



Article

Blue Ocean Strategies and Their Role in Promoting Outstanding Performance A Survey Study of the Opinions of a Sample of Al-Kafeel University Employees

Ali Hamza Hasan Al-Karawi

1. Al-Furat Al-Awsat Technical University, Management Technical College, Kufa

* Correspondence: Ali.hamza@atu.edu.iq

Abstract: The aim of research is to test the relationship between the independent variable in its dimensions and the dependent variable at Al-Kafeel University and to indicate the extent of its application. The main problem of our research can be summarized in clarifying the role played by the blue ocean strategy in enhancing outstanding performance At Al-Kafeel University. If the Survey approach is adopted The data were analyzed and processed using Smart PLS V.4 and the questionnaire was used as a tool to obtain information from Al-Kafeel University. The research community reached 90 people and thus a deliberate sample was selected from the Al-Kafeel University employees. It has retrieved ready-made results for analysis and the most prominent conclusions show that the application of the senior management of the blue ocean strategy helps significantly in developing the performance of the individuals working in the organization and developing their skills and experiences and motivating them and does not tend to another party. It contributes significantly to enhancing their outstanding performance and Contributes to the achievement of the organization's goals to compete with the organizations.

Citation: Al-Karawi, A. H. H. Blue Ocean Strategies and Their Role in Promoting Outstanding Performance A Survey Study of the Opinions of a Sample of Al-Kafeel University Employees. American Journal of Economics and Business Management 2025, 8(9), 4587-4601

Received: 10th May 2025

Revised: 04th Sep 2025

Accepted: 14th Sep 2025

Published: 23th Sep 2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

Keywords: Blue Ocean Strategy, Outstanding Performance, Al-Kafeel University, Competitive Advantage, University Employees, Innovation Strategy.

1. Introduction

In light of the challenges facing the outside world economically, scientifically and administratively, which have had a significant impact on all business organizations., Which led to the development of modern and advanced strategies that are compatible with the developments taking place in the external environment. trends and push the organization to achieve its goals by satisfying the working individuals and meeting their moral and material needs, thus gaining the satisfaction and acceptance of the beneficiaries [1]. The Blue Ocean strategy is one of the strategies Advanced, which is an effective tool that helps enhance the performance of working individuals by motivating them, increasing their experiences and skills, reducing work that does not add value to the organization and encouraging their innovations by training, developing and involving them in making decisions to achieve goals that serve their interests [2], [3]. Many organizations have achieved unprecedented successes due to the presence of a senior management with experience and skills and able to use modern and sophisticated strategies that support their promotion of outstanding performance. Hence, the concept of the blue ocean strategy, which is one of the modern and advanced strategies in business organizations, has emerged [4]. Many organizations are keen to provide all the requirements for their success and growth to support their competitive position by

excluding unnecessary processes, procedures and resources that do not affect their level of performance and reducing quality errors in support of gaining customer confidence as well as innovating new ideas and methods for providing services. This in turn reflects the positive side of the organization and an important element in enhancing its distinguished performance. Through the employees' style and method of completing tasks and supporting them to improve their performance and thus achieve the goals that business organizations wish to reach. The research was divided into four sections. The first was devoted to the scientific methodology, the second to the theoretical aspect, the third to the practical aspect, and the fourth was devoted to conclusions and recommendations [5], [6].

2. Materials and Methods

First: Research Problem

Many organizations want to stay in the ranks of large organizations and one of the most important obstacles to work with senior management, which requires them to make a great additional effort to develop their outstanding performance, which makes them superior to the competing organizations through the use of appropriate strategies, as it has become necessary for departments to increase the level of capabilities of their members working with the presence, experience and skills through the use of blue ocean strategies to enhance the status of the organization among the competing organizations. To achieve general objectives. The main problem of the research can be stated in the following question:

What is the role of the blue ocean strategy in promoting outstanding performance?

From it, the following questions branch out:

1. What are the scientific and intellectual basics of the research variables?
2. To what possibility is the blue ocean strategy applied in the organization being researched?
3. What is the potential of senior management to promote outstanding performance in the organization being researched?

Second: - The importance of research

The study derives its importance from the relative modernity of the subject in the administrative disciplines through its treatment of one of the modern strategies in management, which is the blue ocean strategy, which has proven its effectiveness in modern administrative thought due to the idea of value innovation and creativity in creating a new business environment in order to get out of the framework of sharp competition and enhance outstanding performance in business organizations. The importance of the study can be explained in the following :

1. The role played by the nature of the relationship between the dimensions of the blue ocean strategy as a sophisticated and modern strategy and outstanding performance as one of the most important indicators that control the success or failure of any organization.
2. The study focuses on the blue ocean strategy as one of the strategies that focus on improvement and development from the perspective of creativity, innovation and thinking
3. Statement of the impact of the application of the blue ocean strategy in innovation, reduction and filling strategic gaps to enhance outstanding performance

