

Digital Innovation and Its Impact on Achieving Organizational Performance Excellence: An Analytical Study of Condor Electronics, Algeria

الإبداع الرقمي وأثره في تحقيق تميز الأداء التنظيمي: دراسة تحليلية لمؤسسة كوندور إلكترونيك الجزائر

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Abstract: This study aims to analyze the impact of digital innovation on organizational performance excellence at Condor Electronics. Given the nature and objectives of the research, the descriptive-analytical method was employed. After distributing the questionnaire, the number of valid responses suitable for statistical analysis reached 125 respondents. The study yielded several key findings, most notably the existence of a statistically significant impact of digital innovation dimensions (digital readiness, digital innovation culture, and digital security) on organizational performance excellence and effectiveness.

Keywords: Digital Innovation; Information Technology; Organizational Performance; Human Resources; Competitive Advantage.

JEL Classification Codes: O32, M15, L25.

ملخص: تهدف الدراسة إلى تحليل أثر الإبداع الرقمي على تميز الأداء التنظيمي في مؤسسة كوندور إلكترونيك، وبناءا على طبيعة الدراسة والأهداف التي تسعى إلى تحقيقها فقد تم استخدام المنهج الوصفي التحليلي، وبعد توزيع الاستبانة وصلت الاستجابة إلى 125 مستجيبا قابلين للتحليل الإحصائي. لقد توصلت الدراسة لعدة نتائج أهمها: وجود تأثير ذي دلالة معنوية لأبعاد الإبداع الرقمي (الجاهزية الرقمية، ثقافة الإبداع الرقمي، الأمن الرقمي) على تميز وفاعلية الأداء التنظيمي. كلمات مفتاحية: الإبداع الرقمي، تكنولوجيا المعلومات، الأداء التنظيمي، الموارد البشرية، الميزة التنافسية. تصنيفات JEL: O32، M15، L25.

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1. INTRODUCTION

Digital transformation has emerged as a contemporary trend in economic and social development, given the critical role played by information technology in facilitating organizational operations and creating system flexibility to deliver services more effectively. This positively impacts employees, external customers, and society as a whole. Digital transformation constitutes a process of fundamental changes within an organization's internal structure, serving as a pivotal factor in keeping pace with current advancements. Consequently, organizations are required to address challenges related to managing tasks and conducting operations, particularly through leadership responsible for overseeing the successful completion of these tasks and addressing potential shortcomings, thereby enhancing the efficiency of organizational functions and services—a central objective behind the adoption of modern technology.

This comprehensive shift necessitates a transition from traditional leadership to effective leadership, specifically creative leadership characterized by a scientific vision and a novel approach aligned with digital advancements. Such leadership facilitates the successful implementation of digital transformation within organizations, significantly influencing employee behavior and performance, and consequently improving business outcomes and service delivery.

Creative leadership is one of the most significant factors contributing to success and excellence within any organization. It is no longer logical to expect employees to think progressively and embrace new directions in their work while their leaders continue practicing traditional leadership and lack the willingness to take risks towards change. Leaders must therefore adopt innovative thinking and foster a spirit of positive competition among their employees, motivating them to generate new ideas and providing the necessary support to enhance innovation and creativity during implementation.

In the contemporary era, innovation has become the decisive criterion distinguishing one individual from another and one organization from another. Innovation guarantees organizational sustainability, uniqueness, and success in achieving leadership. The adoption of emerging digital technologies such as virtual reality, cloud computing, and artificial intelligence has led to substantial shifts in business models, internal processes, products, and services.

The industrial sector in Algeria represents a vital component of economic growth and a significant driver of digital innovation. Within this

context, the electronics industry stands out, exemplified by Condor Electronics. This institution was selected for its leading position in the Algerian market, specializing in electronics, home appliances, and multimedia products. Furthermore, Condor Electronics has demonstrated considerable success and substantial contributions to the national economy since its establishment in 2002, marking it as a source of national pride and a noteworthy example of organizational innovation and excellence. This success is largely attributable to its strong capability to integrate advanced technologies, aligning effectively with competitive environmental changes.

Contemporary society is experiencing an era characterized by remarkable human progress in scientific and technological advancements, accompanied by significant economic, political, and social transformations. These developments have intensified since the early years of the current century, resulting in structural changes within organizations and presenting them with numerous challenges. Consequently, organizations must adopt strategies enabling them to effectively respond to these dynamic conditions, preserve and enhance their competitive standing, and strive towards achieving excellence.

