**T.C.**

**KIRŞEHİR AHİ EVRAN ÜNİVERSİTESİ ENSTİTÜSÜ**

**SOSYAL BİLİMLER**

**İŞLETME ANABİLİM DALI**

# ANALYSIS OF THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION: AL-ALAWI CHILDREN'S HOSPITAL CASE

**KADHIM AL-SAEDİ**

**MASTER'S THESIS**

**KIRSEHIR-2023**

**2023-KADHIM AL-SAEDİ**

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# INVESTIGATION OF THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION IN THE AL-ALAWI CHILDREN'S HOSPITAL CASE

**Prepared by**
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**MASTER'S THESIS**

**Advisor**
**Assoc.Prof. Dr. Muhammed MARUF**

**KIRSEHIR-2023**

## ACCEPTANCE AND APPROVAL

Kırşehir Ahi Evran University, Institute of Social Sciences, Department of Business Administration graduate student, KADHIMA AL-SAEDİ who prepared the thesis titled "Examination of the effect of organizational culture on employee motivation" in Al-Alawi Children's Hospital"……..It was found successful as a result of the defence exam held on this data and was unanimously accepted as a **HIGH BACHELOR THESIS** by our jury.

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Yukarıdaki imzaların, adı geçen öğretim üyelerine ait olduğnu onaylarım.

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KADHIM AL-SAEDİ

**SUMMARY**

**INVESTIGATION OF THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION IN THE AL-ALAWI CHILDREN'S HOSPITAL CASE**

**MASTER'S THESIS**

**Prepared by: KADHIM AL-SAEDİ**

**Advisor: Prof. Dr Muhammed MARUF**

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**Jury**

**Assoc. Prof. Dr . Muhammed MARUF**

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**Assoc . Prof. Dr. Ejder Ayçin**

Örgütsel kültürü, çağdaş yönetimde önemli kavramlardan biridir. Çünkü pek çok araştırmacı, şirket yöneticisi, organizasyonların başarı ve başarısızlıklarının, onlarda hâkim olan kültür ve düşünce tarzından büyük ölçüde etkilendiğini teyit etmektedir. Her örgütün kendi içlerinde çalışan bireyler ve onları çevreleyen dış çevre tarafından edinilen değer, varsayım ve inançlardan oluşan, çalışanların davranış, tutum ve eylemlerini şekillendirmeye çalışan, kendi kültürüne sahip olması nedeniyle çalışanları motive etmek de dâhil olmak üzere örgütün tüm iş ve faaliyetlerine olumlu ya da olumsuz yansıyabilir. Bu nedenle çalışan bireylerin duygularını harekete geçirme ve davranışlarını örgütün amaçlarına hizmet edecek bir şekilde yönlendirme, çalışan bireyleri motive etme ve onların güdülerini harekete geçirmek için çalışır. Gizli enerji ve yetenekleri ile onları motive eder ve amacı gerçekleştirmek için istek ve şevk uyandırır. Çalışan bireylerde adalet duygusunun yüksek olması, Yönetime olan güvenin artmasına ve buna bağlı olarak çalışan bireylerin iş güvencesi sağlandıktan sonra davranışlarında iyileşmeye yol açması gibi çalışan bireylerin iş performansının

verimliliğini de etkileyen değişkenlerdir. Bunun tersi ise, bireylerin kendilerini haksız hissetmeleri durumunda ortaya çıkmakta, bu da örgütsel vatandaşlık davranışlarının ve performansının azalmasına yol açmaktadır. Çünkü insan kaynağı, örgütlerin başarı ve hayatta kalmaları için güvendikleri kaynaktır. Bu hayatta kalma ve süreklilik, üyelerinin davranışlarını inceleme, onları etkileme ve iş tatmini duygularıyla ilgilenmedir. Buna göre motivasyonun örgütlerde çalışan bireylerin bağlılık ve iş birliğini sağlamak için yönetimin kullandığı yöntemlerden biri olabileceği ve onların iş doyumlarını etkileyebileceği ortaya çıkmaktadır. Buna bağlı olarak, birçok kuruluş bu kaynağa dikkat etmeye ve onu korumaya çalıştı. Çalışanların işlerinden ve ait oldukları örgütten duydukları tatmin duygusunu etkileyebilecek örgütsel adalet, araç ve yöntemleri inşa edilmedikçe ulaşılamayan, çalışanları elde tutmaya ve daha fazla çaba sarf etmeye teşvik etmeye yardımcı olan bir motivasyon stratejisi geliştirmelidir.

Dolayısıyla, çalışmanın iki değişkeni, araştırılan kuruluşla (Alawiyya Çocuk Eğitim Hastanesi) uyumlu bir şekilde, örgüt kültürünü geliştirme ve çalışanlarını motive etme yolu ile çalışma göstermek için uygun hale getirildi.Yukarıdakilere dayanarak, bağımsız değişken “örgüt kültürü” ile bağımlı değişken “çalışanları motive eden” üzerindeki etkisi arasındaki ilişkinin doğasını belirleyen varsayımsal bir model oluşturulmuştur. Çalışmayı yürütmek ve hipotezlerini test etmek için Alawiyya Çocuk Eğitim Hastanesi'ndeki bir çalışan örneği test edildi. Araştırma modelinde yer alan değişkenlere ilişkin veri toplamak için kişisel görüşme yönteminin yanı sıra anket yöntemi de benimsenmiştir. Anket verilerinin doğruluğunu desteklemek ve sonuçları analiz etmek amacıyla saha gözlemleri ve yıllık raporlar alınmış ve sonuçlar bilgisayar programı (SPSS V.25, AMOS V.25) kullanılarak çıkarılmıştır.Araştırmacı, hastanenin çalışmalarını takip etme arayışında bir dizi engel ve sorunla karşı karşıya kaldı. Aynı şekilde Korona virüsü pandemisi nedeniyle ülkenin durumu daha da kötüleşmişti. Neyse ki araştırmacı işin geri kalanını güçlükle de olsa tamamlamayı başardı. Bazı görüşmeleri gerçekleştirmenin zorluğuna ek olarak, çalışma koşulları ve yeterli zamanın olmaması nedeniyle bazı çalışanlardan ve yöneticilerden anket formunu alamadı. Anket, ilki çalışmanın genel çerçevesini temsil eden dört bölümden oluşmakta olup iki bölüm metodoloji ve en öne çıkan önceki çalışmalar ile birliktedir. İkinci bölüm, çalışmanın teorik yönünü ele almış, ilk bölüm örgüt kültürü olmak üzere iki bölüm ile ele alınmıştır.İkinci bölüm çalışanları motive etme, üçüncü bölüm çalışmanın

pratik tarafını ve üç konuyu temsil ederken, ardından dördüncü bölüm pratik sonuçların ve önerilerin gözden geçirildiği, kaynakları ve ekleri ile çalışmayı tamamlamaktır.

Mevcut anket, bölümleri aracılığıyla yanıt veren bir değişken olarak çalışan bireylerin motivasyonunda açıklayıcı bir değişken olarak örgüt kültürünün ilişkisini ve etkisini araştırmayı amaçlamaktadır. Alawiyya Çocuk Eğitim Hastanesi'nde araştırılan kurum için öneminin farkına varmanın yanı sıra, araştırılan kuruma en iyi hizmeti sunmasını sağlamak için çalışanlarını motive etmeye katkıda bulunan bir dizi tavsiye bulmaya çalışmaktır. Çalışma konusunun kamu kuruluşlarındaki önemi ve özellikle hastanenin toplum için öneminden hareketle, bu çalışmayı tamamlamak için tanımlayıcı, keşfedici ve uygulamalı bir yaklaşım benimsenmiştir.Çalışma, Bağdat'taki Alawiyya Çocuk Eğitim Hastanesi'ndeki çalışanlardan oluşan bir örneklemi içermiştir. Veriler hastane yönetimindeki tüm çalışanlar tarafından temsil edilen çalışma örneklemini münhasıran ve kapsamlı bir şekilde temsil eden 90 katılımcıdan toplanmıştır. 32 madde içeren bir anketi benimseyerek, kişisel görüşmeleri ve aynı gözlemleri toplamaya yardımcı olacak yöntemler kullanarak ve anket programı olan Spss V.25, AmosV.25 benimsemiştir. Hipotezlerini test etmek için tanımlayıcı istatistiksel yöntemler (normal dağılım testi, doğrulayıcı faktör analizi ve değişkenlerin bina modelleri, aritmetik ortalama, yüzdeler, standart sapma, göreli önem, fark katsayısı, Pearson korelasyon katsayısı ve basit regresyon katsayısı) ve çalışma, örgütsel kültürü ile çalışan motivasyonu arasında karşılıklı iyi ilişkilerin varlığında somutlaşan hipotezlerin geçerliliğini gösteren en belirgin sonucu özetledi.Sonuçlar, sınırlı bir örgütsel kültür ve çalışan motivasyonunda gözle görülür bir zayıflık, özellikle de adalete karşı ve verimli bir şekilde çizilen hedefleri kontrol etme konusunda zayıf bir ilgi, ölçüm ve takip için bilimsel standartların doğruluğunda bir zayıflık gösterdi. Anket, yapılan hastanede çalışan bireylerin motivasyonlarını takip etme ve araştırma örneklemini oluşturdu.