Third: Research objectives

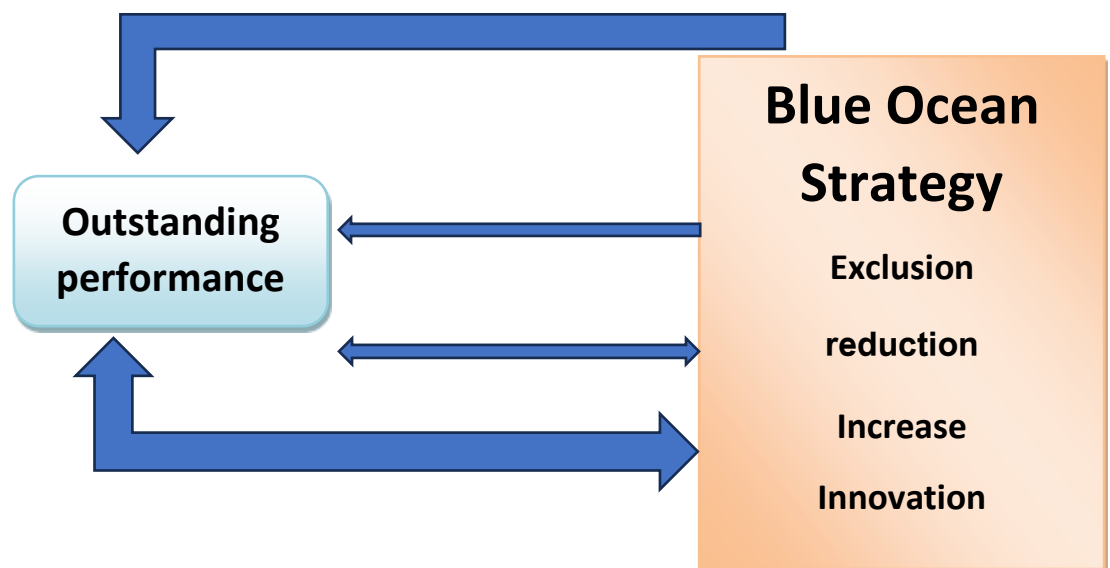
Many business organizations that want to achieve their goals and stay at the forefront of competing organizations tend directly to develop the performance of their working members. By developing their experiences and skills and introducing them to their specializations that hone their talents and standing on the most important projects that hinder their performance of work and motivating them to create an internal environment in a successful manner from problems and obstacles and that reaching that is done

through the use of a modern exclusive the most important of which is the strategy of electoral conflict and the working individual to delete the operations that do not add value to the organization to reach that distinguished performance and it is possible to state the objectives of our research as follows :

1. Knowing the role played by the blue ocean strategy in promoting outstanding performance.
2. Knowing the appropriate methods and strategies suitable for senior management in promoting outstanding performance.
3. Statement of the methods used by the director by the manager in order to support the working individuals to enhance the outstanding performance in the organization in question.
4. Statement of the relationships of association and influence between (blue ocean strategy and outstanding performance) And explain the results I have reached

Fourth : The Scheme Hypothesis for Research

The hypothetical research plan shows the correlation and influence relationships between its variables. Figure 1 shows the research plan.



Source: Prepared by the researcher, based on the sources provided.

Figure 1. the research plan

Fifth: Research hypotheses

These hypotheses show answers that are appropriate to the research problem, as the researcher set a set of hypotheses to test the research plan, showing the correlation and influence relationships between the variables in a way that suits the research objectives, as follows:

hypotheses correlation

H : There is a significant correlation between the blue ocean strategy and outstanding performance at the macro level. From this hypothesis, a setoff sub-hypothesis follows:

H1: There is a significant correlation between exclusion and outstanding performance.

H2: There is a significant correlation between downsizing and outstanding performance.

H3: There is a significant correlation between increase and outstanding performance.

H4: There is a significant correlation between innovation and outstanding performance.

Influence Hypotheses

H : There is significant impact of the blue ocean strategy on outstanding performance at the macro level and the following sub-hypotheses emanate from it:

H1: There is a significant relationship between exclusion and superior performance.

H2: There is a significant relationship between reduction and superior performance.

H3: There is a significant relationship between increase and superior performance.

H4: There is a significant relationship between innovation and superior performance.

Sixth: Limits Research

The appropriate human, spatial, and temporal boundaries can be stated as follows:

1. Human boundaries: This included a purposive sample of employees in senior management, those working in administrative departments, and technical employees across all departments, divisions, and units, excluding service personnel, as the questionnaire did not apply to them.
2. Spatial boundaries: Al-Kafeel University was chosen to complete the practical research aspect of the study, as it seeks to implement the Blue Ocean Strategy across various aspects of its work, seeking to enhance its outstanding performance.
3. Temporal boundaries: The theoretical and practical aspects of the study spanned from 14-4-2024 to 31-8-2025