In light of the developments and transformations imposed on society, the concepts of digital innovation and organizational performance excellence have gained significant importance for organizations. If organizations today share a common language, it is undoubtedly the language of innovation and excellence. Consequently, all institutions strive to perform their tasks and activities at a high level of efficiency.

The Algerian government has prioritized implementing mechanisms of digital transformation and innovation across all sectors, particularly in relation to industrial development. The application of digital transformation and innovation systems is no longer merely an option for sustainable development; rather, it has become a necessity, prompting most institutions to take substantial steps to align themselves with global advancements in this domain.

Nevertheless, most Algerian institutions continue to exhibit limited practical implementation of digital innovation concepts aimed at achieving excellence in organizational performance. This has resulted in a failure to establish the desired balance between the organization's mission, goals, and customer expectations on the one hand, and an inability to surpass competing institutions on the other.

1.1 Study Problem

Based on this context, the central research question of this paper can be articulated as follows:

How does digital innovation contribute to achieving excellence in organizational performance, and what impact does it have within the studied sample at Condor Electronics?

To answer this main question, the following sub-questions are proposed:

- What are the dimensions of digital innovation?
- What is the relationship between digital innovation and excellence in organizational performance?
- To what extent does the research sample recognize the role and dimensions of digital innovation in achieving excellence and effectiveness of performance within their organization?

1.2 Study Objectives

In alignment with the research problem and questions previously outlined, the current study seeks to achieve the following objectives:

- To introduce the concept of digital innovation and clarify its various dimensions.
- To measure the extent of the impact that digital innovation dimensions have on the effectiveness and excellence of organizational performance at the studied institution, Condor Electronics.
- To provide recommendations, based on the findings from Condor Electronics, to support alignment with trends toward creative digitization and enhance overall performance.

1.3 Study Significance

The significance of this research paper emerges from multiple considerations, some theoretical (academic) and others practical (applied), as follows:

- The study derives importance from the significance of digital innovation and the digital technologies and creative solutions it offers, which facilitate and streamline both internal and external processes in the industrial sector, saving time, effort, and cost while enhancing customer satisfaction levels.
- To the best of our knowledge, there is a scarcity of research in the Arab context addressing the variables of digital innovation and organizational performance excellence (in their various dimensions), thus providing an academic contribution to the existing body of knowledge.

- The significance of this study also arises from the importance of the electronics industry sector, which is among the largest sectors, employing numerous individuals and providing services to a wide customer base. This has motivated the selection of a leading institution in this field, namely Condor Electronics in Algeria. This empirical study aims to provide the organization's management with valuable insights and results that highlight the role of digital innovation in enhancing organizational performance excellence, delivering direct benefits both to the studied organization and to the electronics sector as a whole.

1.4 Study Hypotheses

In light of the literature related to digital innovation and organizational performance, and based on the research objectives, the study hypotheses are formulated as follows:

1.5 Main Hypothesis

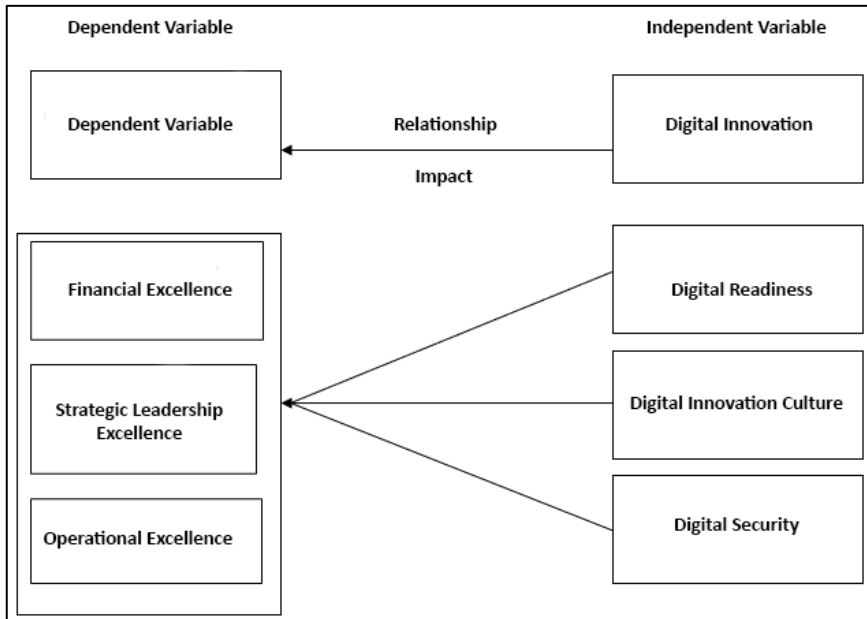
There is a statistically significant impact of digital innovation on organizational performance excellence.