## ABSTRACT

**INVESTIGATION OF THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION IN THE AL-ALAWI CHILDREN'S HOSPITAL CASE**

**M.Sc. Thesis**

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The current study aims, through its chapters, to investigate the correlation and impact of organizational culture as an explanatory variable in motivating individuals working as a responding variable in Al-Alawiyya Teaching Hospital for Children, as well as to identify its importance to the researched organization, and then try to come up with many recommendations that contribute to motivating its workers to ensure better provision. The services of the researched organization, and based on the importance of the subject of the study in public organizations, and the importance of the hospital in particular to the community, the descriptive, exploratory, applied approach was adopted to complete this study, and the study included a sample of Workers at Al-Alwiya Teaching Hospital for Children in Baghdad, and data were collected from (90) respondents representing the study sample exclusively and comprehensively, represented by (all employees in the hospital administration), by adopting the questionnaire that It included (32) paragraphs, and used personal interviews and in-kind observations as methods and methods to help collect them, and the study adopted the

program (Spss V.25, AmosV.25) with the adoption of descriptive statistical methods (test normal distribution, confirmatory factor analysis, modeling of variables, arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, Pearson's correlation coefficient, and simple regression coefficient) to test his hypotheses, and the study summarized the most prominent conclusion that demonstrated the validity of the hypotheses, embodied in the existence of good interrelationships between organizational culture and employee motivation, while the results showed the limitations of organizational culture, And the noticeable weakness in the motivation of workers, especially the lack of interest in justice and the weakness of interest in controlling the goals drawn efficiently, as well as the weakness in the existence of scientific criteria for measuring and following up the motivation of individuals working in the hospital, the study sample.

**Keywords**: Employee motivation, Organizational culture, working methods, Measuring motivation, Organization, Hospital, Public Corporation.

# ENTRANCE

Organizational culture is one of the important concepts in contemporary management because many researchers and company managers confirm that the success and failure of organizations are greatly influenced by the culture and mentality that dominates them. Every organization has its own culture, which consists of values, assumptions, and beliefs acquired by individuals working in their organizations, and these can reflect positively or negatively on all operations and activities of the organization, including motivating employees to shape the behaviours, attitudes, and actions of employees in the external environment. For this reason, it tries to motivate working individuals by activating their emotions of working individuals and directing their behaviours in a way that will serve the purposes of the organization. This activates their latent energies and talents and creates the desire and enthusiasm to get the job done. On the other hand, since it is one of the variables that affect the productivity of work performance of working individuals, it increases the effectiveness of motivation in working individuals and contributes to a higher level of motivation. Because the high sense of justice in working individuals leads to an increase in their trust in the management and, as a result, an improvement in the behaviour of the working individuals after they are sure of the dominance of the administration. The opposite occurs when individuals feel unfair, which leads to a decrease in organizational citizenship behaviours and performance. And since human resources are a resource that organizations rely on for their success and survival, this survival and continuity depend on studying the behaviour of its members, influencing them, and paying attention to their feelings of job satisfaction. Accordingly, it is revealed that motivation may be one of the methods used by the management to ensure the commitment and cooperation of individuals working in organizations and may affect their job satisfaction. Accordingly, many organizations have sought to pay attention to this resource, attract and retain it, and develop a motivational strategy that helps retain employees and encourages them to do more, which cannot be achieved unless the tools and methods of organizational justice are provided. They are constructed in a way that can affect the satisfaction of employees with their jobs and the organization to which they belong. Thus, the two variables of the study could be examined and demonstrated by the researched institution (Al-Alwiya Children's Training Hospital) and the method of developing organizational culture and motivating its employees. Based on the above, the independent variable (organizational

culture) and the dependent A hypothetical model has been created that determines the nature of the relationship between the effect of the variable (motivating the employees) on it.A sample of employees at Al-Alwiya Children's Teaching Hospital was tested to conduct the study and test their hypotheses. In addition to the survey, personal interviews, field observations, and annual reports method were adopted to support the accuracy of the survey data and analyze the results to collect data on the variables of the study model. The results were extracted using the computer program (SPSS V.25, AMOS V.25). The researcher faced many obstacles and problems in his quest to follow the work of the hospital, and also the situation in the country has worsened due to the Coronavirus pandemic in addition to the difficulty of conducting some interviews, not being able to receive the questionnaire form from employees and managers due to working conditions and lack of sufficient time. The study consists of four parts, the first of which constitutes the general framework of the study. And two parts (methodology and most prominent previous studies). The second part deals with the theoretical aspect of the study, two parts, first (organisational culture), and second (motivating the employees). The third part is the practical aspect of the Work and three topics, followed by the study resources and its appendices, and the fourth section includes a review of practical conclusions and recommendations.

Kırşehir-2023 KADHIM AL-SAEDİ

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ICONS AND ABBREVIATIONS

The abbreviations used in the content of the study are given below.

| Abbreviations | Explanations |
| --- | --- |
| EFA | Exploratory Factor Analysis |
| DFA | Confirmatory Factor Analysis |
| AMOSS v.25 | |
| SPOSS v.25 | |
| Five-point Likert scales | |
| coefficient of determination | R2 |
| The scale of torsion and flattening | |
| simple correlation coefficient | |
| KAEU | Kirsehir Ahievran University. |

# INTRODUCTION

Organizational culture has become one of the topics that receive great attention in the areas of organizational behaviour and Human resource management as one of the main determinants of the success or failure of organizations. The general behaviours and rules of conduct that the workers within the organization are convinced of and adopt in their dealings as they include Rituals and practices that are entrenched over time to form ways of thinking, ways of doing work, making decisions, and so on. It expresses the values and behaviours of the employees that are perceived by the dealers of the organization. This culture has an effective impact on the performance of individuals and the overall performance of the organization since the dominance, sovereignty and cohesion of culture in organization A has proven to be the main determinant of success. The organizational culture, with its material and moral components, leaves its mark on the organization and gives it a personal characteristic that distinguishes it. It also provides the framework that explains the method of performing work and the criteria through which individuals are linked to this. The organization also works to motivate them to perform their work with perfection and raise their level of affiliation, which leads to unification and The solidarity of the organization's members towards achieving the goals, and this embodies social cohesion in a manner that achieves stability and growth. for the organization. Given the importance of organizational culture in defining the attitudes and behaviour of its employees and their connection to their performance, In this study, we will discuss organizational culture and its impact on employee motivation by addressing the following:

First: organizational culture Second: motivating employees. Third: the impact of organizational culture on motivating employees.

Problem of Study:

Business organizations of all types and missions are witnessing many problems and challenges arising from the complex and turbulent external environment. The studied organization is considered one of these organizations, which requires it to seek the means to ensure its survival, continuity, and excellence.This is done by paying attention to the internal environment of organizations and harmonizing them with their external environments, and this requires attention to the human element, which is the main basis for the success and progress of organizations due to knowledge, experience, and skills. Organizational culture leaves traces in managerial organizations with its material and moral components.Each acquires personal characteristics that set it apart from the rest and also provides the framework for describing the way work is done and the standards by which employees engage with the organization. With the increasing contemporary organizational problems, the need to find explanations for these problems has emerged to motivate them to do their job perfectly and to achieve the goals of administrative organizations efficiently and effectively. Alwiya Children's Teaching Hospital, based on the above and given the importance of organizational culture in the organization in identifying the trends of leaders, motivating their employees, and encouraging them to achieve the goals of the organization to ensure continuity and excellence in performance. Therefore, the purpose of this research is to determine the effect of organizational culture on motivating employees. Just as every society has its own culture, every organization has its own culture. In this way, the problem of the subject of the study was crystallized with the following questions:

To what extent does organizational culture contribute to motivating employees at Al-Alwiya Children's Teaching Hospital?