The second topic: The theoretical aspect

The first axis: Blue Ocean Strategy

First: The Concept of the Blue Ocean Strategy

After the developments in the external environment and the resulting need to pay attention to the human resource for its money, which has a great impact on enhancing outstanding performance and the emergence of various types of strategies that have contributed significantly to supporting the survival of organizations in the ranks of competing organizations, most notably the blue ocean strategy that supports the acquisition of new markets, as this strategy is one of the modern intellectual topics in the field of business management that requires understanding by the senior management of the organization and in light of the existing competition system. This strategy can be described as a competitive strategy used by the industrial organization to find new markets for its products that were previously unknown to it and its competitors in order to obtain new investment opportunities in order to survive, continue, grow and achieve the benefits of the organization. It can be described as the discovery of undiscovered markets or unknown areas of the market that represent industries that do not exist today or that competitors have not yet reached and are There is no competition. It also refers to the radical innovation on which organizations that do not have the ability to compete through services rely according to the services provided by competing organizations as they work to add services not provided by other organizations, and most organizations that aim to achieve an important position in the market while ensuring their outstanding performance have to find a balance in the performance and cost of their products in order to achieve the goals of the large organization in terms of value innovation.

Through the above, the blue ocean strategy can be described as the ability of business organizations to enter new markets that were not previously offered and the organization to innovate new types of transactions in which it serves customers and achieves their desires, reduce processes that do not add value, exclude unnecessary activities, and innovate activities and events that achieve the objectives of the organization and help outperform the competing organizations

Results

Second : The Difference Between the Red Ocean Strategy and the Blue Ocean

pointed out that the most prominent points of difference between the Red Ocean Strategy and the Blue Ocean Strategy can be explained as follows :

Table 1. Difference between Red Ocean Strategy and Blue Ocean Strategy

| In terms of | Red ocean strategy | "Blue Ocean Strategy. |
|-------------|---|---|
| Markets | Competing within the current market space | Creating a new market space that not already on the table |
| Tender Type | Overcoming Competitors and Focus on Them | Making competition out of the question |

| | | |
|---------------------------|---|---|
| Application | Current Order | Create a new order instead of the current one |
| Value & Cost | Making a Value-for-Cost Transaction | Breaking the value-cost equation |
| Organizational Activities | Organization activities follow a strategy Differentiation or Cost Leadership | The dependence of the organizational activities on uniqueness and the regular cost together |

Source : Preparation of the researcher based on the following sources

Third: Principles of the Blue Ocean Strategy

pointed out that there are a set of basic principles that all organizations use when formulating and implementing the blue ocean strategy as follows:

1. Rebuilding market boundaries: This principle shows the boundaries of markets that senior management is supposed to follow continuously to build an uncompetitive market space in the field in which they work and thus reduce the risks of searching for new markets [7].
2. Focus on the big picture, not on numbers: This principle defines how to plan for risks, as it provides alternatives to the current strategies that the organization relies on, which are referred to as just numbers, and that the use of the modern pictorial approach helps senior management to obtain greater opportunities in the blue ocean
3. Reaching beyond the current demand: The process of building a large market and for a new demand requires senior management to challenge old practices in their quest to segment the market to meet the needs of current customers only if instead this principle determines the risks of size and the importance of aggregating demand not by focusing on differences between customers but by building common bonds across non-customers [8], [9]. This requires knowledge of current customers and how to reach them.
4. Achieving the right strategic sequencing: This principle clarifies the approach that most business organizations must follow in order to ensure that the business model that senior management builds is able to increase and retain profits.
5. Overcoming Obstacles : This principle shows the turning point of senior management in mobilizing the organization to overcome organizational difficulties that hinder the implementation of the Blue Ocean Strategy
6. Building the implementation of the strategy : This principle gives clear steps that help senior management identify risks related to the attitudes and behaviors of working individuals because this strategy clarifies the transition from the current situation to the new situation and facilitates the formulation and implementation of the strategy through the development of working individuals and their participation in its implementation [10].

Fourth : Dimensions of the Blue Ocean Strategy

A number of researchers and writers agreed that the dimensions of the blue ocean strategy can be described as follows:

1- Exclusion

This dimension means the desire of most organizations to exclude and hide some unnecessary operations in their work and eliminate some problems that would reduce expenses to a minimum [11]. The application of this dimension in universities helps them to automate their administrative and financial operations in the way that there is unemployment in working individuals, which has become a burden that must be disposed of and excluded or placed in other places that can be used.

2- Reduction

At this dimension, senior management reduces or reduces most of the procedures in the work that the organization deems unnecessary or unjustified and does not add value, such as merging some similar activities together into one activity, which in turn reflects

on reducing the excessive expenses and expenses that are not needed, which contributes to reducing costs with the stability of the profits achieved .

3- Increase

This dimension means adding some useful elements, processes or activities that add value to the university and that increasing this type of activities contributes significantly to supporting institutional performance to achieve outstanding performance and high quality, such as expanding the provision of services or activities that contribute significantly to meeting the needs of society at the present time, such as the increase in the number of fine disciplines in the various departments of the university that keep pace with future developments in various fields of science [12], [13].

