

The Effect Of Attention Management On The Performance Of Public Administration Organizations, A Case Study In Al-Obour Company For Foodstuff Marketing And General Trade Ltd

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Abstract:

The research seeks to find out the extent to which there is a satisfactory level of attention in the researched organization for organizational performance (through attention dimensions) and to measure the relationship and influence between attention management and organizational performance: The importance of the research comes from being an attempt to simulate administrative attention and the performance of the researched organization through the service perspective, which is the main goal from the establishment of the organization. The research reached a set of conclusions and recommendations regarding the foregoing. The research sample consisted of (365) workers in the Obour Foodstuff Marketing Company.

Key terms for the search: Attention management,
organizational performance.

The introduction:

Administrative attention in organization theory is based on the theories of the Carnegie School and the performance of Simond and Burt, the first theorists who recognized the importance of attention in organizations, and depends on the Simond model, which emphasizes the limited rationality of the existential constraints of human defense and the need to be selective in the allocation of attention. In other words, Simond believes that attention is one of the functions The basic principles of organizations that affect individual choice through the distribution of stimuli that stimulate users to make decisions with the progress of

organizations, which is reflected in the organizational performance of those organizations.

The research included four axes, the first devoted to the methodology and some previous studies, the second to the theoretical framework, and the third to the practical side, or the fourth, to include conclusions and recommendations.

The first axis: Research Methodology

First: the research problem: The research problem includes answering the following questions:

1- What is the level of attention management with its dimensions (excitement, distraction, and ability) in the researched organization?

2- What is the level of organizational performance by dimensions in the researched organization from the point of view of the research sample?

3- What is the relationship between attention management and organizational performance with their dimensions from the sample point of view?

4- What is the impact of attention management on the organizational performance of the organization?

Second: the importance of research:

1- Theoretical importance: The issue of attention management is still vague and untested at a time when we find that most of the administrative research talks about perception within the behavior of employees, which is a stage of attention and has not been explored extensively. Therefore, the current research seeks to define the dimensions of attention management and measure its impact on performance. Research sample workers.

2- Practical importance: The research comes with the organizations' pursuit of excellence and improving the levels of organizational performance to ensure that services are provided in a manner commensurate with the levels of the huge amount of information and openness to the outside world, and compare their performance with the performance of developed countries. And awareness at the three administrative levels of the organizational hierarchy

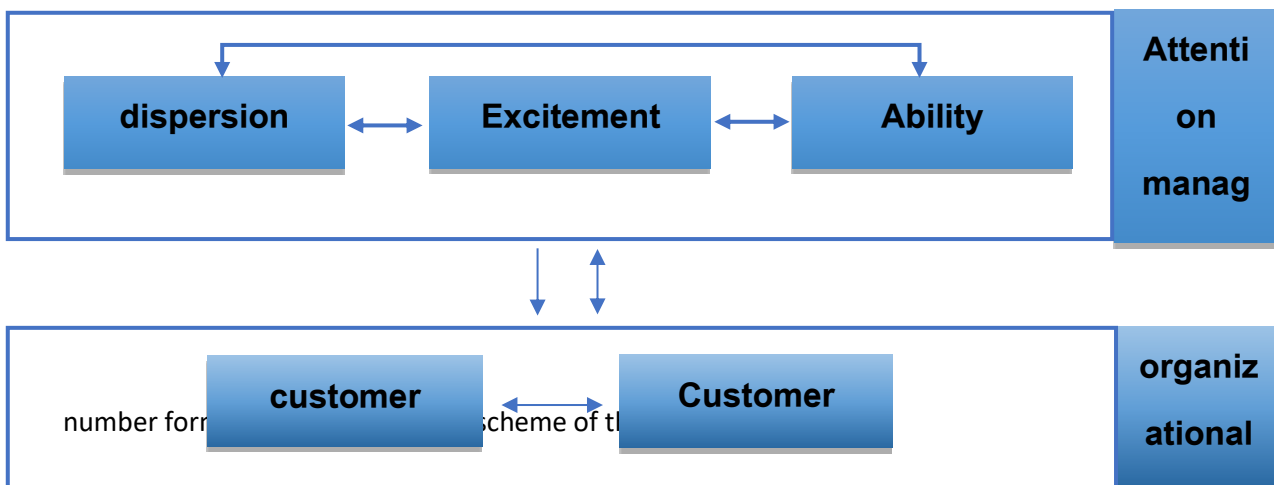
and linking them with each other to flow into one path that leads to achieving one goal after another, leading to the main goal of the organization.