This main hypothesis is subdivided into the following sub-hypotheses:

- There is a statistically significant impact of digital readiness on organizational performance excellence.
- There is a statistically significant impact of digital innovation culture on organizational performance excellence.
- There is a statistically significant impact of digital security on organizational performance excellence.

1.6 Research Model

The research model illustrates the relationship between the independent variable, represented by digital innovation, and the dependent variable, represented by organizational performance excellence, as shown in the following figure:



Source: Prepared by the researcher based on various scholarly references.

1.7 Study Methodology

Considering the nature and objectives of this study, the descriptive-analytical method was employed. This method involves studying the phenomenon as it naturally occurs, providing an accurate description expressed both qualitatively and quantitatively. Furthermore, the method does not merely involve collecting data to investigate various aspects and relationships related to the phenomenon; rather, it extends to analyzing, synthesizing, and interpreting data to derive conclusions. The purpose is to determine the relationship between the study variables, specifically the independent variable (digital innovation) and the dependent variable (organizational performance excellence).

2. Theoretical Framework

This section presents the conceptual framework for the study variables as follows:

2.1 The Nature of Digital Innovation

This segment addresses the theoretical foundation of the independent variable, digital innovation, through several points outlined below:

- **Concept and Characteristics of Digital Innovation:** The term "digital innovation" emerged during the 1930s through the work of the Austrian economist Joseph Schumpeter, who utilized it to explain economic cycles and examine major crises. It later gained increased attention and became a focus of study in the 1980s, recognized as a growth strategy and a model for technological development.

Some authors use the terms "innovation" and "creativity" interchangeably to indicate the same concept, primarily due to variations in translation and the absence of standardized terminology by Arabic language academies across Arab countries. To eliminate ambiguity and confusion, it is essential to briefly clarify the distinction between these terms. Innovation refers to ideas characterized by novelty, usefulness, and relevance to problem-solving. In contrast, creativity involves transforming these innovative ideas into tangible outcomes—such as products or services—that an organization offers to its customers or stakeholders (Al-Faouri 2005, 10).

Accordingly, the relationship between creativity and innovation is complementary, as an innovative organization relies on key inputs such as ideas, employees, and funding, which contribute to generating novel and unconventional concepts. These inputs lead to outputs that encompass creativity and growth, achieved through continuous improvements in production and the realization of financial gains (Khasawneh 2011, 30).

Digital innovation is defined as the introduction of new products and technical production methods, as well as significant technological improvements in existing products and techniques. Digital innovation impacts several dimensions upon its entry into the market (product innovation) or its integration into production processes (process innovation). Consequently, digital innovation results in the convergence of all forms of scientific, technological, organizational, financial, and commercial activities (Al-Zuhairi and Hussein 2023, 04). In other words, digital innovations play an increasingly vital role in manufacturing and services by generating new and enhanced technologies or supporting alternative product offerings, alternative service options, and higher quality standards.

It can also be defined as "a procedure requiring cooperation and coordination among various interconnected organizational activities, unified by adopting new ideas. These coordinated efforts involve integrating multiple organizational processes." Digital innovation refers to exploring new opportunities in the external environment, rapidly monitoring and responding to them by implementing advancements and creative activities in areas related to production and technology (Al-Azmi 2022, 13).