4- Innovation

It means the ability of the organization to control creative ideas and turn them into useful and innovative outputs, whether in the form of goods and services, good work methods, or innovative solutions to problems that business organizations may face [14]. The ability of senior management to innovate ensures that they continue and stay in changing work environments and contributes to creating blue oceans in which no one can compete and then work to develop the performance of the organization strongly, such as opening new educational programs that meet the needs of the current and future labor market

Discussion

The second axis: - Outstanding performance

First: The concept of outstanding performance:-

Excellent performance is one of the administrative concepts that have been used significantly in organizations looking to improve their performance and satisfy all parties through the optimal use of opportunities preceded by effective strategic planning and commitment to reach a common vision towards achieving the goals of the organization and these goals are represented by achieving extraordinary levels of performance, whether at the productive or marketing level in the organization to the degree that it outperforms competitors and customer satisfaction [15]. If it is defined as one of the comprehensive and indivisible concepts where the organization cannot be described as distinguished in a particular field while performance in the rest of the fields collapses, balance and support are among the basics of achieving outstanding performance ,and it is defined as a set of intellectual abilities, knowledge and behaviors enjoyed by individuals working in the organization so that they have the capabilities to employ those skills and knowledge in their field of work and specialization, making them accomplish work beyond the limits of organizational standards , Performance discrimination is defined as a state of devotion from the performance of the various elements of the organization as a system and its superiority over the rest of its counterpart organizations in the field of work and its emergence with qualities that distinguish the organization and make it at the forefront(Barbash, . It is the ability of the organization to achieve many goals, including financial and marketing, and the increase in profits through the development of indicators to measure the performance of the organization and the reputation and image of the organization within the labor market It can be shown as the highest level of performance of working individuals, which is unique to it through the accumulated skills and experience, its capabilities and capabilities, which reflects this [16], [17]. The level it reaches on the organization's performance, success and superiority over its competitors

Through the above, excellence performance can be shown as all the capabilities, skills and medicines possessed by the individuals working in the organization, which reflect positively on the level of the organization in general and greatly help its success and superiority over competing organizations.

Second: The main requirements for outstanding performance:-

Achieving outstanding performance in business organizations is one of the priorities that many organizations aspire to outperform competing organizations, and this requires a set of requirements to achieve it, including :

1. Building an integrated strategy that shows the basic directions of the organization and its future vision
2. The availability of organizational structures that are flexible and adaptable to internal and external variables and are organized on the basis of processes and require taking into account the flow of information and the availability of good relations between individuals working at work and the pattern of decentralization and the use of communication and information technologies
3. Using an advanced system to confirm the dependence on total quality, which determines the mechanisms used to analyze the processes, the basis for determining the specifications of quality conditions, the rates of allowing them, the mechanisms of quality control and the entrances to correct quality deviations
4. The organization is an integrated framework of policies that govern and organize the work of the organization and rationalize the working individuals who have responsibilities for performance to the rules and foundations of decision-making
5. Availability of an integrated management information system that covers all areas of activity and provides data
6. Availability of an advanced work system for human resources management between the rules and mechanisms for planning, attracting, developing and directing the performance of human resources. In addition, it includes the rules and mechanisms for evaluating performance and the foundations for evaluating individuals working according to performance results
7. Availability of a performance management system that includes the rules and foundations of business analysis and the functions required to implement the organization's operations and the foundations of the required performance planning and determining its rates and levels in addition to the rules of directing and following up performance and evaluating achievements and results
8. Availability of an integrated work system to evaluate the performance of individual and collective workers, teams and institutional performance for the purpose of evaluating achievements compared to objectives and established performance standards
9. The presence of an effective senior management that sets the foundations and standards and provides the elements of implementation of plans and programs and confirms the organization's opportunities to achieve outstanding performance

Third: The importance of outstanding performance:-

The individual performance of working individuals is of great importance to business organizations in general and to the working individual in particular. Demonstrating high performance in the completion of the work entrusted to the working individual contributes significantly to his sense of satisfaction and high feelings of self-sufficiency [18], [19]. In addition, the management of the organization honors and promotes distinguished individuals. In our time, interest in distinguished working individuals has increased and they have become significantly involved in decision-making and creating value for the organization because they are simply distinguished by the ability to be creative and flexible in dealing .

stated that the importance of outstanding performance stems from the following:

1. Enhancing the competitiveness of the organization is the only way for organizations to survive and continue in the world of challenges and competition
2. Achieving a higher degree of satisfaction for the organization's employees and reducing absenteeism rates

3. Achieving sustainable development for the organization
4. Creating a strong customer-centric culture
5. Improved participation and social responsibility
6. Customer retention and beneficiary satisfaction
7. Create an environment that supports and sustains continuous improvement
8. Increase efficiency by increasing interdepartmental cooperation and encouraging teamwork
9. Achieving better productivity levels
10. As indicated by that the importance of outstanding performance can be summarized as follows:
11. Helps the organization set the necessary standards to develop its mission
12. It leads to the detection of the competent elements and placing them in the appropriate locations in addition to identifying the elements that need the support and development of the organization
13. Ensuring coordination between the various departments of the organization
14. Diagnose errors and deviations and take necessary steps to address them
15. Achieving inclusiveness and rationality in planning and decision-making processes
16. Helps to make continuous improvements

3. Results and Discussion

The third topic: the practical aspect

THE FIRST AXIS: DESCRIPTIVE ANALYSIS OF STUDY DATA

Preamble

Descriptive analysis is a pivotal tool for an in-depth understanding of the study variables. It includes a descriptive statistical analysis of the paragraphs of the measurement tool, including measures of central tendency and dispersion, as well as the order of importance of the study variables. This analysis provides a comprehensive view of the data collected, summarized using these metrics. It also helps to determine the extent to which the variables and dimensions of the study are present in the organization under research, and to measure the extent to which the respondents agree.