Third: Research Objectives:

- 1- Diagnosing the level of attention management in the researched organization.
- 2- Personalizing the level of organizational performance as an outcome in the researched organization.
- 3- Choosing the relationship between attention management and organizational performance.
- 4- Know the level of influence of attention management on organizational performance.
- 5- Reaching conclusions and recommendations that raise the level of organizational performance as a result of managing attention at the three administrative levels.

Fourth: Research Scheme:

Figure No. (1) puts the hypothetical scheme of the research, as it was based on model (16 : 2007;schepers) to manage attention and includes the following dimensions (ability, excitement, distraction) and a model (Al-Naimi, 2014:8) for organizational performance, which includes (customer service, customer loyalty) and as shown:



Fifth: Research Hypotheses: The research includes the following hypotheses:

1- The first main hypothesis: There is a significant correlation of attention management in organizational performance and includes the following sub-hypotheses:

أ. There is a significant correlation of the ability in the organizational performance by dimension.

ب. There is a significant correlation of arousal in organizational performance with dimensions.

ج. There is a significant correlation of dispersion in organizational performance by dimension.

2- The second main hypothesis: There is a significant effect relationship of attention management on organizational performance and includes the following sub-hypotheses:

أ. There is a significant effect relationship of ability in organizational performance by dimension.

ب. There is a significant effect relationship of excitement on organizational performance by dimension.

ج. There is a significant effect relationship of dispersion in organizational performance by dimension.

Sixth: the research community and its sample: A random sample of (365) workers was adopted according to Morgan's table in Al-Obour Company for Foodstuff Marketing and General Trade Ltd.

Seventh: Research tools:

The questionnaire was designed based on the available foreign and Arabic literature if the researcher used a scale (2007: 16; Schepers) to manage Attention and a scale (Al-Nuaimi, 8: 2014) for the organizational performance scale. The questionnaire was designed and the questions were formulated in proportion to the organization's environment and the research sample.

Eighth: Choices of honesty and constancy: Cronbach's alpha coefficient is extracted for the purpose of ascertaining the stability coefficient of the questionnaire, as the value of the paragraphs of the questionnaire was fully reached (0.998) This confirms the stability of the questionnaire, which

confirms the validity of the scale and its validity for application.

Ninth: Some previous studies:

1- Study (2011:10;Lucian("Examining the Effects of Attention Structures and Organizational Attention on High Performance"))testing the effects of attention structures and organizational Attention on financial Pevfovmance))

The study aims to choose a model of organizational attention and behavior, organizational results, using a data set, so it is one of the indicators of responsibility.

2- A study of the impact of organizational perception on the environmental adaptation of business organizations - a case study in the General Company for Woolen Industries (Al-Suwaidi, 2018: 159)

The study aimed to find out the extent to which there is a satisfactory level of the researched company's awareness of the general environment in which it lives through activities (attention, planning, interpretation) and measuring the relationship and impact with the general environment. It is an attempt to simulate attention and the extent of its adaptation to the general environment of the organization. The management of the Kadhimiya company and factory, and the study concluded that there is a positive correlation and influence between the administrative attention and the home of the researched organization.

The second axis: the theoretical side

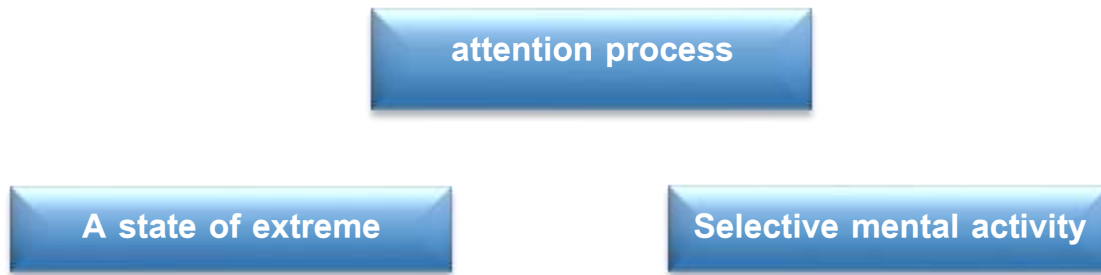
Firstly:Administrative attention

1- **Administrative attention concept:**Administrative Attention is the observation, interpretation, coding, and focus of the time and effort of organizational decision-makers on both issues and answers (2013:893;alang Li & otherAttention was also issued in organizations (2: 2015;wouer&Andrea) that attention is the degree of awareness of individuals towards something (an event, an idea, a direction, a category, etc.), and he indicated (2005:462;Mark) that it is observing, coding, interpreting and focusing the time and effort of organizational decision makers on specific issues and cases without others to understand the environment.