Accordingly, digital innovation refers to the innovative ideas and methods that enhance the efficiency of a product or process performance, or improve customer expectations by offering new products (goods or services) or developing existing market products and transforming them into distinctive realities.

identifies the characteristics of digital innovation as follows (Quraishi 2008, 136):

- Digital innovation involves the application of recognized new technological knowledge accepted by the market. This implies that any novelty based on inaccurate information, resulting in ineffective outcomes despite its aesthetic appeal or other attractive features, cannot be considered digital innovation.
- Digital innovation must incorporate the application of new technological and technical knowledge that is acknowledged and accepted within the market. Consequently, any new development based on inaccurate information, despite its aesthetic or other attractive aspects, is not classified as digital innovation.
- Digital innovation is a complex interactive process occurring primarily at two levels. At the first, internal level, information is exchanged among various departments such as research and development, production, and marketing. The second level involves external interactions, connecting the organization to its surrounding environment.
- Digital innovation necessitates substantial resource investment, including significant financial resources for research and development laboratories and effective marketing structures. It also demands human resources, particularly a considerable number of specialized professionals who possess advanced technical knowledge and training.
- Digital innovation that does not achieve market diffusion will have limited effectiveness and efficiency, as its value is significantly enhanced by widespread market adoption, reflecting its fundamental role in competitive advantage.

2.2 The Importance of Digital Innovation in Business Organizations:

The significance of digital innovation lies in its ability to (Bokolo and al. 2021, 03-04):

- Generate new opportunities, particularly by offering innovative services or products based on digital technologies.
- Enhance operational efficiency.
- Simplify procedures and improve the quality of processes and services.
- Streamline operations and improve the quality of processes and services.
- Enable greater transparency and information security.

- Improve information security and transparency levels.

3. Categories of Digital Innovation

Digital innovation can be classified according to several criteria:

3.1 Nature of Digital Innovation:

Digital innovation can be categorized based on its nature into:

3.1.1 Digital Product Innovation

This refers to introducing a new product (good or service) or significantly improving its characteristics or features. It involves internal and external environments; internally, it depends on research and development as well as marketing activities, while externally it relies on product users, competitors, and sources of new opportunities (OECD (Organisation for Economic Co-operation and Development) 2005, 56).

3.1.2 Digital Process Innovation

This refers to the adoption of new or substantially enhanced digital methods in production processes. It involves significant technological advancements in techniques, materials, and software, aiming primarily to simplify production processes and reduce costs to enhance the organization's competitiveness (Lhomme 2002, 02). Unlike product innovation, process innovation mainly focuses on developing capabilities related to production processes.

3.2 Degree of Digital Innovation

Digital innovation can be categorized according to its degree into (Rahmouni 2011, 16):

3.2.1 Radical Digital Innovation

It does not occur frequently and is associated with the introduction of new technologies that impact work organization and productivity across various activities within the organization. Although this transformation is more costly and risky, it can play a strategic role in the long term. From Schumpeter's (1942) perspective, radical digital innovation serves as a source of creative destruction, which revolutionizes the economic structure by dismantling outdated elements and generating new ones.

3.2.2 Incremental Digital Innovation

Incremental digital innovation refers to a gradual transformation that enhances technology to adapt to the characteristics of the sector or market on which it depends. This type of innovation involves organizations introducing improvements to existing products in the market or offering innovative equipment or components that have not been previously utilized.

3.3 Importance Based Digital Innovation

The fundamental premise of this classification is the competitive significance of digital innovation within a specific sector, particularly an organization's ability to modify or renew materials, capabilities, and knowledge. Four types of digital innovations can be distinguished based on whether commercial relationships are established and whether existing technological capabilities are enhanced (Kortel 2002, 113-114).

3.3.1 Structural Digital Innovation

This type of innovation, also referred to as comprehensive innovation, contributes to the complete restructuring of key organizational elements, including products, production systems, and market relationships. It is based on the application of new scientific and technological developments to production systems and products while also considering new market dynamics. As a result, structural digital innovation serves as a foundation for the emergence of new industries.

This innovation is characterized by an organization's comprehensive capacity for innovation and its managerial ability to balance:

- Establishing a creative culture based on in-depth knowledge of available technologies within the organization and across the sector.
- Managing creative ideas and encouraging individuals to generate new concepts.
- Market foresight, which involves improving and predicting future market developments.

3.3.2 Digital Innovation with Commercial Trickery

This innovation focuses on restructuring and reorganizing pre-existing digital or technological elements to fulfill latent needs. In essence, it is centered on digital enhancement. The success of this type of innovation depends on an organization's ability to quickly identify commercial opportunities, monitor the market, and recognize opportunities before competition intensifies.

