4.618	0.085	0.394	Human Efficiency -> Total Quality Management Organizational efficiency <-	3

Table (1) indicates the following:

a) There is no direct significant relationship between human efficiency and organizational effectiveness according to the results (  $\beta = p > 0.117$  ,  $t = 0.892$  ,  $0.10$  ). That is, human efficiency as an independent variable is not linked to an influential relationship in improving the effectiveness of private colleges. The reason for this, according to the researcher's perspective, can be attributed to the existence of a clear deficiency in the vision of senior management regarding long-term results, as reflected in some personal interviews conducted with a number of instructors, as strategic thinking is still low among them, and strategic plans are viewed as It is a case of fantasy that will not be realized in the future due to the high threats facing private colleges in Iraq. In this case, the first hypothesis ( H1 ) proposed in the study methodology is rejected.

There is a direct positive relationship with significant moral significance between human efficiency and organizational efficiency (  $\beta = 0.117$  ,  $p > 0.10$  ) This means that by increasing successful practices to explore core competencies in private colleges, their efficiency in using available resources and working with exceptional effort and high perseverance by instructors increases to raise their reputation in the higher education environment in Iraq, in addition to increasing their loyalty and satisfaction with their jobs. In this case, the second hypothesis (2) proposed in the study methodology is accepted.

The core competencies of senior management have a strong direct significant relationship with TQM (  $R = 0.840$  ) .  $35.699 = p < 0.01$  ,  $t$  ). More precisely, it means that there are effective practices for selecting human competencies in private colleges that can strongly support the issue of total quality management and all its elements in terms of increasing commitment and commitment to its implementation, high focus on customers, activating continuous improvement of the educational process, involving instructors in various quality activities, and strengthening their education and training opportunities. In this case, the third hypothesis (3) proposed in the study methodology is accepted.

Based on the above, the model parameters (  $\beta$  ) indicate the presence of a positive effect of exploring core competence on the dimensions of organizational success ( individually and collectively). The null hypothesis of the main hypothesis regarding the dimension of exploring core competences and organizational success in the presence of total quality management was rejected, and the alternative hypothesis was accepted, which is the presence of a positive effect of exploring core competence on the dimensions of organizational success (individually and collectively) in the presence of total quality management.

The null hypothesis was accepted that there is a direct positive relationship with significant significance between human efficiency and organizational efficiency.

The third hypothesis was accepted, which indicates that the core competencies of senior management have a strong direct and significant relationship with total quality management.

## **Research Conclusion**

This section presents the most important conclusions reached by the study as a result of the scientific and civil contributions made to the economic, social and cultural sector of Iraqi society, represented by private colleges that fall under the umbrella of higher education and scientific research. The study reached the following conclusions: First: Research conclusions.

1. It achieved a very high response from the faculty members in the Iraqi private colleges by filling it out. The questionnaire and the real response to the researcher, which was consistent with the recommendations of thinkers and researchers in the field of research measurement and evaluation, and I pointed out its objectivity , and the possibility of relying on it in measuring the phenomenon of exploring core competencies and their connection to both total quality management, and providing scientific knowledge to other researchers in the same specialization to conduct similar studies in other research communities.
2. In the study, no missing values were found from the data collection when the researcher completed the questionnaire to measure the variables ( strategic leadership , total quality management, and organizational success), which indicates the strength and suitability of the tests used in the adopted conceptual model , and the achievement of vital areas for benefiting from its extracted results for the purposes of scientific research, and providing cognitive addition to science and society together.
3. The emergence of a significant influence of the five-point Likert scale used to measure the responses of the sample of teachers on all questionnaires without leaving any question incomplete, in accordance with the limits of the study, taking into account accuracy and objectivity in analyzing data and developing the scale for the purposes of scientific research, and benefiting from it in other research to complete the scientific journey in the same specialty or one close to it by introducing other behavioral or strategic variables.
4. The relationship between exploring core competence and its impact on the dimensions of organizational success ( individually and collectively), as the study indicated the presence of a positive impact of exploring core competence on the dimensions of organizational success (individually and collectively) in the presence of total quality management.
5. There is a direct, positive, and significant relationship between human efficiency and organizational efficiency.
6. The core competencies of senior management have a strong, direct, and moral connection to total quality management.

