

The Impact of Organization Culture on Achieving Institutional Excellence: An Applied Study on the Employees of the Judicial Training Center

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ABSTRACT

Aims: This study aims to understand the impact of organizational culture through its various dimensions, including organizational values, teamwork, participation in decision-making, and policies and procedures, on achieving institutional excellence at the Judicial Training Center. Organizational culture is a critical factor in enhancing institutional performance and improving work efficiency.

Method: The study adopted a descriptive analytical approach, using a questionnaire as the primary data collection tool from a random sample of 100 employees at the Judicial Training Center. Data analysis was conducted using SPSS software to perform the necessary statistical analyses.

Results: The findings of the study revealed that 76.8% of the participants agreed on the level of organizational culture at the Judicial Training Center, with approval rates for specific dimensions as follows: organizational values (82.6%), availability of teamwork (78.2%), policies and procedures (76%), and participation in decision-making (70%). Additionally, 77.6% of the respondents acknowledged the achievement of institutional excellence, attributing this to employees' methodological thinking and creativity in their work. The study also confirmed a statistically significant effect ($\alpha \leq 0.05$) between the four dimensions of organizational culture and the attainment of institutional excellence.

Conclusion: the study highlights the significant impact of organizational culture on achieving institutional excellence at the Judicial Training Center. The positive perceptions of organizational values, teamwork, policies and procedures, and participation in decision-making among employees demonstrate the critical role that these cultural dimensions play in enhancing overall performance. The statistically significant relationship established between these dimensions and institutional excellence emphasizes the need for ongoing efforts to cultivate a strong organizational culture. By focusing on strengthening positive aspects and addressing areas for improvement, the Judicial Training Center can enhance its effectiveness and better fulfill its mission.

Keywords: Organization culture, Institutional excellence, Judicial training center.

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I. Introduction:

Today's organizations face many challenges and obstacles that have made it difficult for them to achieve the level of excellence and their ability to strategically predict their future, activity, and goals, which necessitates searching for ways to help these organizations survive and enable them to continue to provide services in the best way, and this requires them to pay attention to the human resource, which is a fundamental pillar, especially in the success and progress of organizations [1].

Organizational culture has become an acceptable and priority aspect in many organizations, as many managers these days give priority and sufficient attention to organizational culture in their organizations because they consider culture as an important asset within the organization; Organizations that have a strong and correct culture can increase sales over organizations that do not have a sound culture [2,3].

Many studies indicate the extent to which organizational culture affects the level of

performance and achievement of individuals and groups, so that the level of success within organizations is linked to the level of prevailing organizational culture in them, as each organization has its own culture [4,5]. If the organization has a weak culture, it will inevitably fail in the long term, regardless of the nature of the activity in which it operates, and vice versa [6].

Institutional excellence refers to how an organization can use its strategic capabilities, whether human, financial or technical resources, to achieve a balance between the organization's internal and external environment, achieve its goals and raise the level of its services to its beneficiaries to be distinguished from other organizations in the same field [7]. Therefore, institutional excellence seeks to shape the organization strategically by building a work culture that contributes significantly to achieving goals in a way that distinguishes it from other organizations [8].

In summary, the relationship between organizational culture and institutional excellence would contribute to creating an appropriate organizational climate and an environment that supports creativity, and it also works to improve and develop performance in an appropriate and effective manner, which helps to achieve the sub-goals, collective and organizational goals of the organization. To complete the role and importance of organizational culture in achieving institutional excellence, the study was applied to the employees of the Judicial Training Center.

Study objectives:

The study aims to investigate the impact of organizational culture on achieving institutional excellence at the Judicial Training Center, and also aims to achieve the following:

- 1- Identify the extent of the impact of organizational values on achieving institutional excellence at the Judicial Training Center.
- 2- Identify the extent of the impact of work teams on achieving institutional excellence at the Judicial Training Center.
- 3- Identify the extent of the impact of participation in decision-making on achieving institutional excellence at the Judicial Training Center.
- 4- Identify the extent of the impact of policies and procedures within the work on achieving institutional excellence at the Judicial Training Center.