However, digital innovation through commercial trickery does not provide a sustained competitive advantage, as competitors can eventually replicate and adopt similar innovations over time.

3.3.3 Ordinary Digital Innovation

This form of innovation does not aim to create new products, technologies, or markets. Instead, it focuses on improving existing products, production methods, structures, designs, manufacturing processes, costs, pricing, and quality. The success of ordinary digital innovation depends on maintaining a continuous relationship between the organization and the market to enhance commercial relationships. Additionally, it relies on technical expertise,

organizational capabilities, workforce planning, and employee motivation and training.

3.3.4 Disruptive Digital Innovation

This type of innovation is predominantly digital or technological in nature, aiming to bring transformative changes to technological components, particularly in product structure, its constituent elements, and manufacturing processes. However, the core function of the product remains unchanged, meaning it continues to target the same customer segment that the organization seeks to satisfy, thereby maintaining its market focus.

Disruptive digital innovation enables organizations to strengthen their competitive advantage and achieve long-term sustainability. However, this form of innovation requires a robust technological development environment, a strong organizational focus on technological advancements, and the strategic exploitation of technological gaps to drive innovation.

4. Dimensions of Digital Innovation

The current study focuses on three dimensions of digital innovation, as follows:

4.1 Digital Readiness

The concept of digital readiness has been addressed by numerous studies. According to (Avirutha 2018), digital readiness represents an organization's competency to capitalize on digital business opportunities and associated scalable, advanced infrastructure to improve performance. This involves leveraging cheaper and more efficient technological infrastructure, high-speed connectivity, and a digital-oriented mindset beneficial for process enhancement (Avirutha 2018, 295).

Similarly, (Nasution and al. 2020) define digital readiness as the organization's willingness and preparedness to adopt digital technology, transition towards it, and integrate technological innovation and creativity to generate innovative opportunities. This ensures the faster achievement of objectives at the individual, organizational, and international levels (Nasution and al. 2020, 94).

Furthermore, (Soomro and al. 2020) concisely summarized the concept of digital readiness as the state of an organization being prepared for digitization, encompassing the level of digital infrastructure, readiness for change, and the capacity to adopt, adapt, and effectively utilize digital technologies (Soomro and al. 2020, 35).

4.2 Digital Innovation Culture

Digital innovation culture refers to the culture of qualified human resources capable of utilizing digital technologies to perform work-related tasks during the digital transformation journey, such as specialists skilled in data usage and analysis for effective decision-making. (Perera 2021) asserts that the implementation of digital innovation necessitates human resources equipped with the skills to effectively, efficiently, and securely apply digital transformation strategies, ensuring the protection and privacy of organizational and customer data (Perera 2021, 13).

In other words, digital innovation culture reflects the technical capabilities represented by highly skilled employees who are innovative and adept at handling digital technologies to deliver high-quality products or services to customers.

Digital innovation is closely associated with digital technologies, which possess unique characteristics requiring organizations to maintain innovative cultures and capabilities capable of managing rapid technological cycles. Additionally, it demands employee proficiency in digitization and adaptive performance behaviors to meet the demands of process development, creation of new business models, and changes in product and service structures.

4.3 Digital Security

Digital security refers to information security, encompassing a set of necessary and appropriate security controls aimed at ensuring network safety and protecting information assets, operational technologies, and software (Yang and al. 2020, 03). In other words, it relates to the availability of legally enforceable reference standards governing digital transactions, alongside laws and regulations that criminalize hacking, data breaches, and privacy violations.

4.4 The Nature of Organizational Performance Excellence

The concept of organizational excellence has attracted significant attention from numerous scholars and researchers in contemporary management literature, resulting in various definitions at both organizational and broader levels. Excellence is one of the most critical topics in management, as organizations rely on continuous improvement and superiority to effectively address emerging global challenges.

4.4.1 Concept of Organizational Performance Excellence

Organizational performance excellence is a comprehensive and integrated concept that organizations continually strive to achieve. It represents a structured and systematic management approach, regularly reviewed by organizational management. It refers to the organization's

distinctiveness and superiority in performance compared to other organizations by delivering exceptional performance that surpasses customers' future expectations. This is accomplished through policies and strategies focused on employees, beneficiaries, stakeholders, and society as a whole in a balanced manner (Al-Harthi 2019, 47). Additionally, it is defined as a state of managerial creativity and organizational superiority, aiming to reach the highest performance levels across all organizational functions, outperform competitors, and satisfy beneficiaries and stakeholders associated with the organization (Al-Nasr 2010, 69).