### **Second: Recommendations**

It is necessary to strike a balance between the internal work environment and external borrowing in order to maintain competent human resources, as human competence helps Iraqi community colleges achieve sustainable competitiveness.

Encourage academic and administrative staff in the colleges under study to develop their skills by motivating them to enroll in development courses that add value to their existing knowledge. These courses should contribute to their advancement to higher administrative levels.

---

**References**

1. Samir Muhammad Salih and Muhammad Abdul Qadir Muhammad, (2023) The role of core competencies in achieving strategic flexibility: A survey study of the opinions of a sample of instructors at Duhok Polytechnic University.
2. Faleh Mohammed Al-Khalayleh , and Rashad Mohammed Al-Saed. "The Impact of Core Competencies on Organizational Performance in Jordanian Commercial Banks." Amman Arab University Journal of Administrative Research - Administrative Research Series Vol. 3, No. 1 (2019)
3. Laith Al-Rubaie, Jumhur Manar, and Agha Sabah, The Impact of Core Competencies on Competitive Advantage and Organizational Performance, International Journal of Business and Management, Vol. 7, No. 1 , 2019.
4. Shifa Muhammad Ali Al-Azzawi and Ayman Hadi Talib Al-Taie, The Impact of Core Competencies on Organizational Change, A Field Study in the General Company for Mechanical Industries in Alexandria, Journal of Politics and Economics, University of Babylon, Iraq, 2022.
5. Yaqoub Safar Ali, The Impact of Behavioral Integration of Management on Achieving Organizational Success: A Survey Study of a Sample of Iraqi Tourism Companies. Journal of Management and Economics, Issue 142, 2024.
6. Abu Rakba Issam ( 2013) , Obstacles to Crisis Management in the Palestinian Police Service in the Gaza Strip Senior Officers' Perspective, Unpublished Letter, Joint Graduate Program Between the Academy of Excitement and Politics for Graduate Studies and Al-Aqsa University in Gaza, Gaza, Palestine.
7. Abu Ruman Jumana and the Qur'an at (2019), The impact of practicing the dimensions of transformational leadership in applying crisis management methods at Taif University, Al-Manara Journal, 425) .
8. Abu Zaid, Salah ( 2015) , The relationship between the components of intellectual capital and improving human resources capabilities. Port study on the Ministry of Housing and Utilities, Al-Anbia, unpublished master's thesis, Ain Shams University Gather Egypt .
9. Idris, Khaled ( 2017) , Dramatic Public Relations and Its Role in Managing the Industrial Crisis : A Descriptive Study In application to public relations at the Sudanese Ministry of Foreign Affairs in the period from January 2002 AD .
10. Al-Balisi , Mahmoud (2016), The requirement to develop decision-making bodies in the continent of security crises in Palestine . Unpublished Master's Thesis, Joint Graduate Program, Academy of Management and Policy For Postgraduate Studies and Al-Aqsa University in Gaza, Gaza, Palestine.
11. Ben Mansour, Najim ( 2018) Managing the Dramatic Financial Crisis and the New Role of Islamic Finance: An Introductory Study , Unpublished PhD Thesis , Abu Bakr Belkaid University , Tlemcen, Algeria.
12. Al-Li Amer, Qaliya (2017). The light of the core competencies of workers in the immunization of the family at King Abdullah University Hospital, unpublished master's thesis, Yarmouk University, Al-Arian