II. Materials and Methods

Study Design:

An online, survey-based cross-sectional study design used in this study. The study conducted

at Judicial Training Center in Riyadh, Kingdom of Saudi Arabia. A convenience sample of the Employees of the Judicial Training Center invited to participate in the study. A total of 120 Employees were invited to complete the questionnaires using Google Forms. However, only 100 (N = 100) of the recorded responses deemed usable for the study.

Study Instrument

A self-administered questionnaire was used to collect data. Validity and reliability were tested to be valid and reliable in measuring the impact of organizational culture on achieving organizational excellence. The questionnaire included information related to demographic data (e.g., age, gender, marital status, and specialization), organizational culture, and achieving organizational excellence. The final questionnaire underwent a face validity assessment to ensure that the questions were effective in aligning with the objectives of the study. The questionnaire was provided with a covering letter clarifying the purpose of the study, the way of responding, the aim of the research, and the security of the data in order to encourage a high response.

Data Collection:

Data will be collected through structured questionnaires distributed electronically to participants, The information sheet explained the nature and scope of the study, and the voluntary nature of participation. The completion of the questionnaire was considered as consent to participate.

Data Analysis:

Statistical analysis was carried out using the Statistical Package for the Social Sciences (SPSS Inc., Chicago, IL, USA), version 26. Frequency and percentages were obtained for the categorical variables, while mean and standard deviation (SD) were calculated for the scale variables. Simple Linear Regression Analysis for Hypothesis Testing. A P-value of less than 0.05 was considered significant.

III. Results:

Socio-demographics of the participants

A total of 100 responses from employees at the Judicial Training Center were collected. About 49 (49.0%) were within the age group of 26-35 years. Among the study groups, 81 (81.0%) were males and 19 (19.0%) were females. In terms of education, 57 (57.0%) held bachelor's degrees, and 28 (28.0%) held Postgraduate studies. About 51 (51.0%) of the participants was Administrative Officer. 28 (28.0%) of the participants had ≥ 5 years of experience.

Table 1. Participants Demographic characteristics

Characteristics	Frequency	Percent (%)
Gender		
Male	81	81.0%
Female	19	19.0%
Your age		
26-35 year	49	49.0%
36-45 year	37	37.0%
46-55 year	14	14.0%
Job Title		
Administration Manager	16	16.0%
Head of Department	21	21.0%
Administrative Officer	51	51.0%
Other	12	12.0%
Academic qualification		
High school and below	5	5.0%
Diploma and equivalent	10	10.0%
Bachelor's degree	57	57.0%
Postgraduate studies	28	28.0%
Years of experience		
Less than 5 years	28	28.0%
5-10 year	26	26.0%
11-15 year	24	24.0%
16-20 year	12	12.0%
More than 21 years	10	10.0%

Descriptive analysis of Organization Culture

Table (2) shows the average of the statements on the axis " organizational culture " (3.84). This means that the respondents strongly agreed with the statements on this axis. This suggests that employees perceive a supportive environment that emphasizes the importance of human resources, teamwork, and adherence to policies and procedures. The highest agreement observed in the category of "Organizational values," with a mean of (4.13), reflecting a strong acknowledgment of the importance of the human element and collaboration among employees. Conversely, the lowest means

found in "Participation in decision-making," at (3.50), suggesting that while employees agree on the importance of involvement, there is room for improvement in empowering them within decision-making processes. These findings underscore the significance of a positive organizational culture in enhancing employee engagement and productivity. The results imply that fostering stronger participation in decision-making could further enhance innovation and commitment among staff. Overall, descriptive analysis highlights the strengths of the organizational culture while identifying areas that may benefit from additional focus and development.

