



Organizational quality and its role in achieving sustainable success: An analytical study of the opinions of a sample of employees of Maysan Oil Company, Amara.

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Abstract: *This study aims to identify organizational quality and its role in achieving sustainable success. This study was implemented in Maysan Oil Company in Al-Amara Governorate. The research population amounted to (399) employees, from whom a sample consisting of (196) questionnaires were selected. SPSS and Amos . ver .26 programs were used in the statistical analysis process. This study adopted the analytical approach in its research style, and included four dimensions for the independent variable, organizational quality, represented by (job satisfaction, clarity of goal, productivity, and communication effectiveness). The study also adopted five dimensions for the dependent variable, sustainable success, represented by (vision, approach, learning, unification, and ecosystem). The study reached a set of conclusions, including: The results clearly indicate the existence of a very strong and statistically significant direct relationship between organizational quality and sustainable success in the company under study. This means that the more company management focuses on improving organizational quality components, the higher the level of sustainable success will be. The study recommended a set of recommendations, including that the management of Maysan Oil Company continue to enhance employee job satisfaction by regularly reviewing and updating wage and reward policies to ensure they are fair and meet employee aspirations. It is also recommended to implement a transparent promotion system based on merit and performance, with a focus on moral incentives and continuous recognition of outstanding efforts, to create a stimulating work environment that increases employee engagement with the company.*

Keywords: *Organizational Quality, Sustainable Success, Maysan Oil Company, Al-Amara*

1. INTRODUCTION:

Organizational quality improves operations by expanding the size of individual human power. It forces the individual to create social power and provides tremendous opportunities for development and improvement of work and livelihood, both in the economic sphere and in all areas of life. The human element is constantly linked to the organization and is the reason for its prosperity and development [1]. In an increasingly complex and interconnected global society, the need to redefine "success" has become imperative for the survival, sustainability, and development of social systems and their interconnected environments. A wide range of contemporary human institutions—from corporations to governments, schools, and universities—



are narrowly focused in their structures, functions, and processes (and the strategies they create) on achieving individualistic, and often short-sighted, notions of success. More often than not, success is defined in selfish, competitive, win-win terms and is measured primarily by the criteria of monetary accumulation. Such a definition lies at the heart of the current unsustainable trajectory of human social development at the dawn of the 21st century, and its inadequacy represents a serious challenge to contemporary concepts of capitalism [2]. Quality must be the primary objective to which successful companies must give special attention and prioritize in order to meet the requirements of interested parties in a balanced and sustainable manner. At the same time, continuous quality improvement must be a commitment of top management and organized to meet the increasing expectations of customers and other parties, to build sustainable success for organizations, and to enhance commercial excellence and business value. In this context of organizational planning; implementation and operation; monitoring; evaluation; improvement and innovation, quality is global. Management must operate in a comprehensive and focused manner to become effective [3]

2.1 MATERIALS AND METHODS

2.1.1. The concept of organizational quality

The concept of organizational quality refers to the use of shared best management practices in high-performing organizations. When successfully implemented, these practices contribute to establishing an internal framework of standards and processes designed to attract and motivate employees to deliver products and services that meet customer requirements and meet business expectations. Organizational quality is defined as the achievement of consistently superior performance—for example, by achieving results that exceed goals, needs, and expectations. The implementation of organizational quality in organizations is linked to the integration of quality hardware and software [4]. Hardware consists of standardization tools, analysis and problem-solving, statistical tools, and a quality governance mechanism. Software consists of philosophies of employee engagement, training and development, rewards and recognition, a culture of continuous improvement, and the development of successful quality management methodologies such as Six-Sigma (Motorola, GE, and Lean Toyota). These are examples of internally developed organizational systems that have transformed those organizations and made them leaders in the rest of the world. Organizational quality is defined as the set of activities, processes, and mindsets associated with improving product and service quality. Thus, the essence of organizational quality is a set of guiding principles and structured activities that are closely linked to quality outcomes [5].