Thus, organizational performance excellence involves aligning organizational strategies with internal efforts to meet customer expectations and fulfill business requirements by continuously creating products or services that satisfy customer needs.

4.4.2 Objectives of Organizational Performance Excellence

Organizational performance excellence seeks to achieve several objectives, most notably (Saada 2021, 22):

- Aligning organizational strategies across various levels to achieve unified organizational objectives.
- Facilitating organizational strategies through systematic planning that ensures best practices at minimal cost and effort.
- Implementing methodologies aimed at continuous improvement at both organizational and individual employee levels through excellence frameworks.
- Disseminating best practices within the organization to encourage innovation and creativity among employees.
- Enhancing problem-solving mechanisms to effectively address technical issues and manage internal and external organizational challenges and crises.
- Establishing an organizational environment conducive to employee creativity and innovation, thus improving the quality of both professional and social life.
- Improving organizational problem-solving capabilities to effectively manage technical issues and internal and external crises.
- Promoting an environment that fosters employee innovation and creativity, enhancing the quality of professional and social life.

4.4.3 Dimensions of Organizational Performance Excellence

Organizational performance excellence encompasses several dimensions identified by researchers and scholars in the field of business management.

The most commonly recognized dimensions are discussed as follows (Wahab 2016, 67):

A. Strategic Leadership Excellence

Organizations must adopt modern management practices to effectively achieve organizational excellence in the context of continuous development and changing environments. Leadership directly influences excellence by developing employees' capabilities, encouraging innovation, and stimulating creativity. This is achieved through strong leadership skills, which foster a culture of innovation and creativity among employees, thereby enhancing overall organizational performance and excellence.

B. Operational Excellence

Operations refer to the activities carried out within the organization aimed at achieving its objectives. This dimension emphasizes the implementation of continuous evaluation, primarily using Balanced Scorecard methods, which provide feedback on organizational processes. Such feedback enables managers to effectively monitor and evaluate these processes. This dimension also highlights the internal activities and continuous evaluation based on internal feedback mechanisms, ensuring improved organizational performance and operational effectiveness.

C. Financial Excellence

This dimension focuses on measuring the efficiency of the organization's financial operations, assessing the stability and reliability of its financial resources, which are essential for executing strategic plans. Financial excellence reflects positively on the organization's image in front of stakeholders and shareholders. Financial measures vary according to the organization's stage of development and the context in which it operates.

5. The Relationship Between Digital Innovation and Organizational Performance Excellence

The relationship between digital innovation and organizational performance excellence is dynamic and complex, influenced by various factors that differ across contexts and time. Some factors positively influence performance, while others might negatively affect it. Additionally, some factors have direct impacts, while others exert indirect effects. These factors interact and maintain reciprocal relationships, meaning that the influence of each factor largely depends on the influence of other factors. Digital innovation plays a crucial role in enhancing organizational performance excellence by enabling innovation at strategic, managerial, and operational levels. Adopting a creative approach at these various levels ensures that

organizational goals and objectives are efficiently and effectively achieved, resulting in improved quality of organizational outcomes.

5.1 Field of the Study

5.2 Study Population and Sample

The study population consists of all employees working at Condor Electronics, Bordj Bou Arréridj, totaling 6,397 employees according to the latest statistics. These employees are distributed across the following functional categories: 3,606 operational workers, 2,313 control workers, and 478 managerial executives.

For the purposes of this study, a random sample of 140 managerial executives was selected. The process of distributing and collecting the survey questionnaires took approximately one month. After excluding 15 invalid responses, the final number of valid questionnaires available for analysis was 125.