Table 1. Descriptive analysis of organizational culture

Paragraphs	Mean	Std. Deviation	%	level	Rank
Organizational values					
Management views the human element as the most important resource available within the center.	4.08	0.99	81.6%	Agree	4
Employees continuously maintain the center's properties and capabilities, which contributes to its development.	4.31	0.81	86.2%	Strongly agree	1
Employees are interested in the importance of the time factor to complete tasks and duties within the specified time period.	4.18	0.97	83.6%	Agree	3
Employees maintain good working relationships based on the principle of	4.2	0.95	84.0%	Strongly agree	2

cooperation and integration in completing tasks.					
There is freedom in the process of presenting new ideas that seek to develop work procedures and systems.	3.86	1.04	82.6%	Agree	5
Organizational values	4.13	0.78	82.6%	Agree	1
Work Teams					
Administrative departments exchange their services to help each other accomplish their work.	3.96	0.95	79.2%	Agree	2
A spirit of cooperation prevails within the work among employees.	4.03	1.06	80.6%	Agree	1
Employees in different departments participate in work team groups.	3.88	1.00	77.6%	Agree	4
Employees subject their personal interests to the interests of the group.	3.76	1.03	75.2%	Agree	5
Employees perform their work collectively.	3.90	1.00	78.0%	Agree	3
Work Teams	3.91	0.83	78.2%	Agree	2
Participation in decision-making					
Management is keen to assign employees more powers within the work.	3.42	1.16	68.4%	Agree	3
Participation in decision-making increases creativity and innovation among employees.	4.25	0.97	85.0%	Strongly Agree	1
Management encourages employees to actively participate in all activities within the center.	3.48	1.15	69.6%	Agree	2
Employees participate formally in the decision-making process.	3.11	1.21	62.2%	neutral	5
Management is keen to know all employees' ideas when undertaking new projects and programs.	3.23	1.21	64.6%	neutral	4
Participation in decision-making	3.50	0.93	70.0%	Agree	4
Policies and Procedures					
The policies and procedures followed contribute to achieving the work objectives.	3.78	1.05	75.6%	Agree	4
The approved policies and procedures provide an appropriate climate for implementing the tasks and duties of the administration.	3.86	1.03	77.2%	Agree	3
There is clear commitment by employees to the approved work policies and procedures within the center.	3.90	1.08	78.0%	Agree	1
The policies and procedures followed are completely clear to all employees in the center.	3.56	1.23	71.2%	Agree	5
Plans and programs are implemented in accordance with the texts of the policies and procedures in force.	3.89	1.08	77.8%	Agree	2
Policies and Procedures	3.80	0.94	76.0%	Agree	3
All paragraph	3.84	0.87	76.8%	0. Agree	

Descriptive Analysis of Achieving Institutional Excellence

Table (3) shows the average of the statements on the axis "Job Performance and Productivity" (3.86). This means that the respondents

strongly agreed with the statements on this axis. The highest-rated item, "Employees have the ability to think systematically and be creative in work," achieved a score of 82.8%, emphasizing the strength of employees in balancing creativity with systematic

approaches, a key driver of innovation. On the other hand, the lowest-rated item, "There is a flexible organizational structure characterized by job descriptions," scored 70.8%, suggesting room for improvement in enhancing organizational flexibility

to better meet operational needs. While the results reflect a generally positive perception, areas such as organizational structure and the clarity of vision and mission require further attention to ensure continued progress and increased efficiency.