1- Descriptive statistical analysis of the independent variable Blue Ocean strategies

To determine the level of availability of the independent variable, represented in the blue ocean strategies, which include three dimensions: (increase, decrease, exclusion, innovation), a set of statistical tests were conducted, including calculating the arithmetic mean, standard deviation, and relative importance, within the framework of the research organization.

Table 2. Descriptive statistics of the independent variable

| N | Para Code | I totally agree | I agree. | Neutral | disagree | Strongly disagree | Total | Mean | Standard deviation (Maths.) | relative importance |
|---------|-----------|-----------------|----------|---------|----------|-------------------|-------|-------|-----------------------------|---------------------|
| 1 | INC1 | 34 | 20 | 13 | 2 | 11 | 70 | 3.843 | 0.731 *** | 76.862 |
| 2 | INC2 | 36 | 16 | 5 | 13 | 10 | 70 | 3.813 | 0.726 | 76.274 |
| 3 | INC3 | 35 | 20 | 5 | 9 | 11 | 70 | 3.833 | 0.726 | 76.666 |
| Average | | | | | 3.829 | | | | 0.731 *** | 76.588 |

| | | | | | | | | | | |
|-----------------|------|----|----|----|----|----|----|-------|-----------|---------|
| 1 | RE1 | 32 | 18 | 16 | 2 | 12 | 70 | 3.764 | 0.713 | 75..294 |
| 2 | RE2 | 25 | 28 | 5 | 8 | 14 | 70 | 3.686 | 0.694 | 73.725 |
| 3 | RE3 | 30 | 15 | 7 | 12 | 6 | 70 | 3.872 | 0.739 | 77.450 |
| Average | | | | | | | | 3.758 | 0.710 | 75.183 |
| 1 | Ex1 | 26 | 20 | 24 | 6 | 4 | 70 | 3862 | 0.745 | 77.254 |
| 2 | EX2 | 24 | 33 | 13 | 2 | 8 | 70 | 3.911 | 0.750 | 78.235 |
| 3 | EX3 | 27 | 18 | 8 | 11 | 16 | 70 | 3.5 | 0.651 | 70 |
| Average | | | | | | | | 3.813 | 0.731 *** | 76.281 |
| 1 | INN1 | 31 | 20 | 4 | 15 | 10 | 70 | 63.69 | 0.702 | 73.921 |
| 2 | INN2 | 20 | 39 | 0 | 19 | 2 | 70 | 3.843 | 0.744 | 76.866 |
| 3 | INN3 | 24 | 32 | 1 | 11 | 12 | 70 | 3.715 | 0.703 | 74.313 |
| Average | | | | | | | | 3.750 | 0.712 | 75.019 |
| General average | | | | | | | | 3.78 | 0.72 | 75.65 |

Source: SPSS v.26 results.

The results in Table 2, derived from the responses of 70 participants, indicate that there is awareness of the concept of blue ocean strategies within the organization under study. However, the arithmetic mean of this variable (3.78), despite being higher than the assumed mean (3), and the relative importance (75.65%), suggest that there is room to enhance this perception. Moderate standard deviation (0.72) confirms that there is little variation in respondents' views on this topic.

2- Descriptive statistical analysis of the dependent variable (outstanding performance)

To find out the level of availability of the intermediate variable "outstanding performance", one-dimensional in the research organization, a number of tests were conducted related to (mean, standard deviation, and relative importance).

Table 3. Descriptive analysis of the dependent variable

| Para Code | I totally agree | I agree | Neutral | disagree | Strongly disagree | Total | Mean | Standard deviation (Ma | Weightag |
|-----------|-----------------|---------|---------|----------|-------------------|-------|-------|------------------------|----------|
| | 25 | 37 | 4 | 8 | 6 | 70 | 3.813 | 0.729 | 76.274 |
| | 29 | 32 | 8 | 6 | 5 | 70 | 3.784 | 0.724 | 75.686 |
| | 33 | 26 | 4 | 5 | 12 | 70 | 3.637 | 0.672** | 72.745 |

| | | | |
|---------|-------|-------|--------|
| Average | 3.747 | 0.707 | 74.948 |
|---------|-------|-------|--------|

Source: SPSS v.26 results.

The results of the table 3, drawn from the responses of 70 participants, indicate that there is awareness of the concept of outstanding performance within the organization under study. However, the arithmetic mean of this variable (3.747), despite being higher than the assumed mean (3), and the relative importance (74.94%), suggest that there is room to enhance this perception. The slight standard deviation (0.707) underscores the homogeneity of respondents' views on this topic.