The importance of organizational culture for the service organization in terms of organizing and motivating human resources as the main driving force in all its operations and activities was emphasized, and many sub-questions were crystallized from it. These are:

- What is the adoption level of Al-Alwiya Children's Training Hospital in terms of organizational culture and dimensions?

- What are the level and dimensions of employee motivation adopted and implemented by Al-Alwiya Children's Training Hospital?
- How much does the corporate culture contribute to the motivation of the employees at Al-Alawiyya Children's Training Hospital?
- What is the relationship between organizational culture and dimensions and motivating employees at Al-Alawiyyah Children's Training Hospital?
- What are the most important dimensions of organizational culture that affect employee motivation?

The limits of the study :

The limits of the study included the following:

1. Spatial boundaries: Al-Alwiya Children's Teaching Hospital / Baghdad

2. Temporal boundaries: The temporal boundaries were represented by the period that began since the distribution of the questionnaire to the study sample and its return to the period from (.../..../....) to (..../..../... .), as well as access to hospital data and records.

3. Human limits: general managers, assistant general managers, heads of departments, and employees.

4. Scientific limits: represented by the variables of the study and its dimensions (organizational culture, employee motivation)

Research objectives and importance:

Research and studies derive their importance from the importance of the issues and study elements they seek to examine and diagnose and the extent of their impact on Al-Alawi Children's Hospital. In addition, the study took its importance from the following points:

**-** Significance of investigated variables**:** This study focuses on and links two important variables (organizational culture and employee motivation) as a novel combination of evidence that no previous study has adopted this trend, and according to the survey conducted by the researcher.

- The present study sheds light on the issue of organizational culture; although this concept was prevalent in the management literature in the early eighties of the last century, its scope, especially in Arab and Iraqi studies, was very limited to the knowledge of the researcher.

- The present study presents a framework in which it is possible to achieve organizational culture and motivate employees in Iraqi institutions and companies.

- Applied importance: This dimension is about what the current study can offer in terms of solutions to Al-Alawi Children's Hospital's problems. The work addresses realistic and practical problems that require specific solutions.

- As the present study includes concepts that are widely used and adopted by international and Arab organizations, it provides an opportunity for these concepts to be adopted and applied in Al-Alwiya Children's Hospital.

**The present study mainly aims to achieve two types of goals:**

**First - Theoretical objectives and this is represented by providing a theoretical framework:**

- The concept and dimensions of organizational culture play a big role in Al-Alwiya Children's Hospital.
- The concept of employee satisfaction and its dimensions are important criteria that serve to change the reality of the hospital under investigation.

- We are enriching the theoretical aspect of the relationship between organizational culture and motivating employees.

**Second - practical goals that can be achieved by:**

- We are determining the level of interest in the adoption and implementation of the organizational culture of Al-Alawi Children's Hospital and motivating the employees.
- Diagnose the interdependent relationship between organizational culture and motivating hospital staff.
- Investigation of the effect of organizational culture and dimensions on motivating two-year-old children in the hospital.

Procedural definitions of research:

**1. Organizational Culture:** A set of values, habits, beliefs, rules of behaviour, and standards governed by the group, in addition to the mental developments that individuals build on their organizations.

- **Organizational values:** They represent a common understanding in an organization or the work environment, as they work to direct the behaviour of workers and enable them to distinguish between what is desirable or undesirable within the different organizational circumstances.
- **Organizational beliefs:** They are common ideas about the nature of work and social life and how to accomplish organizational tasks in the work environment. Among these beliefs is the importance of participating in the decision-making process and contributing to teamwork.
- **Organizational expectations:** It is represented in the unwritten psychological contract, which is a set of expectations that employees expect from the organization or, conversely, what the organization expects from the individuals working in it.
- **Organizational norms:** They are standards that employees in the organization adhere to, as they are beneficial standards for the organization, such as the commitment not to appoint the father and son in the same organization or not to employ two from the same family.

**2. Motivating employees:** a set of factors and influences that drive employees, regardless of their position, to make greater efforts to carry out their tasks diligently and efficiently to raise the level of work in quantity and quality.

- **Justice:** It means fairness, giving one his right and taking what he owes without discrimination or prejudice.
- **Appropriate timing:** It is the control and investment of time in managing activities and determining the appropriate time to implement each activity.
- **Control:** It is considered one of the management functions, and it is a process of supervision, evaluation and follow-up to carry out the required work following the set goals efficiently and on time.
- **Continuity:** It is an uninterrupted connection, which means the succession of something and its continuation permanently.

# CHAPTER 1

# ORGANIZATIONAL CULTURE

## 1.1.The Concept and Definition of organizational culture :

We Arabs are returning, in many ways, to the nature of the incubation environment that embraces our parents and us, instilling in them the values, attitudes, and concepts that make up their personality. And it affected their value structures and, therefore, their behaviour. Organizational behaviourists call this aspect of organizational life organizational culture because the term culture is taken from anthropology, which shows great interest in a social culture that shapes the personality of the members of society (A.C. Martin, 1992:292).

Organizational culture refers to the events that occur in the organization and affect the behaviour of its employees. These effects are unpredictable, but the effects can be felt (in practice, you'll find that you have three colleagues who went to a secondary school and then graduated, so each of them settled in a different university and a different country. Then they met four years later, and then four years later, and much of their character and behaviour changed. We'll see that the school personality is no longer the person who emerges with new behaviour after graduating from college. Then suppose they each got a job in a different country and met years later. Will the behaviours stay the same, or each of them is a completely different person from the one they had in middle school and university? The situation is the same for those who participate in the work of an organization because the nature of the organization and the general atmosphere in which the work is carried out in this organization will inevitably carry the characteristics and values imposed on it (Daniel, 2000: 322) Just as every society has its own culture, every organization has its own culture that develops over time. Even organizations operating in the same field and the same country differ from others in their cultures. It contains values, beliefs, perceptions, assumptions, symbols, language, etc. The interest of the authors and researchers in organizational culture has increased in recent years due to the great influence of the authors and researchers on the organization (Dictionnire, 2001: 239). There are many definitions of organizational culture. Taylor, in his article written in 1871 AD, defined it with a classical definition as follows: It is a complex whole that includes knowledge, belief,

art, morals, law, tradition, and all the abilities a person acquires as a member of society (Eric Delavallee, 2002:176). Linton defined culture as “the set of behaviours learned by people in any society, from adults to young people”. The random dictionary defined culture as lifestyles or patterns built and developed by a group of people and passed on from generation to generation (Friend, Marilyn, 2001: 196). Organizational culture is defined by Kossen as “the set of values that the members of the same organization, leaders and employees bring from the external environment of that organization to its internal environment”. Schermarborn defined it as "a system of values and beliefs shared by employees in the organization so that this system can thrive within a single organization". (Al-Madhoun and Al-Jazrawi, 1995: 397, Okasha 2008: 11). It is defined as “referring to a system of meanings, symbols, beliefs, rituals and practices that develops and stabilizes over time and become a special feature of the organization to create a general understanding among the members of the organization”. It is about the characteristics of the organization and the behaviours expected from its members (Al-Qaryouti, 2008: 373). It is also defined as “a cognitive framework consisting of attitudes, values, behavioural standards, and expectations shared by employees in the organization” (Greenburg and Baron, 2004: 627). Stephen and Mary define it as "the underlying pattern of shared assumptions, values, and beliefs that guide the way we think about how to act about the challenges and opportunities facing an organization" (Mcshane & Glinow, 2007:253). It is also defined as a relatively unified set of values, beliefs, norms, and practices shared by organizational members and learned by new employees, and transferred from one generation to the next (Buchanan and Huczynski, 2004: 643). It is defined as “a common set of implicit assumptions that determine whether people interact with each other” (Kreilner and Knicki, 2007: 76).