Table 2. Descriptive Analysis of job performance and productivity

Paragraphs	Mean	Std. Deviation	%	level	Rank
Management supports continuous improvement processes within the business.	3.87	1.02	77.4%	Agree	5
Employees have the skills to perform job tasks.	4.07	0.95	81.4%	Agree	2
Employees can develop unconventional solutions to existing problems.	3.98	1.01	79.6%	Agree	4
Employees have the ability to think systematically and be creative in work.	4.14	0.84	82.8%	Agree	1
Employees quickly adapt to new work methods.	4.04	0.94	80.8%	Agree	3
There is a flexible organizational structure characterized by job descriptions.	3.54	1.27	70.8%	Agree	8
Work and responsibilities are distributed in an organized manner among employees to ensure unification of different activities.	3.69	1.21	73.8%	Agree	7
There is a clear vision, mission and goals for each department in the department.	3.73	1.22	74.6%	Agree	6
All paragraph	3.86	0.968	11.532	0.873	0.00

The relationship between the study variables

Table (4) presents the results of the simple linear regression analysis on the impact of organizational values on achieving institutional excellence. The F value of 124.9 indicates a statistically significant model. The regression coefficient (β) for organizational values is 0.806, demonstrating a positive and significant effect. The

correlation coefficient (R) of 0.749 reflects a strong positive relationship, while the coefficient of determination (R^2) of 0.560 shows that organizational values explain 56.0% of the variance in institutional excellence. Thus, there is a statistically significant effect of organizational values on achieving institutional excellence at the Judicial Training Center ($\alpha \leq 0.05$).

Table 3. The impact of (organizational values) on achieving (institutional excellence) using the simple linear regression method

Model	β	R^2	R	R^2	f.
constant	0.557	1.840*	0.749	0.560	124.9**
Organizational Values	0.806	11.175**			

Table (5) presents the results of the simple linear regression analysis examining the impact of work teams on achieving institutional excellence. The F value of 193.9 indicates a statistically significant model. The regression coefficient (β) for work teams is 0.819, reflecting a positive and significant effect. The correlation coefficient (R) of 0.815 demonstrates

a strong positive relationship, while the coefficient of determination (R^2) of 0.664 shows that work teams account for 66.4% of the variance in institutional excellence. Thus, there is a significant effect of work teams on achieving institutional excellence at the Judicial Training Center ($\alpha \leq 0.05$).

Table 4. The Impact of (Work Teams) on Achieving (Institutional Excellence) Using the Simple Linear Regression Method

Model	β	R^2	R	R^2	f.
constant	0.683	2.909**	0.815	0.664	193.9**
Work Teams	0.819	13.927			

Table (6) presents the results of the simple linear regression analysis examining the impact of participation in decision-making on achieving institutional excellence. The F value of 141.06 indicates a statistically significant model. The regression coefficient (β) for participation in decision-making is 0.689, reflecting a positive and significant effect. The correlation coefficient (R) of 0.768 demonstrates a strong positive relationship,

while the coefficient of determination (R^2) of 0.590 shows that participation in decision-making accounts for 59.0% of the variance in institutional excellence. Thus, there is a statistically significant effect of participation in decision-making on achieving institutional excellence at the Judicial Training Center ($\alpha \leq 0.05$).

Table 5. The Impact of (Participation in Decision Making) on Achieving (Institutional Excellence) Using the Simple Linear Regression Method.

Model	β	R^2	R	R^2	f.
constant	1.475	7.026**	0.768	0.590	141.06**
Participation in Decision Making	0.689	11.877**			

Table (7) presents the results of the simple linear regression analysis examining the impact of policies and procedures on achieving institutional excellence. The F value of 453.5 indicates a highly statistically significant model. The regression coefficient (β) for policies and procedures is 0.804, reflecting a positive and significant effect, as confirmed by the t-test. The correlation coefficient (R) of 0.907 demonstrates a

strong positive relationship, while the coefficient of determination (R^2) of 0.822 indicates that policies and procedures account for 82.2% of the variance in institutional excellence. Thus, there is a statistically significant effect of policies and procedures on achieving institutional excellence at the Judicial Training Center ($\alpha \leq 0.05$).

Table 6. The Impact of (Policies and Procedures) on Achieving (Institutional Excellence) Using the Simple Linear Regression Method

Model	β	R^2	R	R^2	f.
constant	0.830	5.616**	0.907	0.822	453.5**
Policies and Procedures	0.804	21.296**			

IV. Discussion

Organizational culture is a prerequisite for prosperity and achieving institutional excellence [9]. Organizational excellence is achieved through organizational values, teamwork, participation in decision-making, and policies and procedures that work to achieve institutional excellence and enhance employee productivity and efficiency [10]. Organizational culture is also a crucial factor in enhancing institutional performance and improving work efficiency [9,11].