The second axis: Evaluating the structural model and testing hypotheses

This phase involves calculating the values of the path coefficients, which helps in understanding how variables directly and indirectly affect each other. In addition, we calculate a coefficient of determination (R^2) that shows how good the model is at explaining changes that occur in dependent variables.

First: Testing the correlation hypotheses

The first main hypothesis: It states:

There is a significant **correlation between blue perimeter strategies and outstanding performance**. With regard to proving the validity of this hypothesis, Table (4) related to the correlation matrix showed a significant correlation between blue perimeter strategies and outstanding performance. The value of the correlation coefficient between them reached (.828) at a significance level (0.01). This supports the validity of the first main hypothesis. Three sub-hypotheses branch out from this hypothesis, namely:

1. There is a significant correlation between increase and outstanding performance:

Table 4 related to the correlation matrix shows that there is a significant correlation between the increase and the outstanding performance. The value of the correlation coefficient between them reached (.762) at a significant level (0.01), which supports the validity of the first sub-hypothesis.

2. There is a significant correlation between downsizing and outstanding performance:

Table 4 related to the correlation matrix shows that there is a significant correlation between downsizing and outstanding performance. The value of the correlation coefficient between them reached (.711) at a significant level (0.01), which supports the validity of thesecond sub-hypothesis.

3. There is a significant correlation between exclusion and outstanding performance:

Table (32) related to the correlation matrix shows that there is a significant correlation between exclusion and outstanding performance. The value of the correlation coefficient between them reached (.738) at a significant level (0.01), which supports the validity of thethird sub-hypothesis.

4. There is a significant correlation between innovation and outstanding performance:

Table 4 related to the correlation matrix shows that there is a significant correlation between innovation and outstanding performance. The value of the correlation coefficient between them reached (.708) at a significant level (0.01), which supports the validity of the fourth sub-hypothesis.

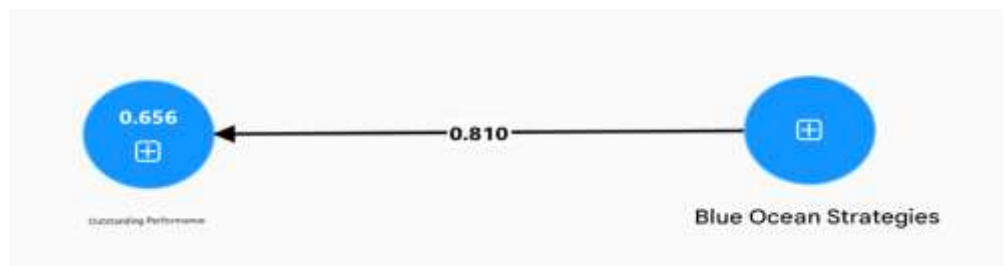
Table 4. Correlation Matrix between Blue Ocean Strategies and their Dimensions with Outstanding Performance

| | | OP |
|--|---------------------|-----------|
| INC | Pearson Correlation | 0.828** |
| | Sig. (2-tailed) | .000 |
| | N | 70 |
| RE | Pearson Correlation | 0.762** |
| | Sig. (2-tailed) | 0.000 |
| | N | 70 |
| EX | Pearson Correlation | 0.711 |
| | Sig. (2-tailed) | 0.000 |
| | N | 70 |
| INN | Pearson Correlation | 0.738** |
| | Sig. (2-tailed) | 0.000 |
| | N | 102 |
| BOS | Pearson Correlation | -0.708 ** |
| | Sig. (2-tailed) | 0.000 |
| | N | 70 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

Source: SPSS v.20 results.

second :Testing the Main Hypothesis:

The second main hypothesis (H2) states that there is an impact relationship between blue perimeter strategies and outstanding performance. For the purpose of testing this hypothesis, the structural model shown in Figure 2 was built, the results of which are presented in the table 5.



Source: SmartPLS Outputs

Figure 2. The structural model for testing the second main hypothesis

Table .5 Evaluation results of the structural model of the first main hypothesis

| Match Quality SRMR | Hypothesis | Approach | VIF | Path Coef | Value T | P Value | The result | Effect s f ² | Coefficient of determination R ² | Average R ² |
|--------------------|------------|----------|-----|-----------|---------|---------|------------|-------------------------|---|------------------------|
| 0.041 | H2 | SMC →OP | 3 | 0.810** | 11.177 | 0.000 | Approval | 0.72 | 0.656 | 0.598 |

Source: SmartPLS Outputs

Table 5 shows the results of the structural model evaluation of the second main hypothesis, where the SRMR criterion with a value of (0.041) showed its achievement of the required standard for the quality of conformity. The path coefficient was (0.810), and the value of (T) calculated from the results of the SmartPLS program was (11.177), which is a statistically significant value at the level of (0.000), which indicates its indication of a confidence level of (99%). Since this level is higher than the confidence level adopted in the study (95%), the hypothesis was accepted. To confirm this, when comparing the calculated (T) value with the tabular (T) value of (1.96), it becomes clear that the calculated (T) value is greater than the tabular value, which supports the acceptance of the hypothesis. The results indicate that there is an inverse effect relationship between blue ocean strategies and outstanding performance, which means that blue ocean strategies have a moral impact in achieving outstanding performance. In addition, the coefficient of determination was R² (0.656), which means that the independent variable explains the dependent variable by (65%), while the remaining percentage represents other factors that were not addressed in the model.