Daft, on the other hand, defined it as “a set of values, beliefs, concepts, and ways of thinking shared by the members of the organization” and includes the tangible and unwritten part of the organization (Daft, 2001: 314). Pettegrew defined it as “symbols, language, ideologies, rituals and myths” (Gibson, 2003: 31). With another definition, he defined it as “organizational style derived from the style of the founder or dominant leader” (Ivancevich and Matteson, 2002: 66). And there are those who define it as “complex patterns of beliefs, expectations, ideas, values, and behaviours shared by organizational members and persisted over time” (Hellriegel et al., 2000: 512). After this presentation of

a set of definitions, the researcher can define it as "a set of components that includes values, beliefs, customs, customs, tendencies, assumptions, expectations, rituals, language, stories, myths, physical structures". and symbols prevailing in the organization, these components interact with each other and with the working individuals, forming a lifestyle and style within the organization.

1.2.The importance of organizational culture :

Culture plays a vital, important, and decisive role in the lives of individuals, groups, and organizations, as it emerges as the most important determinant and guide for behaviour as it helps to develop our understanding and ability to interpret everything that surrounds us. takes place with us or in front of us, in a largely realistic and accurate interpretation, and also plays an important role in predicting the behaviour of others when faced with certain situations. Because people act according to their own culture, and knowing this culture is an important indicator of their personality, behaviours, and how they behave in different situations. It also plays a normative role in cases where behaviour is invoked and determined by its circumstances. And any attempt to pierce or violate it is considered a provocative attempt and rejected by others. For this reason, people started to comply with these conditions because of their actions and perhaps to avoid facing personal rejection or confrontation (Lund, 2003:118). Gerald and Robert, the importance of organizational culture stem from the three functions it plays in organizations (Greenberg and Barron, 2009: 630):

- It provides a sense of identity to the organization and its employees.
- Creating commitment to the company's mission because people's thoughts are often limited to what affects them personally; if they do not feel a strong commitment to the company because of the prevailing general culture, then they feel that the interests of the organization to which they belong are greater than their interests.
- Supports and clarifies the standards of behaviour in the organization. Culture guides the words and actions of employees, clearly defining what needs to be said or done in each situation.

Culture creates shared patterns of knowledge about the values or beliefs surrounding the organization, and this enables organizational members to think and act as expected of them. It also provides the boundaries that make the difference between one organization and another, and these boundaries help identify and define who the members of the organization are and who are outside the organization. At the same time, all members of the organization want the organization. It is also the guarantor of progress in this direction (Khanka, 2009: 275). Umstot believes that the importance of organizational culture is summarized in the following functions and tasks (Dagher and Saleh, 2000: 495):

- Giving a unique and distinctive personality to the organization because the organizational culture defines the framework of the role that the organization undertakes and thus helps to distinguish that organization from the others, and as a result, the members of the organization feel the personality and belonging of their assets.
- Organizational culture facilitates the process of attachment of members to their organization and makes them feel that what they do outweighs only one's narrow self-interest.
- Culture enhances the stability and cohesion of the social structure of the organization as it is more like the social bond that helps the organization stay together by defining appropriate standards for what employees should say and act.
- Organizational culture is used as a control mechanism because it directs, directs, and shapes the attitudes and behaviours of employees. In organizations, culture has a great role in resisting those who aim to bring the conditions of individuals from one situation to another. For this reason, any attack or work against one of the cultural elements will be rejected (Al-Amyan, 2010: 313).Organizational culture creates social control over the decisions and behaviours of the employees, as it spreads rapidly and automatically and directs the employees in ways that ]are compatible with the expectations of the organization (McShane and Glinow, 2007: 257). On the other hand, authors Kreinter & Kinicki draw attention to the following, and it can be said that organizational culture serves four functions (Kreitner & Kinicki, 2007: 81):
- Gaining an organized identity for working individuals: Sharing the same standards and values with employees gives them a sense of unity.

- Facilitate and Facilitate Group Cohesion: A shared sense of purpose fosters strong commitment by those who accept this culture.
- Shaping behaviour that helps members understand what is happening around them: The organization's culture provides a source for shared meanings that explain why things are the way they are.
- Increasing the stability of the social system: Culture encourages continuous coordination and cooperation among the members of the organization.

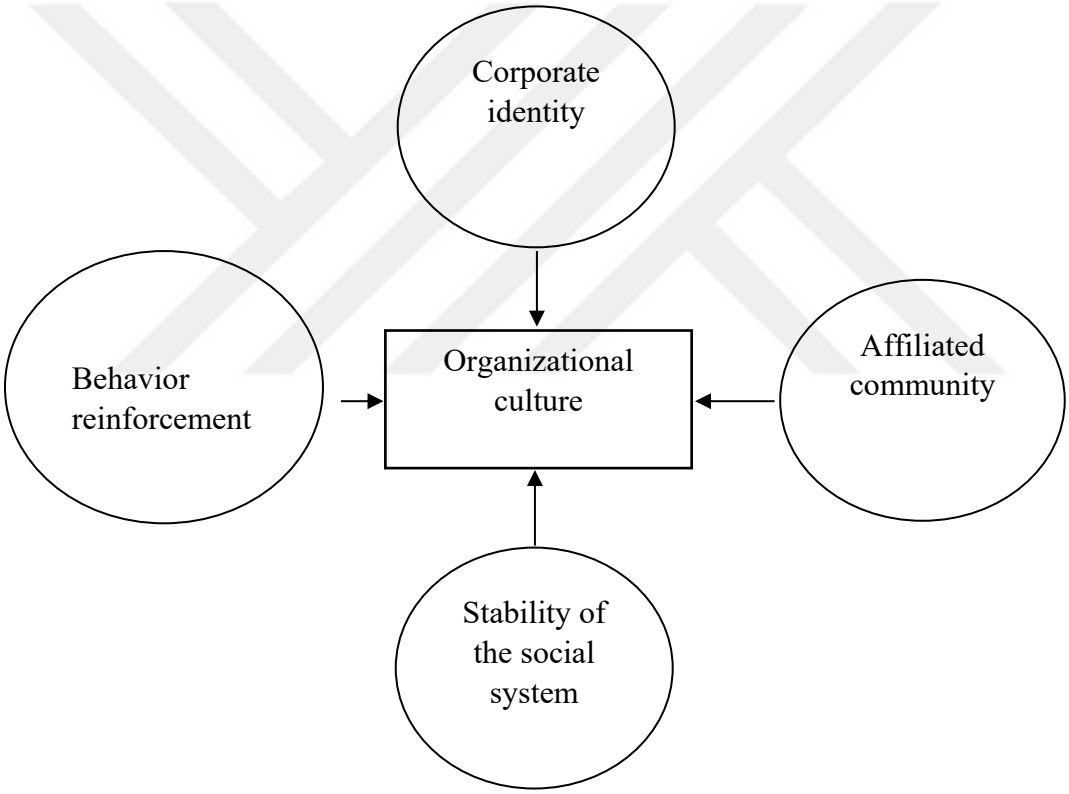


Figure 1.1 Functions of organizational culture

(Kreitner, Robert & Knicki, Angelo (2007), "Organizational Behavior", seventh edition, p 81)

1.3. Organizational Culture Levels:

We will learn organizational culture levels that will help us to understand and realize organizational culture more broadly. Also, as Stephen and Mary said, if we think of organizational culture as an iceberg, its sunken part is its assumptions, values, and beliefs, and the visible part is shown in Figure (1.2). represents stories, myths, customs, rituals, organizational language, physical structures, and symbols, as shown: This is largely consistent with what Daft has come up with because it proposes two levels of organizational culture (Daft, 1999: 317 & Daft, 2001: 314). ):

- **Surface level:** It is the artificial level that includes the method showing the behaviour and appearance of individuals, symbols, rituals, and stories in which individuals participate. Above the surface, visible artefacts and observable behaviour are created.
- **Underlying level:** It includes values, assumptions, beliefs, and ways of thinking. While Dagher and Salih (2000) divide it into material culture, which represents everything that man produces industrially, these things produced by Man can either be created by himself or, by using the necessary culture, have changed or adapted their shape or natural state to suit their needs. And machines, cars, buildings, raw materials, tools, tools, and gardens are the best example of this web. It is also the moral culture that expresses all the dominant beliefs, values, customs, and symbols that cannot be embodied, although they can be expressed and perceived as sensorial. Celebrations organized by some organizations for retirees and the way a group speaks and discusses or express their ideas are examples of this culture (ILies, Land, 2003:132).