2.1.2. Dimensions of organizational quality



Quality is a fundamental element for the sustainability and continuity of organizations. By improving performance, reducing defect rates, and optimizing resources, organizations can gain customer satisfaction, increase their competitiveness, and enhance their profitability through their organizational quality. It is considered the key to efficiency in both local and global markets [6]

2.1.2.1. job satisfaction

Job satisfaction is one of the most important and controversial topics in industrial psychology and behavioral management in organizations. It ultimately determines the extent of employment motivation through the development of an organizational climate or environment. Satisfaction represents a specific subset of attitudes held by members of an organization. It is an individual's attitude towards his or her job. In other words, it is a positive reaction to the job. Job satisfaction, in the strict sense, means attitudes related to the job and is concerned with certain elements such as wages, supervision, job security, work standards, social bonds of the job, prompt settlement of grievances, fairness in treatment, and other similar elements. Job satisfaction is related to various social, economic, and personal factors, such as: age, gender, incentives, work environment, education, and length of employment [7].

2. 2.1.2. Goal Clarity

Clarity of purpose is understood as the extent to which employees understand the importance of the task assigned to them for the group or department when employees have a clear understanding of the specific objectives to be achieved through a specific role and expertise and plan their expected activities [8]. Organizational goal clarity is positively related to team performance for two reasons. First, a clear understanding of the goal and performance promotes the direction of efforts toward achieving that goal, determining the direction, intensity, and persistence of goal-directed efforts. Second, organizational goal clarity enables teams to collectively develop a clear vision of how their behaviors contribute to organizational performance and provides awareness of the goals the organization values. This, in turn, leads to higher levels of performance [9].

3.2.1.2. Productivity

The concept of productivity as the relationship between outputs and inputs. This concept has existed for more than two centuries and is used in different circumstances at various levels of aggregation in the economic system. It is claimed that productivity is one of the basic factors that govern economic production activities and perhaps the most important of them. However, at a time when productivity is considered one of the most important factors affecting the competitiveness of a manufacturing company [10].

Productivity, as a strategic approach, is one of the primary objectives of organizations that build the foundation for economic growth. It includes the



exploitation and integration of available resources within a given company, which enhances the effectiveness of the organization's development and progress. Measuring productivity is one of the important indicators for improving the organization. Therefore, productivity is considered the optimal exploitation of the company's resources to achieve effective goals within the framework of an agreed-upon value system that includes organizations, even large companies, individuals and their human skills [11].

4.2.1.2. Communication effectiveness

Communication effectiveness has been comprehensively linked to leadership effectiveness. Effective interpersonal communication skills enable leaders to create and communicate an influential vision to followers. This is a key element of charisma. Effective leaders may prefer to communicate using more metaphors, symbols, images, and influential arguments to influence others to accept their position. "For leaders to be charismatic, they not only need to have visions and strategies to achieve them, but they must also be able to articulate their visions and strategies to work in effective ways to influence their followers. A leader can help their followers understand why and how the activities they are involved in are taking place. This is largely achieved through language and interpersonal communication [12].

2.2 sustainable success.

1.2.2. The concept of sustainable success

The term "sustainable success" is used to link financial, labor, environmental, and societal objectives. Organizations need to revitalize their workforce, renew their relationships with customers and communities, and minimize negative environmental impacts. The connections between people and performance also benefit. Employee pride stems from contributing to excellent products or services and from being part of an organization that "gives back" and intentionally contributes positively to the communities and natural environment in which it operates. It provides guidance for strategic direction and an intangible measure for leaders and practitioners. It can instill in an organization the courage and confidence that it can be dynamic and capable of change, and it can validate the business model and management systems. The concept of business success can be divided into four main areas through which organizations can seek success: (1) at the enterprise level, (2) at the strategic level, (3) at the market level, and (4) at the financial level. Each category has its own meaning and connotation. The key question involves whether the type of success is sustainable. The whole-enterprise category takes a broad perspective of the entire extended enterprise and explores how success is ensured. The strategic success category is slightly less broad and examines success from the perspective of the company and its strategic units. The market success category is more limited in



scope. It is a more traditional perspective that focuses on how the company or strategic business unit is able to achieve success in its target markets and with the customers it serves. It also looks at the competitive advantages and position of the company in the competitive landscape. The financial success category focuses on making money and how the company is able to do so. It generally has a very narrow perspective. Obviously, there are other categories that could be included. For the sake of simplicity, these four categories are discussed. While theoretical foundations suggest that organizations can achieve success in all four areas, sustainable success implies that broader perspectives (i.e., organizational-level success and strategic success) [13].