Third: Testing the sub-hypotheses of the second main hypothesis

The sub-hypotheses of the second main hypothesis (H2-1, H2-2, H2-3,H2-4) state the following:

H2-1: There is an impact relationship for the increase in outstanding performance.

H2-2: There is a relationship between the impact of the reduction in outstanding performance.

H2-3: The existence of an impact relationship of exclusion in outstanding performance.

H2-4: There is an impact relationship of innovation in outstanding performance.

For the purpose of testing these hypotheses, the structural model was built in the figure 3, and the table 6 reviews the results of the evaluation of the structural model of these hypotheses.

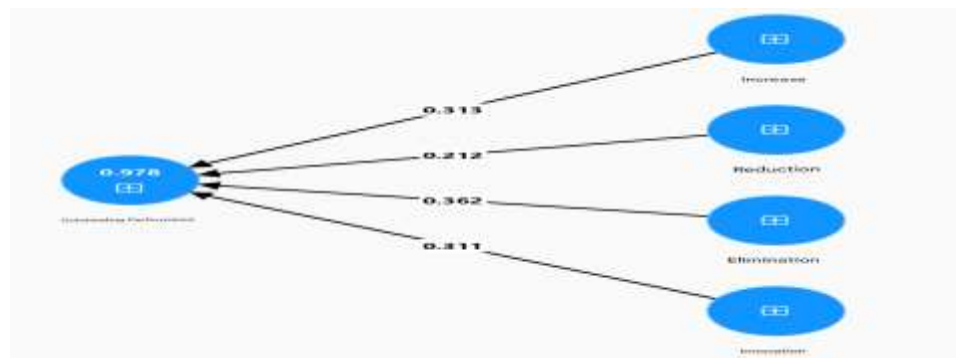


Figure 3. Structural model for testing sub-hypotheses emanating from the second main hypothesis

Table 6. Evaluation results of the structural model of the sub-hypotheses emanating from the second main hypothesis

| Match Quality SRMR | Hypothesis | The path | Path coefficient | T Value | P Value | Result | Effect Size | Coefficient of Determination R ² | Average R ² |
|-----------------------|------------|----------|------------------|---------|---------|--------|-------------|--|------------------------|
|-----------------------|------------|----------|------------------|---------|---------|--------|-------------|--|------------------------|

| | | | | | | | | | |
|-------|------|----------|-------|-------|-------|----------|------|-------|-------|
| 0.047 | H2-1 | INC→OP | 0.313 | 6.802 | 0.000 | Approval | 0.87 | 0.978 | 0.893 |
| | H2-2 | RE → OP | 0.212 | 5.031 | 0.000 | Approval | 0.79 | | |
| | H2-3 | EX → OP | 0.362 | 6.485 | 0.000 | Approval | 0.85 | | |
| | H2-4 | INN → OP | 0.311 | 5.972 | 0.000 | Approval | 0.89 | | |

Source: SmartPLS Outputs

Table 6 shows the results of the structural model evaluation of the sub-hypotheses emanating from the first main hypothesis, where the SRMR criterion with a value of (0.047) showed its achievement of the required standard for the quality of conformity. As for the path coefficients of the sub-hypotheses(H1-1, H1-2, H1-3, H1-4), they were (0.313, 0.212, 0.362, 0.311), and they were all statistically significant, as the value of (T) calculated from the results of the SmartPLS program was (3.002), which is a statistically significant value at the level of significance (0.000), which indicates its significance at a confidence level of (99%). Since this level is higher than the confidence level adopted in the study (95%), the sub-hypotheses emanating from the first main hypothesis were accepted. To confirm this, when comparing the calculated (T) value with the tabular (T) value of (1.96), it becomes clear that the calculated (T) value is greater than the tabular value, which supports the acceptance of sub-hypotheses. In addition, the coefficient of determination was R2 (0.978), which means that the dimensions of the independent variable explain the dependent variable by (97%), while the remaining percentage represents other factors that were not addressed in the model.

4. Conclusion

The fourth topic: - Conclusions and recommendations

1. Implementing blue ocean strategies in the organization under study helps in enhancing outstanding performance.
2. The level of response to the dimensions of the Blue Ocean Strategy (exclusion, reduction , increase , innovation) It was acceptable and this was shown in the practical aspect.
3. The level of response to the dimension (outstanding performance) It was acceptable and this was shown in the practical aspect.
4. The success of the organization under study depends on developing the capabilities of employees, allowing them to participate in decision-making, and supporting them and developing their expertise by engaging them in training courses and workshops to hone their skills to achieve the organization's goals.
5. The use of the blue ocean strategy in the organization under study contributes to increasing employee cohesion by making participatory decisions away from problems that affect the level of performance, thus achieving outstanding performance.
6. Enhancing outstanding performance in organizations requires advanced strategies aimed at supporting and motivating working individuals and developing their expertise and skills Which helps the organization achieve its goals.