5.3 Results of the Statistical Analysis

The results of the statistical analysis encompass several key elements, which will be discussed as follows:

Table (01): Descriptive Characteristics of the Study Sample

Characteristics		Study Sample	
		Count	Percentage (%)
Gender	Male	92	73.6
	Female	33	26.4
Age	Less than 30 years	18	14.4
	30 to less than 40 years	45	36
	40 to less than 50 years	37	29.6
	50 years and above	25	20
Educational Qualification	Intermediate Qualification	12	9.6
	University Degree	95	76
	Postgraduate Studies	18	14.4
Years of Service	Less than 5 years	10	8
	5 to less than 10 years	21	16.8
	10 to less than 15 years	12	9.6
	15 years and above	82	65.6

Source: Prepared by the researcher using SPSS software.

The results presented in the previous table indicate that, regarding gender distribution, males constitute the majority of the study sample at 73.6%, while females represent 26.4%. Concerning age, the dominant age category among respondents is between 30 and less than 40 years, accounting for 36% of the sample. As for educational qualifications, the largest

proportion of respondents holds a university degree, representing 76%. Finally, regarding years of professional experience, respondents with 15 years or more comprised the largest category at 65.6%.

These descriptive results can be attributed to the nature of the organization's industrial activities and the managerial profile of the selected sample.

5.4 Descriptive Statistics of the Study Sample

5.4.1 Descriptive Statistics of Digital Innovation Dimensions

The following table presents the means, standard deviations, and weighted percentage means of the respondents' opinions regarding each dimension of digital innovation.

Table (02): Descriptive Statistics of Digital Innovation Dimensions

Dimensions of Digital Innovation	Number of Items	Mean	Standard Deviation	Percentile Mean	Level of Significance
Digital Readiness	5	3.92	0.512	79.2	High
Digital Innovation Culture	5	3.78	0.52	73.1	High
Digital Security	4	3.62	0.514	72.8	High
Overall Score for Digital Innovation Dimensions	14	3.77	0.563	72.5	High

Source: Prepared by the researcher using SPSS software.

The overall score for the dimensions of digital innovation was high, with an arithmetic mean of (3.77), a standard deviation of (0.563), and a percentage of 72.5%, indicating low dispersion in respondents' views regarding digital innovation dimensions.

5.4.2 Descriptive Statistics of Organizational Performance Excellence Dimensions

The following table presents the means and standard deviations of the respondents' opinions for each dimension of organizational performance excellence.

Table (03): Descriptive Statistics of Organizational Performance Excellence Dimensions

Dimensions of Organizational Performance Excellence	Number of Items	Mean	S.D	Mean (%)	Level of Significance
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Financial Excellence	3	3.73	742	74.6	High
Strategic and Leadership Excellence	4	3.48	0.59 1	71.4	High
Operational Excellence	3	3.89	480 .0	78	High
Overall Score for Organizational Performance Excellence Dimensions	10	3.66	0.52	75.7	High

Source: Prepared by the researcher using SPSS software.

The overall score for the dimensions of organizational performance excellence was high, with an arithmetic mean of (3.66), a standard deviation of (0.520), and a percentage of 75.7%. This indicates low dispersion in respondents' opinions regarding the dimensions of organizational performance excellence.

5.5 Hypothesis Testing

Hypotheses were tested using several statistical methods to verify their validity, with the results and their interpretations presented below:

5.5.1 Statistical Analysis Results of the First Sub-Hypothesis

The first sub-hypothesis states: "There is a statistically significant impact of digital readiness on organizational performance excellence."

Table (04): Regression Model for Digital Readiness

Model	Unstandardized Coefficients		Standardized Coefficients	T-test	Significance
	B	Standard Error	Beta		
Constant	1.407	0.128		10.727	0.000
Digital Readiness	0.621	0.032	0.658	17.847	0.000
Total Correlation Coefficient (R)	0.658				
Coefficient of Determination (R ²)	0.432				
Adjusted Coefficient of Determination (Adjusted R ²)	0.430				
F-Test (F)	319.170				
Significance (Sig)	0.000				

Source: Prepared by the researcher using SPSS software.

The results indicate a statistically significant relationship between digital readiness, as a dimension of digital innovation, and organizational performance excellence at a 99% confidence level. The correlation coefficient was 0.658, indicating a positive relationship. Therefore, the impact of digital readiness on organizational performance excellence can be examined using a simple linear regression model.

The coefficient of determination (R^2) for the model was 0.432, suggesting that digital readiness explains 43.2% of the variation in organizational performance excellence. The remaining unexplained variance can be attributed to random error or other independent variables not accounted for in the model.