2.2.2. Dimensions of sustainable success

1.2.2.2. Vision

The goals that the organization will seek to achieve in the short, medium, and long terms. The vision will serve as a guide to determining the course of action to achieve the goals[14]. It is considered an internal compass that is achieved when the members of the organization are clearly united on the values, beliefs, purposes and goals that should guide their behavior, It represents a realistic, credible, and attractive future for the organization and represents a picture of how it will appear in the future. An effective vision requires both external and internal dimensions. The external dimension represents a shared view within the organization about the market, customers, competitors, industry, and potential macroeconomic impacts on the market. The internal dimension represents the shared organizational beliefs and values [15].

2.2.2.2. Approach

The component in which the organization's strategy is developed and the implementation methodology is defined. The purpose, mission, and vision guide and shape the development of the strategy, as well as the organization and its operations. The strategy identifies the alternatives and methods that will create value in the short, medium, and long term. Experience shows that when purpose is aligned with strategy and activities, every employee takes purpose and values into account in the decision-making process, which is essential for successful business conduct, HR analytics also enables human resource managers to gain insightful information essential for employee management to achieve organizational success [14]. It relies on logical and systematic methods for analyzing and visualizing human resource-related data. With the development of business analytics as a core organizational capability, HR management has increasingly adopted advanced models and techniques to enhance strategic decisions to meet the needs of managers and senior decision-makers in the organization [16].

3.2.2.2. Learning.



Sustainable learning and education are aligned with sustainable learning. This approach aims to develop sustainable learning and teaching curricula and methods. Programs are designed to instill the skills needed to succeed in difficult and complex situations and contribute to making the world a better place Sustainable learning is generally understood as learning that is retained and transferred after exposure and requires continuous, purposeful, responsive, and proactive learning, as well as the ability to adapt to circumstances [17]. Effective learning for sustainability depends on the characteristics of organizational learning, such as employee participation, the learning environment, systematic employee improvement, continuous testing, and learning reward systems. Sustainability is achieved through changing internal processes, organizational learning, and employee ideas. Certain training and development tools can be used for learning about sustainability [18].

4.2.2.2. *Unify.*

The effectiveness of collaborative norms clearly demonstrates their ability to unify diverse interests toward a common goal. They stimulate joint efforts and encourage individuals to contribute to achieving a shared vision. This consensus is essential for maintaining group cohesion and achieving organizational goals that require joint effort. The benefit of collaborative norms is reflected in increased levels of trust and cooperation among colleagues, which is vital to the sustainability of any collaborative endeavor Collaborative norms contribute significantly to creating a sense of unity among employees [19]. Cooperatives should respond to the needs of all, not the interests of individuals, in accordance with the interests of their members. Participation is an important element in strengthening the spirit of community by promoting the search for solutions to problems and promoting development.

5.2.2.2. *Ecosystem.*

It is a group of actors at levels of integration that are characterized by diversity and comprehensiveness without being subject to the control of a hierarchical organization. The ecosystem is essentially a concept of value creation, while most researchers see it by linking ecosystem analysis to the resource-based view [20]. The essence of this approach is to view ecological and human systems as open, self-organizing systems, whose dynamics are governed by positive and negative feedback processes operating over a wide range of spatial and temporal scales. These systems exhibit flexible hierarchical structures and diverse, novel phenomena [21].