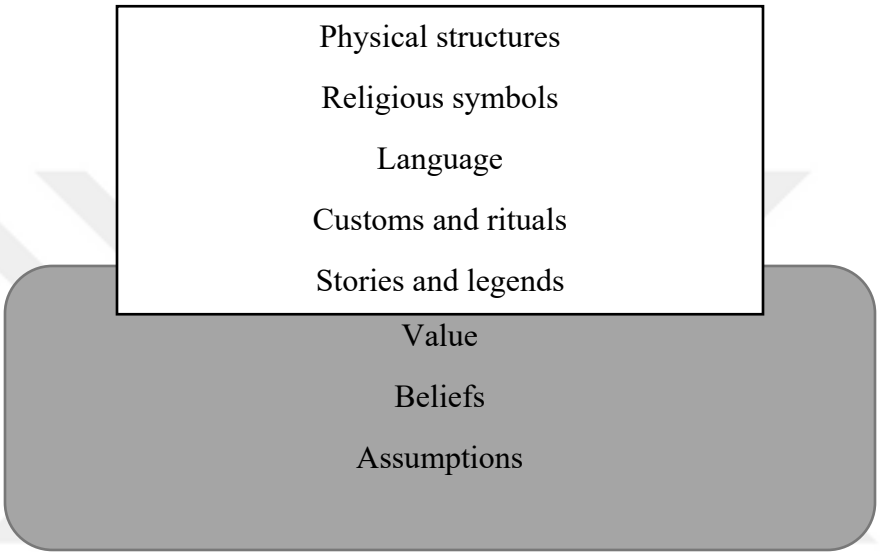


Figure 1.2. Organizational Behavior

(McShane, Steven & Glinow, Mary Ann Von (2007)

1.4. Elements of Organizational Culture :

For each author, there are many elements of organizational culture in the organizational behaviour of the other. The researcher will try to collect most of the elements mentioned here to give a comprehensive and integrated picture of the elements of organizational culture. These are:

- **Physical Structures:** British Prime Minister (Winston Churchill) says, "We create our building, then it is the building that shapes us". As the Prime Minister said, it meant that the structure reflected and influenced the culture of the organization in terms of size, shape, location, and age (McShane & Glinow, 20007: 256). Physical structures are defined as the material things that surround individuals, such as the organization's buildings, clothes, and offices (Gallab, 2011: 615).
- **Symbols:** Symbols are defined by Gerald and Robert as things that say more than they seem. These are things that have much greater meaning than their apparent meaning, for example, the company's use of impressive dimensions when constructing buildings to make customers and others think it's a very large and stable company with a place in the market. In addition, some companies rely on slogans to symbolize the values they embrace and state that these slogans change from time to time. An example of this is the Ford Organization's slogan, "Quality is our first job" (Gerald and Barron, 2009: 639). While Khanka believes that a symbol is something that represents something else, examples include privileges to some, such as the size of offices, the elegance of office furniture, and the availability of parking spaces reserved for some employees (Khanka, 2009: 279). For example, the company's logo is among other symbolic aspects of organizations (Al-Khafaji, 2009: 91). Harem adds the flag or trade name of the organization and the handshake, which has certain meanings depending on the values and standards of the organization, to the symbolic dimensions (Harem, 2004: 332).
- **Language:** Defined by (French & Hill) as “words that have the quality of a written message in institutions or are included in sound recordings in company networks and that organizations cannot go outside without the power of language”. According to

Jones, organizational language is defined as "a set of tools or methods that help organizations and groups within the organization establish successful relationships among themselves" (Al-Hindawi, 2007: 7). Hareem believes that language is "a system of shared meanings that they use to communicate ideas and cultural meanings among organizational members." In addition, in many organizations, the language used by the employees in the organization reflects the culture of that organization" (Harem, 2004: 332).

- **Stories and Myths:** These stories, which are a mixture of fact and fiction, are well known to the employees and remind them of the cultural values of the organization, mostly revolving around the first founders of the organization. It helps them stay connected and protected." As for the legend, it is a particular type of story that provides an imaginary but acceptable explanation for a particular event or thing that would otherwise seem confusing and mysterious. Organization members can sometimes write fairy tales about the founders, origins, or historical development of the organization to form a framework for interpreting current events in the organization (Harem, 2004: 332). And stories spanning strong organizational cultures, some of which tell us stories of heroic exploits by workers, while others make fun of past events that deviated from the organization's core behavioural values. These stories and myths serve as a social authority that determines what should and should not be done. organization's expectations and performance ensure the realism of the standards and gain the enthusiasm of the employees. These stories create an emotional impact on the listeners, which improves the memory of the lessons inspired by the story. The story has a great impact on the transfer of organizational culture. It is also rethinking the employees in the organization when it identifies real people and informs and advises them on what to do or not to do (McShane & Glinow, 2007: 255).
- **Rites and Rituals:** Many writers agree to combine these two elements because of the great overlap in their concepts and the difficulty of separating or distinguishing between them. The harem finds rituals as "an elaborately planned set of activities or events that integrate various cultural manifestations into a particular event performed through social interaction and aimed at conveying particular messages or achieving particular purposes". Also, rituals as "recurring ceremonies conducted in a standardized

manner and permanently reinforcing core values and norms". For example, a daily coffee or tea break provides an opportunity to strengthen bonds between employees, the annual shareholders meeting, rituals for joining a new employee in the organization, promotion of an officer or informal weekly lunch meeting, promotion ceremonies, and evaluation of points of interest in the organization between employees. deepens harmony and integration (Harem, 2004: 331, Al-Khafaji, 2009: 90). Rituals, ceremonies, and promotion rituals in the military institution are different from those in civilian institutions because these rituals determine what important and necessary behaviour for the individual that is respected and appreciated by the authorities (Al-Tarawneh et al., 2012: 297) is. It believes that these celebrations will preserve its culture because it shows the celebration of the basic values and assumptions on which it is based and also confirms the special celebration at the inauguration of new presidents with the advent of a new state administration (Greenburg and Baron, 2009: 641).

- **Organizational norms:** These are the standards that the employees in the organization adhere to because they believe that they are correct, necessary, and useful to organize the working environment. Among these norms, for example, it is assumed that the person who marries a foreign woman should not be allowed to work in some organizations (Al-Freijat et al., 2009: 266) or that the father and son should not be assigned to the same organization, and that these norms are not written and must be followed (Al-Amyan, 2010: 313). ; Okasha, 2008: 14).
- **Organizational Expectations:** Organizational expectations are represented by an unwritten psychological contract; it refers to a set of expectations that an individual or organization sets or expects from each other during the time the individual works in the organization. For example, superiors expect mutual appreciation and respect from subordinates, subordinates from superiors, and colleagues from other co-workers. And providing a conducive organizational environment and an organizational climate also supports the psychological and economic needs of the working individual (Al-Amyan, 2010: 313, Okasha, 2008: 14).
- **Organizational Values:** Values represent what is desirable or undesirable among the members of a single social organization, what is good and what is not, what is important

and what is unimportant, and organizational values represent the values in the place or the work environment so that these values can be used by employees in different organizational conditions. guides their behaviour. These values include equality among employees, attention to time management, interest in performance and respect for others, and not taking bribes. (Al-Amyan, 2010: 312) Ethics refers to the values and principles that distinguish what is right and wrong. That is, organizational ethics represents moral values (Gallab, 2011: 625). Robbins states that no value tends to be fixed and permanent. says. A significant percentage of the values we adopt are ingrained in our early years from parents, teachers, friends, and others. As children, we were told that certain behaviours or outcomes are always desirable or undesirable. There were many grey areas or conflicts. For example, we are told that we need to be honest and have a sense of responsibility. He did not tell us that it is absolute or certain learning that more or less ensures that we have some honesty or some sense of responsibility, that the values are fixed and enduring. The process of questioning our values can certainly lead to change, we may decide that these core beliefs are no longer acceptable, and often our questioning works and simply reinforces our values (Robbins, 2003: 64).