13. Bounaa Salma and Salmi, Rashid ( 2018) Evaluate the impact of quality of work life on developing employees' skills My institution, Suwalfar , electricity production, Enaya and Bejaia, Journal of Economic Issues Studies , 190-17 (19
14. Al-Jaer, Suhair and Rashid, Hani Y. N. ( 2017) The impact of organizational power sources for senior management on building core competencies, an analytical approach, Journal of Economic and Administrative Sciences, 10524 19 5-215
15. Jassim, Ahmed ( 2011) , The impact of the essential funeral on the process of product and process innovation, an applied study.
16. In the General Company for Tire Manufacturing, Babylon, Journal of Administrative and Human, 35 (88) 2-83 .
17. Al-Jaradi , Ahmed, Al-Ashwal , Muhammad, and Al-Aqraa Saad ( 2020) , The impact of leadership skills on the performance of employees in public institutions in Al-Bayda Governorate, Yemen, Journal of the University of the Judiciary, 2(1) .
18. Al-Hawari , Abdul-Ghani ( 2019) A proposed vision for establishing a crisis agitation unit at the Ministry of Education in the Republic of Yemen in light of Arab and international experiences, Al-Arba'iyah Journal of Educational Sciences.
19. Hamash, Shehab ( 2018) The Trade of Technical Crises and Its Relationship to Developing the Performance of Palestinian Satellite and Terrestrial Channels, Unpublished Master's Thesis, Joint Graduate Program between the Academy Administration and Policy for Graduate Studies and Al-Aqsa University in the honor of Palestine.
20. Al-Khamshi , Sarah, and Shalahoub, Haifa, and Al-Shahrani, Hind (2016). Social Work Practice in Defense. Social, (1st ed.) Cairo Links for Publishing and Critical Information.
21. Saleh Dakhil ( 2017) The Impact of the Capacities of Jordanian Public Universities in Crisis Crises, Master's Thesis Unpublished, Al al-Bayt University, Jordan .
22. Aaker , Davido (2004), Strategic Marketing Management, 3 th ed . New York, John Wily & Sons.
23. Abuzaid AN (2016), Testing the impact of strategic leadership on organizational ambidexterity: A field study on the Jordanian chemical manufacturing companies, International Journal of Business and Management , 11 (5): 328-339.
24. Adekoya , Olatunji David ; Jimoh , Ibrahim ; Olajide , Monisola ; and Olawoyin , Femi (2019), The Significance of Organizational Culture and Leadership Behavior on Organizational Success, International Journal of
25. Science and Management Studies (IJSMS) , E-ISSN: 2581 5946. Volume: 2 Issue: September to October 2019 [www.ijmsjournal.org](http://www.ijmsjournal.org) © 2019, IJSMS Page
26. Ahmad, MM and Elhunim , R. (2014), Critical quality factors for successful TQM implementation in Libyan oil and gas sector, Benchmarking: An International Journal : 713-733.
27. AL Najm , Hasan AK & AL Kubaisi , Salah Aldeen A. (2020), The impact of strategic leadership skills on effective environmental management according to the (VUCA Prime) model , Managerial Researches , Vol. 26, No. 124. /DOI: <https://doi.org/10.33095/jeas.v26i124.2028>

- 
28. )67 AL- Shobaki , S.D., Fouad , R.H, & AL- bashir , A. (2010), “The Implementation of Total Quality Management (TQM) for the banking in Jordan”, Journal of Mechanical and Industrial Engineering, Vol. 4, No. 2.
  29. AL- Zubi , H.A., & Judeh , M. (2011), Measuring the Implementation of the Total Quality Management: Ibn AL- Haytham Hospital, International Journal of Business and Management, Vol. 6, No. 5.
  30. Alareefi , NAOM, Abuelhassan , AE, Khalifa , GSA . , Nusari , M. and Ameen (2019), Employee's Innovative Behavior : Evidence from Hospitality Industry, A., Pakistan J. Soc. Sci ., 16(1), pp. 14–29.
  31. Alayoubi , Mansour M., Al Shobaki , Mazen J., and Abu -Naser Samy S.(2020), Strategic Leadership Practices and their Relationship to Improving the
  32. Quality of Educational Service in Palestinian Universities , International Journal of Business Marketing and Management (IJBMM) , Volume 5 Issue 3: 11-26 ISSN: 2456-4559 , [www.ijbmm.com](http://www.ijbmm.com) .
  33. Ali Zwain , Ammar Abdulameer , Lim, Kong Teong and Othman, SitiNorezam , (2017), TQM and academic performance in Iraqi HEIs: associations and mediating effect of KM, The TQM Journal , Vol. 29No. 2, 2017: 357-368 © Emerald Publishing Limited, 1754-2731, DOI 10.1108/TQM08-2013 0096.
  34. Ali , Murad & Shastri , Dr. Rajesh Kumar, (2010), Implementation of Total Quality Management in Higher Education, Asian Journal of Business Management , Allahabad-India, Vol.(2) No.(1).