3. RESULTS AND DISCUSSION

3.1. RESULTS

The study relied on the descriptive-analytical approach, and used appropriate tools and methods to collect data and information related to its variables. The researcher



reviewed a variety of academic sources, such as books, periodicals, and university theses (master's and doctoral), in addition to information available on the internet. This helped build the theoretical framework for the study in an integrated manner. As for the practical aspect, the researcher relied on the questionnaire as the primary tool for collecting data to test the study's hypotheses and achieve its objectives. This was done after presenting it to a number of referees and experts in the field to verify its validity. The researcher also conducted field visits to the entity concerned with the study, during which he directly interviewed a number of employees. This added an additional scientific dimension to the study by accurately diagnosing the problem and collecting realistic data. In analyzing the data, the researcher used SPSS (version 26) and Amos to perform the required statistical analyses, ensuring accurate and reliable results that serve the study objectives

3.2. DISCUSSION

1.2.3. Study community and sample:

This study aims to identify organizational quality and its role in achieving sustainable success. The study was implemented in the field at Maysan Oil Company in Al-Amara Governorate. This company was chosen as the field of study due to its effective organizational environment. The research community consisted of (399) employees, and a sample of (196) employees was selected based on approved statistical criteria. (204) pure questionnaires were collected from the target sample, which were subjected to final analysis based on the statistical table for determining the sample size referred to in Source (25). The study used the statistical analysis programs SPSS.v26 and Amos to analyze the data and test the hypotheses. The study adopted the descriptive analytical approach in addressing the subject, where organizational quality was identified as an independent variable that included four main dimensions: job satisfaction, clarity of purpose, productivity, and communication effectiveness. In contrast, sustainable success was identified as a dependent variable and addressed through five dimensions: vision, approach, learning, unification, and ecosystem. It is worth noting that the researcher paid great attention to accurately defining the study community, the sample, and their characteristics before beginning the field study. This was done to ensure consistency between the sample and the original community, ensuring that the results obtained could be generalized to all members of the study community

2.2.3. Study Methodology:

The researcher adopted the analytical approach in the study methodology, which depends on taking a sample from the study community so that it truly represents it, and adopting their answers to the questionnaire as a basis for the descriptive aspect



and analytical statistical operations related to the study variables to reach interpretable results and draw conclusions from them, in addition to the information that the researcher reaches through personal interviews with decision-makers in the institution under study.

3.2.3. Message scale stability:

Before beginning the various statistical tests in this study, it was necessary to determine the reliability of the scale across all the necessary data, as the reliability and consistency of its items are essential for its validity. To determine the reliability of the current study's scale, the researcher extracted Cronbach's alpha coefficient values for the current study's scale using SPSS version 28. The results are shown in Table 1-1



(Cronbach's alpha) for the variable	Cronbach's alpha value	Dimension	variable
85.4%	84.9%	job satisfaction	Organizational quality
	89.1%	. Goal Clarity	
	88.1%	Productivity	
	79.4%	Communication effectiveness	
89.3%	91.8%	. Vision	Organizational quality
	84.9%	Approach	



	81.6%	Learning	
	92.2%	Unify	
	96.0%	Ecosystem	

Source: Prepared by the researcher based on SPSS program outputs.28 .

The table clearly shows that the Cronbach's alpha coefficient values for all dimensions of organizational quality and sustainable success variables ranged between 79.4% and 96.0%. These high results, which exceed the acceptable limit (70%), indicate a high level of internal consistency in the instrument. This means that consistent and reliable results can be obtained when the instrument is applied to the same sample at different times, reflecting the stability of measurement across the study variables and dimensions

4.2.3. Descriptive analysis of study variables

First: Descriptive analysis of the independent variable (organizational quality)

This variable ranked first in terms of interest and availability, achieving the highest agreement rate of (72.8%). It also recorded the highest arithmetic mean of (3.64) with a standard deviation of (0.863). This indicates that organizational quality is considered of utmost importance and receives a high level of attention in the company under study.

Second, descriptive analysis of the dependent variable (sustainable success):

This variable ranked second in terms of interest and availability, recording an agreement rate of (71.2%). Its arithmetic mean was (3.56) with a standard deviation of (0.864). Despite ranking second, the results still indicate a high level of interest in sustainable success.