- **Organizational Beliefs:** They are common ideas about the nature of work and social life in the organizational environment and how to perform tasks in the organization, and among these beliefs, for example, participation in the decision-making process and contribution to teamwork (Al-Freijat et al., 2009: 266). It also refers to the conceptual ideas that a particular person holds towards something and expresses the extent of our understanding of truth and can be built on the foundations of knowledge, opinion, and belief and may or may not be accompanied by emotional charges (Gallab, 2011: 620).

1.5. Determinants of Organizational Culture:

The results of research and studies aimed at analyzing and diagnosing organizational culture show that organizational culture has determinants:

- **Age and ownership of the organization:** Long-lived and old organizations are an important factor affecting the nature of organizational cultures (Al-Tarawneh et al., 2012: 300). It reflects the history of the organization's development and the types of leaders whose managements exchange part of its culture. It also reflects the quality of ownership and another aspect of the culture that dominates the organization, whether public or private, local or international (Kreidy, 29: 2011).
- **The size of the organization:** The size of the organization requires a more formal organizational structure and affects the communication needs and relations between units, competition, and jealousy among employees (Al-Tarawneh et al., 2012: 300). It also does not imply the difference in culture between large and small organizations.

To the extent that it reflects the management style, communication patterns, and behaviour patterns in the situations encountered, it is affected by size concerns (Kreidi, 2011: 30).

- **The geographical location of the institution:** This factor has a significant impact on the appropriate culture. The organizational culture of two branches of the same bank may differ due to their location. The first is in a big, noisy city full of people, and the other is in the quiet countryside. Location affects the type of customers and employees required for each branch (Al-Tarawneh et al., 2012: 299).
- **The main activity of the organization:** This factor gains its importance in determining the type and quality of the dominant culture in business organizations. Hospitals, banks, and military institutions everywhere are similar in their basic culture, and this is because these organizations somehow need similar knowledge and technology regardless of their external environment (Al-Tarawneh et al., 2012: 299).
- **Technology:** For example, organizations specializing in the use of advanced technology in their activities focus on the values of technical skills when formulating

their organizational culture. Whereas service organizations like corporations focus on customer service culture and social skills (Kreidy, 2011: 30).

- **Individuals:** The method preferred by senior management members affects business practice. In the formation of the prevailing business values in the organization, as well as the preferences of the employees for the methods they use to cope with them and their unique culture, it is difficult for the management to impose a culture that they do not believe in the employees, and vice versa (Kreidi, 2011: 30), and the nature of the personality of the management and the founders are important in determining the culture of the organization. plays a role. Members of the top management exercise the greatest influence and impose their values and interests on the organization in various ways. It is like identifying the goals, power centres in the organization and strengths in the organization in terms of success and excellence elements and control system and organizational structure (Al-Tarawneh et al., 2012: 301). ).
- **Organization's Environment:** The environment is an important resource that enables the emergence of new ideas in terms of developing the organization's strategies. This makes it a dynamic organization that responds to environmental factors through its flexibility and organic organization in light of a culture that encourages the organization's need to continue to implement this environmental movement (Al-Tarawneh et al., 2012: 2012). The organization's customers, competitors, suppliers, employees, etc. It is the method he chooses to deal with internal and external environmental factors such as It will affect how it organizes its resources and activities and shapes its culture (Kreidy, 2011: 30).
- **Goals and goals:** Corporate culture is affected by the type of goals and objectives that the organization is trying to achieve. For example, organizations trying to increase customer service will focus on instilling customer relations values into their organizational culture (Kreidy, 2011: 30).

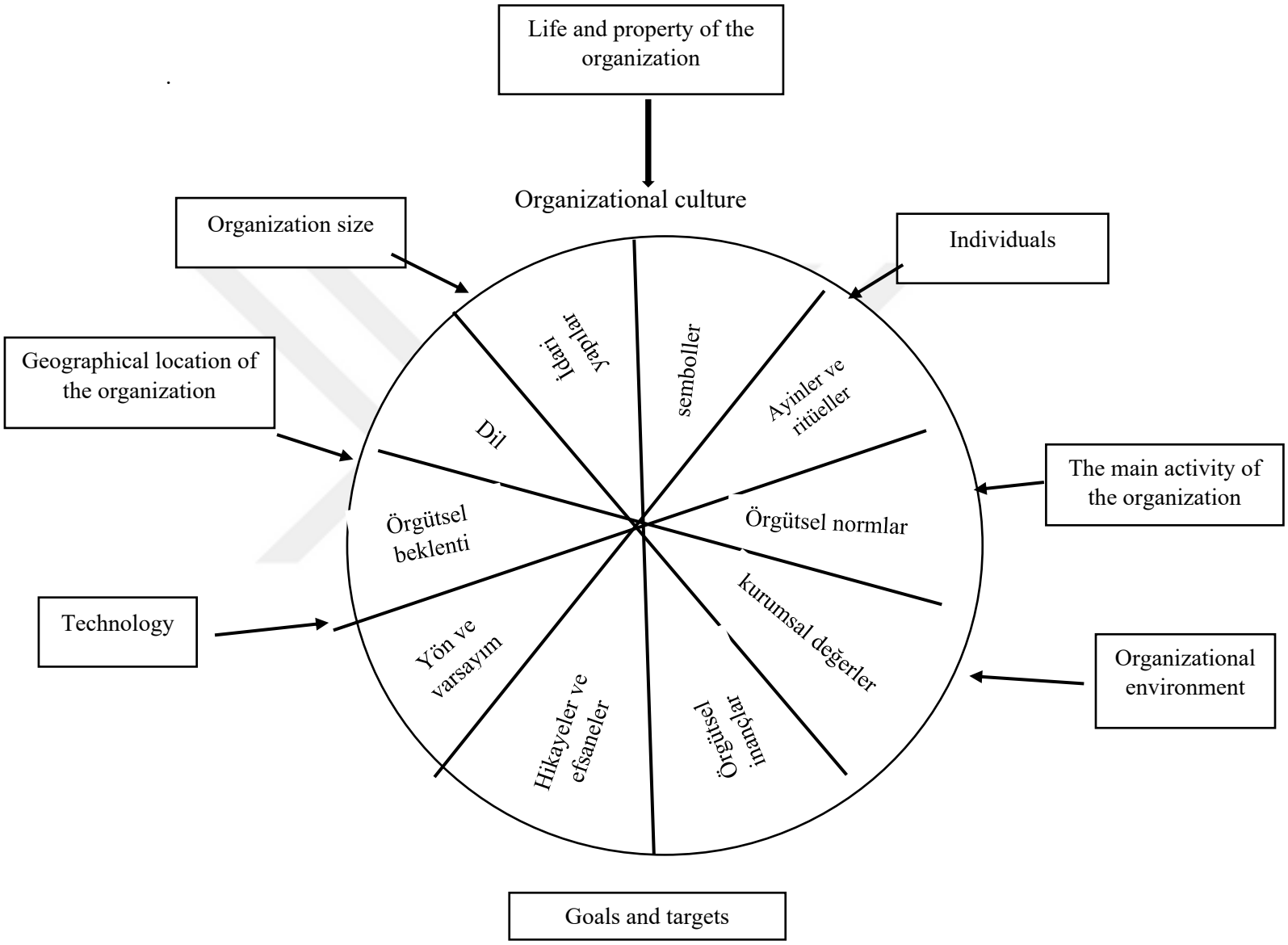


Figure 1.3. The Elements and Determinants of organizational culture

1.6. Types of Organizational Culture:

The classifications of authors, researchers, and thinkers fall into different types in the classification of organizational culture, each according to their view of organizational culture, and we will explain some of these important classifications. The first classification classifies organizational culture as:

- **Strong Culture:** A strong culture is defined as "the boundary that allows members to conform to what management dictates to them". Organizational culture can be said to be strong if it is trusted and accepted by all or most of the members of the organization and if it spreads and shares a homogeneous set of values, traditions, and standards that govern their behaviour and attitudes (Elias, 2006: 21). Organizations with high performance and efficiency have a strong culture among their members, so it is important to have a strong organizational culture that works on organizational units. A strong culture does not allow for the multiplicity of different subcultures because if multiple subcultures in the organization do not trust and cooperate, this will lead to organizational conflicts and will certainly affect the effectiveness and performance of the organization. (Al-Amyan, 2010: 317).
- **Weak culture:** It is a culture that is not strongly recognized by the members of the organization and is not trusted and widely accepted by most of them. (Ilyas, 2006: 22). For this reason, individuals walk on uncertain and uncertain roads, receive contradictory instructions, and therefore cannot make decisions by the values and attitudes of working individuals (Al-Amyan, 2010: 317). An organization with a weak culture, on the other hand, reduces productivity and lowers job satisfaction among employees, as there may be a feeling of alienation from culture, society, and the environment, this is a phenomenon of social alienation, and the individual feels lonely and frustrated (Elias, 22: 2006). Two main factors determine the degree of power of organizational culture:
- Consensus and participation: In other words, members know and participate in the same values and beliefs in the organization,

Consensus depends on the identification of individuals with dominant values in the organization and the promotion of returns and rewards given to affiliated individuals (Al-Amian, 2010: 316).