while he went(10;Lueiana: 2011(It is an attempt to visualize how organizations distribute and shape the attention of decision makers through communication channels, procedures, and attention structures.): 20135;Eggers & Voletalt is the degree to which subjective objections to the external environment are dominated by concepts that relate to one or more domains. rose (4:2008;Claudia&other) is a set of interrelated mechanisms and processes that operate at the level of the human brain in a variety of ways. And he went (329: 2011).Articd 2 yaniv;Eyallt is the ability to focus and maintain interest in a particular task or idea and is a selective process in nature. He (2010:432;BilianIt is the process of selecting from among several available alternatives. and select (4:2015;Thierry & others) Attention is a means of individuals selecting and processing a limited amount of input from a huge amount of environmental input. Attention is a tangible process associated with human perception.

and gold(1995:41;Havvey) Attention is the concentration of mental effort on a piece of information or an idea. while agree(2010:841;Kenneth & others) with(alang) It is the observation, coding, interpretation and focus of the time and effort of decision makers within the organization on strategic issues such as threats, opportunities and problems facing organizations as well as solutions (responses) to those issues.2:2014;otherASEE&Mihaela) is the selectivity of decision makers for issues and answers through a cognitive process at the individual level. and select (Karl&othur514:2006) It is the renewed behavior of the company. And he knew her(2011:585;chevyl {other) Attention management is a process of managing the highest mental processes that can lead to cognitive results through the following form:





2: The importance of managing attention: Attention is essential to understanding organizational forms, making decisions, and solving problems, and explains how organizations respond to and deal with information (2011:12;Luciana). Paying attention within organizations contributes to increasing the speed and accuracy of identifying new problems, as well as increasing the rate of finding solutions (: 8;Da vinci(It is the focus of problems and is considered one of the basic and scarce resources in organizations and at the same time a scarce value)2010:841;Kenneth Audrey is right) Also, the lack of attention can lead to the possibility of losing basic information when making decisions and reducing the time to think about anyone else, which leads to the adoption of simple information that limits the ability of organizations to process cognitively (Davenort and John, 2001:5) Attention networks also facilitate the process of coordinated adaptation with the changing environment, which leads to increased production through the elements of the attention network, in other words, attention has become the point of separation, as shown in the following figure.

Attention economy



3 selected studies on attention management:The researchers identified a set of influences and measurement methods related to administrative attention, as specified in Table No. (1):

table number (1) Selected studies on managerial attention

Measure attention	complex variable	the findings	attention indicator	the theory	Researcher name	T
Conclusion interviews	Decision relay	Organizational factors, institutional logic, interest in the market	impression	Institutional theory	Thompson & Ocasio 1999	1
number of documents	the documents	Focus increases attention	Focus on attention	Ecology	Hansen & Hass 2011	2
comparative study analysis	Entering China	Focus on regulation, market and external relations	impression	Institutional theory	Hong 2005	3

Level analysis of peaceful messages	Strategic adherence	The ability to adapt to the environment	impression	Institutional theory	Cho&hambird 2006	4
survey	current performance	The effect of attention on performance	impression	Institutional theory	Bouquet et al. 2009	5
Level analysis of peaceful messages	Twisting technique	The CEO's attention increases marketing technology	impression	knowledge management	Egg vs&kplan 2009	6
Level analysis of peaceful messages	Invention activity	The CEO's attention increases marketing technology and invention decisions	impression	knowledge management	Kaplan2008	7
Rare event case analysis	Pay attention to issues	Learning from rare events	link	Institutional theory	Reup2009	8
Level analysis	the environment	Attention to speech and speed of response	link	Institutional theory	Nigam & Ocasio 2010	9
Level analysis	the environment	Selective attention, alertness, distraction	influence link	Industrial Psychology	Joh ann M Schepevs 2010	10
questionnaire	the performance	The company's performance, risks,	link	Institutional theory	Covey fox 2008	11-

conclusion		depth of attention				
	the performance	Alert executive attention	impression	Institutional theory	William ocasio2010	12

By reviewing some of the previous studies and then identifying the basic dimensions of the study of administrative attention, which are agreed upon by most researchers, namely: ability, excitement, and dispersion, my agency (Sheikh, 2011:65):

Ability: It is the force or energy that enables an individual to perform a specific work or task.

Excitement: Causing triggers to move the mind.

Dispersion: Deflection of thought to a topic other than the one intended to pay attention to it.