Sequence	relative importance	Answer level	coefficient of variation	Answer direction	standard deviation	arithmetic mean	Research variables	ت
1	23.73%	High	72.8%	I agree	0.863	3.64	Organizational quality	1
2	24.24%	High	71.2%	I agree	0.864	3.56	sustainable success	2

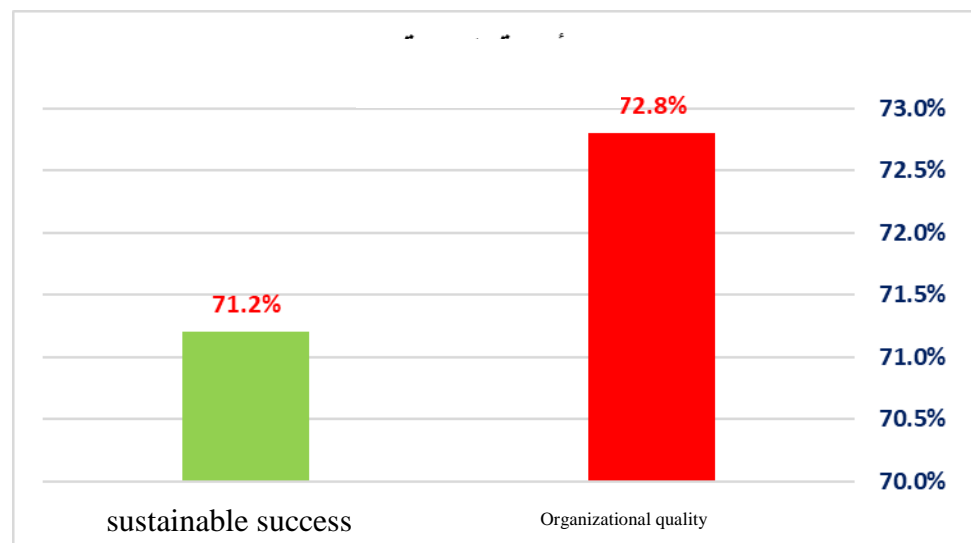


Figure () Relative importance of the research variables

Testing the first main hypothesis (H01):

This hypothesis was based on the expectation of the absence of a statistically significant relationship between organizational quality and sustainable success in the company under study. It is noted from the table and figure below that there is a direct correlation of (0.806), at a very high level, and it is statistically significant, because the level of significance is within the acceptance area, which is less than 5%), and the calculated (T) value of (10.210) is greater than the tabulated (T) value of (1.962), which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the company under study pays attention to the components of organizational quality, this automatically leads to enhancing sustainable success at a very high level.

Sub-hypothesis testing.

1- A- Testing the first sub-hypothesis H1-1: “This hypothesis was based on the expectation of the absence of a statistically significant relationship” between job satisfaction and sustainable success in the company under study. It is noted from the table and figure below that there is a direct correlation of (0.647), at an average level, and it is statistically significant, because the level of significance is within the acceptance area, which is less than (5%), and the calculated (T) value of (7.876) is



greater than the tabulated (T) value of (1.962), which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the company under study cares about the job satisfaction of employees, this automatically leads to enhancing sustainable success at an average level.

2- B- Testing the second sub-hypothesis H1-2: “This hypothesis was based on the expectation of the absence of a statistically significant correlation” between the clarity of the goal and sustainable success in the company under study. It is noted from the table and figure below that there is a direct correlation of (0.744), at a high level, and it is statistically significant, because the level of significance is within the acceptance area, which is less than (5%) and the calculated (T) value of (8.987) is greater than the tabulated (T) value of (1.962) which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the company under study cares about the clarity of the goal, this automatically leads to enhancing sustainable success at a high level.

3-Testing the third sub-hypothesis H1-3: “This hypothesis was based on the expectation of the absence of a statistically significant correlation” between productivity and sustainable success in the company under study. It is noted from the table and figure below that there is a direct correlation of (0.787), at a high level, and it is statistically significant, because the level of significance is within the acceptance area, which is less than 5%), and the calculated (T) value of (10.765) is greater than the tabulated (T) value of (1.962), which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the company under study cares about the productivity of employees, this automatically leads to enhancing sustainable success at a high level.