- **Intensity:** It expresses the extent to which members are committed to vital values and beliefs. Organizational culture is strengthened by the increase and strengthening of employees' commitment to vital values and beliefs (Al-Freijat et al., 2009: 270).

From another perspective, there is a second classification in which Gibson and colleagues and Hellriegel and colleagues see four types of organizational culture:

- **Bureaucratic culture:** An organization that attaches importance to rules, policies, workflows, a chain of command, and centralized decision-making has a bureaucratic culture.
- **Collective culture:** Being part of a working family, following traditions and customs, being part of a work team, and self-management with social impact, all these are characteristics of collective culture,

that is, employees are willing to work hard in return for fair and equal pay and additional benefits. Also, in a collective culture, they are conditioned to social service by other members. Members help each other to celebrate achievements together.

- **Market culture:** Emphasis on sales growth, increasing market shares, financial stability, and profitability are characteristics of market culture. The relationship between the employees and the organization emerges as a contractual relationship, and there is little sense of teamwork and harmony in such a culture (Gibson et al., 2003: 36).
- **Entrepreneurial culture:** It relies on the presence of pioneering elements in its work and is creative, and is characterized by creativity, innovation, risk-taking, and active opportunity-seeking. This culture does not resist change because it is the culture that creates change, has the efficiency of providing new and unique products, and is responsive to growth (Hellriegel et al., 2000: 525). There is a third classification from Handy's point of view (Gallab, 2011, p. 607). He also divides organizational culture into the following types:

- **Power culture:** Organizations that adopt this type of culture tend to adopt a strong centralization. Since the top management, represented by certain persons, has all the powers, other parties have to implement and interpret it only as the top management wishes. The main problem in the culture of force is size. As soon as the size of the organization grows, the authority holding the powers will face great difficulties in maintaining centralization due to the many complex details and the difficult conditions it faces.
- **Role culture:** This culture is characterized by less first-person dependency than the previous type, extensive bureaucracy, well-defined roles, systems, and procedures, and a lack of risk preference. In organizations that rely on this type of culture, managers explain to individuals exactly what they expect from them, define the job well, and then select the appropriate people for the job. The powers of these managers and their power within the organization are determined according to their organizational level. Also, the main problem with role culture is that it is appropriate when environmental conditions are characterized by stability, which is rare.
- **Mission Culture:** Mission culture focuses on fulfilling tasks and doing what is necessary instead of the formal roles of the individuals. Individuals evaluate each other according to their contribution to the fulfilment of the tasks assigned to them and also expect to help each other when needed, and all these aspects make the organization highly adaptable. Thus, this culture is suitable for industries characterized by rapid technological change. The problem with this type of culture is the difficulty of censorship and the possibility of wasting resources.
- **Culture of the individual:** The culture of the individual is based on serving the personal needs of the individual. Small professional organizations or artists focus mainly on the realization of their desires and personal interests compared to the desires of the foreign market. Some go to a fourth classification, where organizational cultures are divided into main cultures and subcultures. It is where the core culture in the organization is represented by core values agreed upon by the majority of members of the organization and forming a clear identity for all. On the other hand, when subcultures diversify and multiply and differ from the main culture, it affects the effectiveness of the organization negatively because the behaviour cannot be

controlled, and the general identity of the organization is lost (Al-Qaryouti, 2000: 153). This problem is similar to countries where narrow allegiances increase at the expense of general loyalty to the homeland, which consumes and weakens the general identity of the homeland. Perhaps the main problem in this area stems from repeated calls for national unity in developing countries. It is a call stemming from the feeling that there is no general agreement or meeting on a single value system. Also, the presence of subordinate affiliations that people give priority to general loyalty and perhaps the manifestations of regionalism and sectarianism are indicators of the weakness of the main culture and the inability to reach a consensus on this issue, and may even be at the level of people. This means that multiple loyalty and private interests are preferred to the public interest (Al-Qaryouti, 2000: 287). According to Robbins, the main culture is the culture that gives the organization its distinctive personality and participates in the majority of the individuals in the organization (Gallab, 2011: 612). Types of subcultures Hatch sees; work-specific subculture, workgroup subculture, hierarchical subculture, and subculture resulting from the merging process between more than one organization (Hatch, 1997: 228). The researcher believes that the first classification is the basis on which top management should think from the beginning about how to achieve a strong culture and what strategies should be followed to create a strong culture. The organization is working to achieve the goals, while the rest of the classifications can give clear steps on how to achieve a strong culture.

1.7. Formation of organizational culture**:**

It is very important to realize that there is no organization whose culture is similar to that of another organization, even if it operates in the same industry. There are many aspects in which the culture of organizations differs, so each organization tries to develop its cultural aspects of differences between organizations, including the age of the organization, communication patterns, working systems, procedures, and processes. In addition, if the leadership style wants to preserve and reinforce values and beliefs and organizational culture, it constantly tries to attract human forces that are compatible with the values, beliefs, and philosophy of the organization (Al-Freijat et al., 2009: 267). The process of creating an organizational culture is similar to the socialization of a child, as there are values that are taught and instilled in individuals from the very beginning, and the sooner the values are instilled, the stronger they will be. The same is true for organizations, especially in the early formation periods of the organization, the founders play an important role in the creation of customs, traditions, and working methods (Kreidy, 2011: 31), and there are certain steps to create the organizational culture in the following order:

- The necessity of care and seriousness in the selection of new employees to obtain individuals who have adopted the organizational culture and can adapt to it.
- I am purging new employees from culture, experiences, values, and previous experiences to enable them to adopt the dominant culture and code of conduct of the organization.
- Periodic training for employees
- To use reward and motivation systems carefully to support good performance that will enable the organization to achieve its goals.
- To guide the employees periodically so that individuals adopt or adopt the corporate culture.
- Exposing employees to many situations in which they can improve the culture of their organization.
- They assign employees to do some work through imitation and simulation as training for employees to adopt the dominant culture in the organization (Elias, 2006: 26).

1.8. Preservation of organizational culture:

There are several ways that organizations can maintain the organizational culture they have created or already have. One of these methods is positive. That is, it depends on the voluntary action that the organization intends to influence in a way that will make its members accept and maintain the dominant organizational culture (Dagher and Salih, 2000: 490). The culture of the organization can be preserved by:

- **Actions and practices of top management:** It is a way of reinforcing the culture of the institution. Top management should take clear and visible actions and behaviours that support and enhance the values and beliefs of the organization, reinforce the actions and words of management, and provide employees with a clear explanation of current events in the organization.
- **Normalization:** It is the teaching of the rules of the organizational game and the continuous communication of the elements of the organizational culture to the employees. New employees are unaware of the organization's values and beliefs and are likely to violate and violate prevailing values and traditions. Therefore, the organization should help employees adapt to their own culture, and the process of adaptation is called normalization through enlightenment, training, education, and other programs.
- **Comprehensive return systems:** These are not limited to money but include recognition, appreciation, and acceptance. These returns should also focus on personal aspects, work, and a sense of belonging. In addition to the ones listed above, the organization may resort to a second main method to protect the organizational culture based on negative procedures. When the organization fails to adapt its members to the prevailing organizational culture, it may take a final action to remove or separate employees who differ, albeit partially, from the adopted behaviour, activities, standards, and values (Dagher and Saleh, 2000: 491).