4:Types of Attention: Define (Davnort and John 2:2001) Attention types, there is the attention that customers generate when they come across your advertisement, there is the creation of many towards imposing a new market, and there is the attention that has employees in their orientation to focus on the performance of certain shares and not others, so the attention is of three types:

1- Optional versus compulsory

2- Attention tends to pay attention to meanness

3- Paying attention to the conscious versus the unconscious

Second: Organizational Performance:

1. Concept of Organizational Performance: Organizational performance is one of the topics that have been dealt with in management sciences extensively, but the difference is made through the entrance that starts the category of the concept, as it was specified (2001:64-

75, Daft) And the (Navay nan{Nath1993:163>172) In organization theory, the concept of organizational performance comes from the approach to organizational effectiveness in organization theory, which differs from one approach to another, including:

- target entry
- Introduction to the organization's resources
- Introduction to the internal process
- Stakeholders Entrance (Audience)
- Introduction to competitive values

According to what is mentioned (Faisal Salem 2004: 144) when linking after me The value and organizational structures create the four models of organizational effectiveness, and each model reflects a different managerial emphasis on its relationship between the structure and organization which is:

- Diverse systems model
- The rational goal model
- human relations model

According to the researcher, according to what is consistent with the nature of the current study, is the model of rational maturity, which is a starting point for managing attention.

Many researchers have defined the concept of organizational performance among them (Al-Mahamia et al. 2015: 28) as the final outcome of the activity carried out by the individual or group in the workplace.

While (Eidan, 2019: 135) went to the fact that the organizational performance is the final result of the activities and includes the actual results of the administrative process. And define it (Roof, 2021: 393) is a term that arose to distinguish between management at the level of the individual and the institution.

The researcher adopted the following dimensions of organizational performance, customer service and customer loyalty.

The third axis: the practical side

In this axis, the results are presented and interpreted to diagnose the level of the research variables: the arithmetic mean and standard deviation of the respondents' answers, and my agencies:

The first dimension: aAbility

Table 1 post-analysisAbility

approval level	standard deviation	SMA	Paragraph	the number
high	0.96	4.06	The process of gathering information about the environment takes place in a detailed manner	1
high	1.05	3.67	The environmental events about which information should be collected are determined by our company in a form	2
high	0.75	4.07	The company quickly distinguishes environmental developments that affect the work of the organization	3
high	0.47	4.03	Information that our company collects about the external environment is consideredExcellent	4
high	0.47	4.04	the total	

Prepare the researcher

Through the above table, we notice that Paragraph No1 obtained the highest arithmetic mean of (4.07) and a standard deviation of (0.75), which indicates that the company cares a lot about environmental developments and their distinction because they have a significant impact on the performance of companies in general. While I got paragraph No2At the lowest arithmetic mean of (3.67) and a standard deviation of (1.05), since there is no specific information collected about the changing environmental events, but rather all information that may affect the company's performance is collected.

The second dimension:Excitement

Table 2 post-analysisExcitement

approval level	standard deviation	SMA	Paragraph	the number
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high	0.71	3.52	The company is concerned with the process of keeping information in records and existing databases of interest	5
middle	0.88	3.09	The company's use of technology(computers and software) in the process of saving and presenting information	6
high	1.11	3.88	Managers get the information they need from the company	7
high	0.7	4.12	Managers get the information they need at the right time	8
high	0.56	3.8	the total	

Prepare the researcher

Through the above results, we note that Paragraph No8l obtained the highest arithmetic mean of (4.12) and a standard deviation of (0.7). This indicates that managers obtain information in a timely manner, which affects the decision-making process.. As for Paragraph No.6l obtained the lowest arithmetic mean of (3.09) and a standard deviation of (1.11), as companies still rely on the paper system in their transactions and do not use electronic technologies except a little.

The third dimension: tdistracted

Table 3 post th analysisdispersion

approval level	standard deviation	SMA	Paragraph	the number
high	0.82	3.79	Our company monitors the sum of its sales in the market from the sum of the sales of competing goods	9
high	1.14	3.64	The company knows the reasons why competing products are superior to some of our products	10
high	1.54	3.2	The company uses information technology(computers, software) to provide analyzes of its external environment	11
high	0.9	4.24	Our companies monitor the rates of progression or decline in their monthly or annual sales	12
high	0.56	3.9	the total	

Prepare the researcher

Through the above results, we note that Paragraph No12l obtained the highest arithmetic mean (4.24) and a standard deviation of (0.9). This indicates that companies monitor the progress or decline in their sales in the market in order to also know the opinions of customers about their sales and find out the reasons for the decline in their sales. As for paragraph No11l got the lowest arithmetic mean of (3.2) and a standard deviation of (1.54), since companies do not use techniques in analyzing the external environment and still use the paper system.