4- Testing the fourth sub-hypothesis H1-4: “This hypothesis was based on the expectation of the absence of a statistically significant relationship” between the effectiveness of communication and sustainable success in the company under study. It is noted from the table and figure below that there is a direct correlation of (0.661), at a medium level, which is statistically significant, because the level of significance is within the acceptance area, which is less than 5%), and the calculated (T) value of (10.832) is greater than the tabulated (T) value of (1.962), which supports the level of significance. Based on these results, the hypothesis is accepted. This indicates that the more the management of the company under study cares about the effectiveness of communication for employees, this automatically leads to enhancing sustainable success at a moderate level



decision	Relation ship direction	Compute d T-test	Relationshi p intensity	Correlation coefficient value and significance level		Dimensions of organizational quality	sustainable success
Accept the alternative hypothesis	positive proportion	7.876	Medium	0.647**	R	job satisfaction	
				0.000	Sig.		
Accept the alternative hypothesis	positive proportion	8.987	strong	0.744**	R	Goal Clarity	
				0.000	Sig.		
Accept the alternative hypothesis	positive proportion	10.765	strong	0.787 **	R	Productivity	
				0.000	Sig.		
Accept the alternative hypothesis	positive proportion	10.832	Medium	0.661**	R	Communication effectiveness	
				0.000	Sig.		
Accept the alternative hypothesis	positive proportion	10.210	very strong	0.806**	R	organizational quality	
				0.000	Sig.		
.**Correlation is Significant at the 0.01 level (2-tailed) Table (T) value= (1.962)				5		Number of accepted hypotheses	
				100%		Percentage	

Source prepared by the researcher based on the outputs of the statistical program (spss.V.28).

Testing impact hypotheses

This paragraph includes testing the main and sub-hypotheses of influence through the following:

Testing the second main hypothesis (H02):

It states: "There is no statistically significant effect" of organizational quality on sustainable success. To prove this hypothesis, a structural model was created that demonstrates the nature of the relationship" between organizational quality and sustainable success. The table and figure below demonstrate the reliability and validity of the model based on the goodness-of-fit criteria, which exceeded the required indicators based on (Hair et al. 2010), as mentioned in Table No. (). The value of the Goodness of Fit Index (GFI) is (1.00), the value of the Chi-square to the percentage of freedom is (4.186), and the root mean square error of approximation (RMSEA) is (0.074). In addition, the divergence of the factorial regression weights exceeded (0.40), which indicates a high level of consistency. The results of the inferential statistics show that there is a relationship between organizational quality and sustainable success. The regression parameters recorded values of ($\alpha=1.350$) ($\beta=0.687$), and the extracted and estimated (F) value is (494.681). It is (greater) than



the tabulated (F) of (3.86). The value of (R^2) indicates that organizational quality explains (65.0%) of the changes that occur in sustainable success. The value of (t) obtained for (β) for the organizational quality variable was (14.085). It is greater than the tabulated value (t) of (1.962) and this explains the stability of the significance of (β), as it is clear from the value of (β) that increasing organizational quality by one unit will lead to an increase in sustainable success by (68.7%), and from the above the hypothesis can be accepted, i.e. (there is no significant effect between organizational quality and sustainable success).



Sig	R Square	F The calculated	(t)	β	α	independent variable	sustainable success
0.000	0.650	494.681	14.085	0.687	1.350	Organizational quality	
3.86						(F) Tabular	
1.962						t (Tabular	
204						Sample size	



Accept the hypothesis	decision
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Source: Based on SPSS program outputs, prepared by the researcher

The first sub-hypothesis (H2-1): states:

"There is no statistically significant effect" of job satisfaction on sustainable success in its dimensions (vision, approach, learning, unification, and ecosystem) The table below indicates the results of the inferential statistics between job satisfaction and sustainable success. The regression parameters recorded values of ($\alpha = 1.748$) ($\beta = 0.504$). The model also explains (41.8%) of the values of the variables occurring in the respondent variable. The model is significant based on the estimated (F) value extracted (191.371), which appeared significant and greater than its tabulated value of (3.86). The obtained (t) value for (β) for the job satisfaction variable recorded (14.094), which is greater than the tabulated (t) value of (1.962). This explains the stability of the significance of (β), as it is clear from the (β) value that an increase in job satisfaction by one unit It will lead to an increase in sustainable success by (50.4%), and from the above, the hypothesis can be accepted, i.e. (there is no significant effect between job satisfaction and sustainable success

2. The second sub-hypothesis (H2-2): states:

"There is no statistically significant effect of goal clarity on sustainable success in its dimensions (vision, approach, learning, unification, and ecosystem)." The table below indicates the results of the inferential statistics between goal clarity and sustainable success. The regression parameters recorded values of ($\alpha = 1.752$) ($\beta = 0.557$). The model also explains (55.3%) of the values of the variables occurring in the respondent variable. The model is significant based on the estimated (F) value extracted (329.677), which appeared significant and greater than its tabulated value of (3.86). The obtained (t) value for (β) for the goal clarity variable recorded (18.319), which is greater than the tabulated (t) value of (1.962). This explains the stability of the significance of (β), as it is clear from the (β) value that an increase in goal clarity by one unit It will lead to an increase in sustainable success by (55.7%), and from the above, the hypothesis can be accepted, i.e. (there is no significant effect between clarity of goal and sustainable success).

3. The third sub-hypothesis (H2-3): It states: ("There is no statistically significant effect" of productivity on sustainable success in its dimensions (vision, approach, learning, unification, and ecosystem). The table below indicates the results of the inferential statistics between productivity and sustainable success. The regression parameters recorded values of ($\alpha=1.689$) ($\beta=0.569$). The model also explains (62.0%) of the value of the variables that occur in the respondent variable, and the model is significant based on the estimated extracted (F) value (434.083) which appeared to be significant and greater than its tabulated value of (3.86). The obtained (t) value for (β) for the productivity variable was recorded as (19.487). It is greater than the



tabulated (t) value of (1.962). This explains the stability of the significance of (β), as it is clear from the value of (β) that increasing productivity by one unit will lead to To increase sustainable success by (56.9%), and from the above, the hypothesis can be accepted, i.e. (there is no significant effect between productivity and sustainable success)

4.The fourth sub-hypothesis (H2-4): states: “There is no statistically significant effect” of communication effectiveness on sustainable success in its dimensions (vision, approach, learning, unification, and ecosystem). The table below indicates the results of the inferential statistics between communication effectiveness on sustainable success. The regression parameters recorded values of ($\alpha = 2.540$) ($\beta = 0.352$). The model explains (43.6%) of the value of the variables that occur in the respondent variable, and the model is significant based on the estimated extracted (F) value of (206.265), which appeared to be significant and greater than its tabulated value of (3.86). The obtained (t) value for (β) for the communication effectiveness variable was recorded at (36.794). It is greater than the tabulated (t) value of (1.962). This explains the stability of the significance of (β), as it is clear from the value of (β) that increasing communication effectiveness by one unit will lead to an increase in success. Sustainable by (35.2%), and from the above, the hypothesis can be accepted, i.e. (there is no significant effect between the effectiveness of communication and sustainable success).

dependent variable	Dimensions of the organizational quality variable				Indicator
	Communication effectiveness	Productivity	. Goal Clarity	job satisfaction	
sustainable success	2.540	1.689	1.752	1.748) α (
	0.352	0.569	0.557	0.504	(β)
	0.436	0.620	0.553	0.418) R^2 (
	206.265	434.083	329.677	191.371	(F)
	36.794	19.487	18.319	14.094	(t)
	0.000	0.000	0.000	0.000	P
	3.86				(F) Tabular
	1.962)t (Tabular
	204				Sample



	Accept the alternative hypothesis	Accept the alternative hypothesis	Accept the alternative hypothesis	Accept the alternative hypothesis	size Decision
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Table () Analysis of the impact of organizational quality dimensions on sustainable success
Source: "SPSS .V .25