Second: Recommendations:

1. Conducting courses and seminars for employees of the importance of using modern and advanced strategies in business organizations, including the blue ocean strategies, because they represent a very significant impact to enhance the success of business organizations and reduce by enhancing the outstanding performance of their working members.

2. The organization under study must empower employees due to its importance in achieving their satisfaction and supporting them to participate in decision-making.
3. The senior management of the organization should seek to build transparent values based on honesty, commitment, empathy and openness between working individuals and senior management because this leads to better decision-making and correcting mistakes.
4. Excellent performance is very important for any organization, and it is imperative for it to be among the working individuals, empowering them and using modern training and development methods to enhance their distinctive performance and thus the success of the organization.
5. The organization under study must evaluate and review employee performance to determine the degree to which the organization's goals are achieved.
2. The organization in question must support the enhancement of outstanding employee performance by utilizing all dimensions of blue ocean strategies and integrating them to achieve set objectives..

REFERENCES

- [1] J. A. Aziz, "Proposed Mechanisms for Implementing the Blue Ocean Strategy in the Marketing of Scientific Research at Menoufia University," *Journal of the Faculty of Education in Benha*, vol. 130, no. 2, 2022.
- [2] A. M. Sabri, "The Impact of the Blue Ocean Strategy on Achieving Competitive Advantage," *Journal of Contemporary Commercial Research*, vol. 38, no. 1, 2024.
- [3] N. J. A. Al-Zaidi and R. L. K. Al-Baghdadi, "The Impact of the Polarization Strategy on the Outstanding Performance of Employees," *Entrepreneurship Magazine for Finance and Business*, 2021.
- [4] H. M. Al-Jubouri, "Quality of Service and its Role in Outstanding Performance," *Journal of the Baghdad College of Economic Sciences University*, no. 34, 2013.
- [5] A. M. Al-Mujahid and M. M. Al-Futtaim, "The Blue Ocean Strategy and its Impact on the Dimensions of Marketing Performance," *Al-Razi Journal of Human Administrative Sciences*, 2020.
- [6] A. K. Onja and A. R. Daleel, "The Role of Strategic Intelligence in Improving Outstanding Performance," Master's thesis, Faculty of Economic and Commercial Sciences, Ahmed Derayah Adrar University, 2021.
- [7] H. Ghafar, "The Blue Ocean Strategy and its Impact on the Achievement of the Quality of Higher Education," Master's thesis, Faculty of Economic and Commercial Sciences, Ahmed Derayah Adrar University, 2022.
- [8] O. Boucherk, "The Impact of Soft Skills on the Outstanding Performance of Higher Education Institutions," Master's thesis, Faculty of Economics, Management and Commercial Sciences, University Center Abdel Hafeez Boualouf Mila, 2023.
- [9] N. Barbash, "The Role of HR Performance Evaluation in Achieving the Requirements of Outstanding Performance in Sports Institutions," Master's thesis, Mohamed Khader University - Biskra, 2019.
- [10] F. Sadouk, "The Role of Strategic Thinking in Achieving the Dimensions of the Blue Ocean Strategy," *Al-Jafla*, Zian Ashour University, 2019.
- [11] M. A. R. Abdul Rahim, "The Role of the Blue Ocean Strategy in Addressing the Implementation Gap in Public Organizations," *Arab Journal of Management*, vol. 41, no. 3, 2021.
- [12] F. A. Kararsha, "The Role of the Learned Organization in Achieving Outstanding Performance," Master's thesis, Faculty of Law and Political Science, University of Batna, 2021.
- [13] A. N. A. Siam, "The Role of Soft Skills in Enhancing Outstanding Performance in Insurance Companies in the Gaza Strip," *African Journal of Advanced Studies*, vol. 2, no. 2, 2023.
- [14] A. A. A. Kamuna, "Intangibles and their Role in Achieving Outstanding Performance Using the Weighted Scorecard," Master's thesis, Faculty of Management and Economics, University of Karbala, 2013.
- [15] H. A. Maghawri, "Requirements for Developing Institutional Performance in Egyptian Universities in Light of the Dimensions of the Blue Ocean Strategy," *Journal of Studies in University Education*, no. 57, 2022.
- [16] U. A. Nasser and R. Delmi, "The Role of Administrative Empowerment in Achieving Outstanding Performance," Master's thesis, Faculty of Economic and Commercial Sciences, Mohamed Boudiaf University in Mesila, 2021.

- [17] W. C. Kim and R. Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Boston, MA: Harvard Business School Press, 2005.
- [18] A. Dumitru and S. Mateeşescu, "The Green Ocean Innovation Model," *International Journal of Business, Humanities and Technology*, vol. 3, no. 6, 2013.
- [19] K. Yang, *Voice of the Customer: Capture and Analysis*. U.S.A: The McGraw-Hill Companies, 2008.