The fourth dimension: performance**Table 3 post-performance analysis**

approval level	standard deviation	SMA	Paragraph	the number
very high	0.61	4.22	Keen managementthe organizationTo organize services characterized by quality in order to ensure its auditors	13
very high	1.09	4.36	There is an effective communication system between senior management and the public	14
high	1.54	3.5	seeking managementthe organizationTo achieve loyal satisfactionthe customerWhich is considered one of the basics of the services provided bythe organization	15
middle	1.8	3.14	The managementthe organizationStudy needs and wantscustomersand their level of satisfaction periodically	16
middle	1.7	3.27	The managementthe organizationMarketing its services through technology in order to ensure their loyaltythe organization	17
high	1.4	3.46	Management worksthe organizationTo design organizational processes commensurate with Satisfactioncustomersand their suggestions	18
very high	0.72	4.5	The managementthe organizationMeet the new needs ofclientsThrough the organization, procedures and means of providing the service	19
very high	0.74	4.46	You don't managethe organizationPeriodically follow up the complaints of theclientsAnd provide solutions to them if possible	20
high	0.5	4.06	Management worksthe organizationTo improve and organize servicesfor customerscontinuously	21
high	1.32	4.03	the total	

Prepare the researcher

From the above table, we note that Paragraph No19I obtained the highest arithmetic mean (4.5) and a standard deviation (0.72).the organizationMeet the needs in emergency situations and organize the means of service in this department. As for paragraph No20I obtained the second highest arithmetic mean (4.46) and a standard deviation (0.74).organizeDon't mind the complaintsclientsAnd don't follow it. While got paragraph16On the lowest arithmetic mean, which was (3.14) and a standard deviation (1.8).systemsAny study of theclientswith the aim of satisfying them. I got paragraph no17It has the second lowest arithmetic mean, which reached (3.27) and a standard deviation (1.7), as it indicates

that pain does not organize Marketing its services electronically and does not rely on the electronic system in its work.

Second: Hypotheses Test:

illustrated by a table (6) The existence of a significant correlation Between after managing attention

And organizational performance with high correlation values, and these results support the validity of the first sub-hypothesis.

Schedule 6 analysis Correlations

customer loyalty	customer service	dispersion	Excitement	Ability	
0.712**	0.393	0.637*	0.645*	1	Ability
0.674*	0.520*	0.780**	1		Excitement
0.639*	0.545*	1			dispersion
0.434	1				customer service
1					customer loyalty

.352	The coefficient of determination
.346	Corrected coefficient of determination
.58235	standard error

conclusion	Moral value	Fa test	mean sum of squares	degrees of freedom	sum of squares	sources of contrast
moral	.000	65,144	22,092	3	66,276	Regression
			.339	360	122,086	residuals
				363	188,362	total summation

take on the hypothesis sixth The relationship between Dimensions of attention management and organizational performance dimension. The table appears () results of hypothesis testing the second about the

relationship between Attention management Dimensions and after organizational performance. This hypothesis predicts that Attention management will have a Positive effect in level interpretation organizational performance Within the research sample organization.

The fourth axis: conclusions and recommendations

First: Conclusions:

. 1. Many writers in the fields of organization theory and organizational behavior were concerned with organizational awareness and attention, but their writings did not reflect any difference between them..

,2. There is a measure of agreement among a number of writers in the field Organization theory and organizational behavior on performance dimensions.

3. The results reached in the body of the research contributed to a basic conclusion represented by the acceptance of the main hypotheses and the sub-hypotheses emanating from them **in the organization.**

4. The workers have a degree of attention that can be managed in a way that achieves high levels of performance.

Second Recommendations:

.1. Increasing the interest of the management of the organization in question in terms of attention management Being one of the basic tools that help it improve services as it is one of the organization's wealth and a kind of competitive advantage that it possesses without others.

.2. The management of the organization under discussion should pay more attention to the concept and types of performance, due to the contribution and promotion thereof to improving and strengthening the organization.

.3. Raising awareness among managers and employees of the organization under study about the relationship (linkages and influence) between attention management And the performance.

4. Managers can focus on workers' attention and capabilities and reduce distraction, which reflects positively on organizational performance.

5. Future studies are encouraged to use methods beyond questionnaire, interviews and observation to analyze and study the phenomenon under study.

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