3. Discussion:

The results of the statistical analysis showed a strong correlation between organizational quality and sustainable success in the organization under study, as the correlation level reached a very high level, meaning that an increase in interest in the independent variable necessarily leads to an increase in the dependent variable with the same value of the correlation coefficient. The more the management of the company under study pays attention to the components of organizational quality, this automatically leads to enhancing sustainable success at a very high level. The results also showed that the company's adoption of organizational quality, through the dimensions tested in our current study model at the aggregate level, plays a significant role and contributes significantly and effectively to promoting sustainable success. The results of the statistical analysis revealed that the "job satisfaction" dimension is the most influential among the dimensions organizational quality in supporting sustainable success.

4. CONCLUSIONS :

The researcher was able, based on the results of the study, to conclude the following:

1. The results show that organizational quality in the company receives significant management attention and widespread employee consensus, particularly in the areas of job satisfaction and clarity of purpose. Despite this good level, there is still room to further enhance organizational quality, with a focus on improving communication effectiveness and productivity to reach optimal levels.
2. The results indicate that management's interest in the company's sustainable success is generally high, with good employee consensus, particularly regarding clarity of vision, the importance of the ecosystem, and the approach adopted. While this level is considered good, there is room to strengthen certain aspects, particularly those related to standardization and learning, to ensure more comprehensive and integrated sustainable success.
3. The results clearly indicate a very strong and statistically significant direct relationship between organizational quality and sustainable success in the company under study. This means that the greater the company's management's focus on improving the components of organizational quality, the greater the level of sustainable success.
4. The results confirm a moderate and statistically significant direct relationship between job satisfaction and sustainable success. Thus, the company's management's interest in enhancing employee satisfaction has a moderate positive impact on the company's sustainable success.
5. The results show a high and statistically significant positive correlation between goal clarity and sustainable success. This indicates that company management's efforts to ensure clear goals for employees contribute significantly to enhancing sustainable success.



6. The results show a high and statistically significant positive correlation between productivity and sustainable success. This confirms that company management's focus on increasing employee productivity leads to a significant increase in sustainable success.

7. The results indicate a moderate and statistically significant positive correlation between communication effectiveness and sustainable success. This means that company management's interest in improving the effectiveness of employee communication contributes to enhancing sustainable success at a moderate level. 8. The results indicate that the structural equation model has high reliability, confirming the presence of a statistically significant and very strong effect of organizational quality on sustainable success. The organizational quality variable explains a significant proportion of the variance in sustainable success, meaning that the greater the company's focus on organizational quality, the greater the level of sustainable success.

Recommendations:

1. **Enhancing Job Satisfaction:** Maysan Oil Company's management must continue to enhance employee job satisfaction by regularly reviewing and updating wage and reward policies to ensure they are fair and meet employee expectations. It is also recommended to implement a transparent promotion system based on merit and performance, with an emphasis on moral incentives and continuous recognition of outstanding efforts, to create a motivating work environment that increases employee engagement with the company.

2. **Establishing Goal Clarity:** To maximize the benefits of goal clarity, the company should enhance internal communication channels to ensure that all employees understand strategic and tactical objectives. It is also recommended to involve employees in the process of setting individual and departmental objectives in line with the overall organization's vision, and to provide continuous feedback to ensure that efforts are aligned with established goals. This enhances a sense of belonging and responsibility.

3. **Supporting Continuous Productivity:** The company's management must adopt ongoing initiatives to support productivity by providing the necessary resources and modern technologies that facilitate workflow. It is also important to motivate employees to continuously develop their skills through specialized training programs and to encourage a culture of cooperation and experience sharing among work teams to achieve common productivity goals, which will positively impact the company's overall performance.

4. **Improving Communication Effectiveness:** To enhance communication effectiveness, Maysan Oil Company should work to develop clear mechanisms to proactively and tangibly address communication challenges. It is recommended to establish open and transparent communication platforms between employees and leaders, leverage modern technological solutions to facilitate timely communication, and identify and resolve issues facing colleagues to ensure the smooth and effective flow of information.

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