To assess the overall significance of the model variables, an F-test was conducted, yielding a value of 170.319 at a 99% confidence level. This indicates the robustness of the regression model, confirming a strong alignment between the actual and predicted values of organizational performance excellence. Consequently, the model's results can be reliably used for forecasting future values.

Additionally, using the T-test, the Beta coefficient for the digital readiness dimension was found to be statistically significant in the simple regression model at a 99% confidence level. The computed T-value was 17.847, demonstrating that the unstandardized Beta coefficient (0.6580) is significantly different from zero and has a real impact on organizational performance excellence. This suggests that an increase in digital readiness leads to an increase in organizational performance excellence.

The regression model equation is as follows:

Organizational Performance Excellence = $1.407 + 0.621(\text{Digital Readiness})$
Accordingly, the first sub-hypothesis has been confirmed as valid.

5.5.2 Statistical Analysis Results of the Second Sub-Hypothesis

The second sub-hypothesis states: "There is a statistically significant impact of digital innovation culture on organizational performance excellence."

Table (05): Regression Model for Digital Innovation Culture

Model	Unstandardized Coefficients		Standardized Coefficients	T-test	Significance
	B	Standard Error	Beta		
Constant	1.459	0.154		10.818	0.000
Digital Innovation Culture	0.715	0,030	0.740	22.109	0.000

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Total Correlation Coefficient (R)	0.740
Coefficient of Determination (R ²)	0.547
Adjusted Coefficient of Determination (Adjusted R ²)	0.546
F-Test (F)	478.150
Significance (Sig)	0.000

Source: Prepared by the researcher using SPSS software.

The results indicate a statistically significant relationship between the dimension "digital innovation culture," as one of the dimensions of digital innovation, and organizational performance excellence at a 99% confidence level. The correlation coefficient reached 0.740, reflecting a relatively strong positive correlation. The regression equation is as follows:

Organizational Performance Excellence = 1.459 + 0.715 (Digital Innovation Culture)

5.5.3 Statistical Analysis Results of the Third Sub-Hypothesis

The third sub-hypothesis states: "There is a statistically significant impact of digital security on organizational performance excellence."

Table (06): Regression Model for Digital Security

Model	Unstandardized Coefficients		Standardized Coefficients	T-test	Significance
	B	Standard Error	Beta		
Constant	1.354	0.143		10.816	0.000
Digital Security	0.637	0.028	0.685	17.937	0.000
Total Correlation Coefficient (R)	0.685				
Coefficient of Determination (R ²)	0.469				
Adjusted Coefficient of Determination (Adjusted R ²)	0.467				
F-Test (F)	321.177				
Significance (Sig)	0.000				

Source: Prepared by the researcher using SPSS software.

The results indicate a statistically significant positive relationship between digital security—one of the dimensions of digital innovation—and organizational performance excellence, with a correlation coefficient of 0.685 at a confidence level of 99%. The regression equation is expressed as follows:

$$\text{Organizational Performance Excellence} = 1.354 + 0.637 (\text{Digital Security})$$

This equation demonstrates that an increase of one unit in digital security corresponds to a 0.637 unit increase in organizational performance excellence.

6. Conclusion

The results of hypothesis testing confirmed a statistically significant positive impact of digital innovation dimensions on organizational performance excellence. This outcome can be attributed to the proactive efforts of Condor Electronics management regarding digital readiness, formulating development and modernization plans, and enhancing information technology infrastructure across all branches. Furthermore, the organization's customer-focused approach, characterized by accurately understanding customer needs and employing innovative techniques to meet these demands, has resulted in the introduction of new services and products. Consequently, Condor Electronics has acquired competitive advantages, enabling it to achieve leading positions in the industrial sector. Effective leadership, particularly in facing developmental and transformational challenges, remains crucial in ensuring the delivery of genuinely high-quality services.

6.1 Study Recommendations

Based on the above, the study recommends the following:

- Adopting programs aimed at developing digital innovation and its various associated skills, aligning with global trends.
- Creating an organizational environment that encourages employees to present innovative ideas.
- Establishing mechanisms to facilitate integration between economic institutions, research centers, and universities.
- Enhancing security measures and protection against digital penetration risks.
- Raising societal awareness regarding the importance of digital transformation among customers, organizations, and the broader community.

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