The results of this study confirm the importance of organizational culture and its role in achieving institutional excellence in the Judicial Training Center. The results show that employees perceive strong organizational values (mean= 4.13),

indicating a shared ethical foundation and commitment that enhances their motivation and performance. This is in line with previous research conducted by Dey, Mouri, et al (2022), which confirms that strong organizational values enhance employee engagement, and aligned with organizational and individual employee goals [12,13]. In addition, the study shows the importance of teamwork (mean= 3.91), which illustrates the essential importance of cooperation for operational efficiency. This result is consistent with studies conducted by Berber et al., (2020), which claim that teamwork enhances innovation and improves service delivery [14,15]. However, the results indicate that participation in decision-making received a score (mean=3.50), which confirms its importance, with

the absence and deficiency of formal methods for participation in decision-making. This indicates the need to develop plans, policies, and programs to enable employees to participate in decision-making, in contrast to the findings of Aranki et al. (2019), which confirm that effective participation significantly enhances employee commitment and creativity [16]. Furthermore, the high score (mean=3.80) regarding policies and procedures confirms their role in providing clarity and consistency, in line with Tan, Boon-Seng (2019) assertion that well-defined processes contribute to organizational performance [17].

Furthermore, statistical analyses reveal significant relationships ($\alpha \leq 0.05$) between organizational culture dimensions (organizational values, teamwork, participation in decision-making, and policies and procedures) and organizational excellence, highlighting in particular that policies and procedures account for 82.2% of the variance in organizational excellence. This finding echoes the work of Naveed, Rana Tahir, et al (2020); Joseph and Francis (2019), who demonstrate that a strong culture is associated with higher levels of performance [18,19]. Overall, this study reinforces the idea that investing in organizational culture is vital to enhancing organizational effectiveness, in line with previous research while also highlighting specific areas, such as participation in decision-making, which deserve further attention.

V. Conclusions

In conclusion, this study underscores the pivotal role of organizational culture in achieving institutional excellence at the Judicial Training Center. The positive perceptions of organizational values, teamwork, policies and procedures, and participation in decision-making reflect a strong cultural foundation that significantly contributes to enhanced performance. The results, indicating a statistically significant relationship between these cultural dimensions and institutional excellence, highlight the necessity for ongoing efforts to strengthen and cultivate a robust organizational culture. By focusing on leveraging strengths and addressing areas for improvement, the Judicial Training Center can not only enhance its effectiveness but also better fulfill its mission of training judicial employees. Furthermore, the findings advocate for a continuous dialogue on the importance of organizational culture, suggesting that investment in cultural development is essential for sustaining excellence.

VI. Recommendations:

Based on the previous results, the researcher presents the following recommendations:

- Increase Interest in Organizational Culture: Focus on enhancing strengths and addressing weaknesses in the Judicial Training Center's culture to achieve institutional excellence.
- Acknowledge Organizational Culture: Recognize that culture is essential for improving employee performance through continuous development.
- Foster Consensus Among Employees: Encourage participation to unify the culture and improve relationships, contributing to institutional excellence.
- Establish Training Programs: Create initiatives to help employees understand organizational culture and its role in achieving excellence.
- Learn from Others' Experiences: Utilize effective strategies from other organizations to strengthen culture and eliminate weaknesses.

Suggestions for future research:

Future research should explore further dimensions of organizational culture and their influence on institutional performance, thereby enriching the understanding of how cultural dynamics can drive success in various organizational contexts.

- Conduct studies focused on developing and improving organizational culture in Saudi governmental and private organizations.
- Investigate the factors influencing institutional excellence in Saudi organizations.

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