1.9. Changing organizational culture:

Numerous studies show that there are strong leaders in the formation or change of organizational culture and that the founders affect the organizational culture. They instil in the organization values and beliefs inherited and gained from previous experience and experience. For the formation of organizational culture, there should be a founding person who has a new project idea, the founder understands to form a single-minded group, and the work is done by the group (Al-Freijat et al., 2009: 270). Despite the relative stability of organizational culture and the tendency of its components to resist change, the organizational environment is constantly changing. When the environment in which organizations and their employees operate changes, parts of the organizational culture are also subject to change. Change may be imposed environmentally, but not at other times; the management of the organization tries to revive the organization or adapt it to the changes it aims to make by changing the prevailing values or new organizational activities that are believed to no longer serve the purposes. Whether changes in the organizational culture are imposed or not, the new culture is expected to have significant effects on the members of the organization. Change initiatives often lead to strong or weak resistance to change, which can cause problems for the organization and its members, who are unwilling to respond to new changes. The amount and intensity of this resistance will depend on some factors, including the extent to which the legacy culture is entrenched and the extent to which the organization's management can persuade employees of the viability and importance of change, and the means and methods of doing so. In addition, the time taken for the change process, the competency and ability of those responsible for managing the change, the size and type of change they intend to make, and other factors to consider; examples of changes that may affect the organization include culture, the introduction of advanced technology or a change in the business mix, or that conflict with employee morale. These and similar changes are familiar in today's organizations (Dagher and Saleh, 2000: 492). Hareem adds that among the factors that must **be present to change the culture of the organization are:**

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Change in the leading leaders of the organization has occurred, provided that the new leaders have a clear alternative vision of what the organization should be.

- The stage of the organization's life cycle, i.e. the stage of transition of the organization to growth, expansion, or decline that encourages cultural change, as well as the age and size of the organization and the strength of its current culture and the absence of subcultures (Harem, 2004: 336). Gerald and Robert believe that mergers and acquisitions of other companies are a source of a sudden change in organizational culture. This happens when one entity acquires or merges with another entity. Unfortunately, the merger of two companies with unequal cultures has, in many cases, led to an acute problem called culture clash. When two companies merge, some ethical issues arise that threaten people's livelihoods, such as layoffs and forced organizational changes, but the new company can reduce the impact of these losses (Greenburg and Baron, 2009: 644). About general culture, there may be a distinctive observation that changes in cultures do not usually occur by replacing one culture with another. Since this is thought not to be possible as long as the individual or group concerned lives in the same environment and society, the only thing that can work for this is to make cultural adjustments through changes in some attitudes, values, skills, or sources of knowledge and experience related to various influences in the environment (Assaf, 1994: p. 129). If the process of changing organizational culture is necessary, it is like any other change process that requires dissolving or breaking down and analyzing the elements of the culture that dominates the organization.

1.10.The studies highlighted previous knowledge contributions

**Foreword:**

The previous knowledge contributions are considered one of the most important main pillars for any future study to be based on. Its importance may be because it provides the researcher with accurate indicators of what the previous research effort has achieved and identifies similarities and differences between it and the current study, as well as the intended benefit from it. Based on this basis, we review some of the most important of these Previous Arab and foreign knowledge contributions that are directly or indirectly related to the subject of our current study.

First: Previous knowledge contributions related to the organizational culture variable:

**A - Arabic Studies :**

| **( Boukafa Hamza ( 2015 )** | **the study** |
|---|---|
| The Impact of organizational culture on excellence management. | Study title |
| A case study of the Prolipos institution for the production of fats and their derivatives, Ain Melilla - Umm El-Bouaghi. | field of study |
| Analytical descriptive. | Study Approach |
| All 105 proposed employees. | The study sample |
| Frequencies, mean, percentages, correlation coefficient, graphs, x2 test, standard deviation. | Purpose of the study<br>Statistical methods |
| It recognizes one of the most important factors for the success or failure of organizations represented in the organizational culture. | The most important results of the study |
| The study dealt with the issue of managing excellence. | Points of difference with the current study |
| . Organizational culture | Points of similarity with the current study |

| | |
|---|---|
| We are enhancing the theoretical aspect of the current study and identifying some relevant sources and references. | Take advantage of the study. |
| **(Boumerdes, 2007)** | The study |
| Organizational culture and its impact on the organization's performance. | Study title |
| A case study of civil society organizations. | Filed of study |
| Analytical descriptive. | Study Approach |
| Employees of organizations (180). | The study sample |
| Knowing the impact of organizational culture on the performance of employees in the researched organizations through affiliation, membership and team spirit. | Purpose of the study |
| Percentages, frequencies, arithmetic mean, Pearson correlation coefficient, simple T-test, simple regression, F-test, Cro-Nabach alpha test, Coulomgrove test. | Statistical methods |
| Encourage participation in decision-making and coordination between groups. | The most important results of the study |
| .The study was applied in Algerian civil society organizations . | Points of difference with the current study |
| The study shared with the current study some concepts. | Points of similarity with the current study |
| I was referring to some references and studies used by the current study. | Take advantage of the study. |
| **(Senour, 2012 )** | The study |
| The role of organizational culture in improving employee performance. | Study title |
| Jordanian banking sector. | Filed of study |
| Experimental. | Study Approach |
| employees (76). | The study sample |
| The main objective of the study is to analyze the correlation and effect between the dimensions of the study in the researched organization. | Purpose of the study |

| | |
|---|---|
| Frequencies, percentages, arithmetic mean, standard deviation, coefficient of variation, Cronbach's alpha coefficient, simple and multiple correlation .coefficient, simple and multiple regression | Statistical methods |
| It improves the performance of employees through the culture of the researched organization and the clarity of its impact on employees. | The most important results of the study |
| It linked the organizational culture variable with the performance variable of workers in the banking sector. | Points of difference with the current study |
| The independent variable is organizational culture. | Points of similarity with the current study |
| We are enhancing the theoretical aspect of the current study and making use of some sources and references. | Take advantage of the study. |

**Foreign studies:**

| | |
|---|---|
| Lok & Crawford, 2003 | the study |
| The impact of the prevailing organizational culture in organizations and the impact of leadership style on the degree of job satisfaction. | Study Title |
| Business circles in Malaysia. | field of study |
| Analytical descriptive. | Study Approach |
| (72) individuals. | The study sample |
| The study aimed to determine the impact of the prevailing organizational culture in organizations and the impact of leadership style on the degree of job satisfaction and organizational behaviour. | Purpose of the study |
| Percentages, arithmetic mean, multiple regression coefficients, Spearman-Brown correlation coefficient, T-test, simple regression, F-test. | Statistical methods |
| Organizational culture affects job satisfaction, whether positively or negatively. Flexible organizational culture raises job satisfaction. | The most important results of the study |
| The study linked the stimulus variable with a variable different from the current study. | Points of difference with the current study |
| The study dealt with one of the main variables in the current study, the organizational culture. | Points of similarity with the current study |
| We are enhancing the theoretical side of the current study with some research and studies. | Take advantage of the study. |
| Amburgey, 2005 | the study |
| Determine the relationship between job satisfaction, organizational culture, and leadership characteristics | Study Title |
| Florida in the United States of America | field of study |

| | |
|---|---|
| Analytical descriptive. | Study Approach |
| (80) individuals. | The study sample |
| The study aimed to determine the relationship between job satisfaction, organizational culture, and leadership characteristics through the relationship between job satisfaction, organizational culture, and leadership characteristics of gender, educational level, and length of employment. | Purpose of the study |
| Percentages, frequencies, arithmetic mean. | Statistical methods |
| The similarity of the respondents' vision of the relationship between job satisfaction, organizational culture, and leadership characteristics, despite the difference in educational level and gender, and that organizational culture contributes to varying degrees in the high rates of job satisfaction. | The most important results of the study |
| Organizational culture variable in our study. | Points of difference with the current study |
| It dealt with one of the study's main variables, which is organizational culture. | Points of similarity with the current study |
| We are enriching the theoretical side of the current study with some sources and references. | Take advantage of the study. |
| Collings et al., 2010 | the study |
| The impact of the relationship between human resource management applications and organizational culture. | Study Title |
| Case study of a Turkish company for men's clothing. | field of study |
| Analytical descriptive. | Study Approach |
| 340 workers. | The study sample |

| | |
|---|---|
| The study aimed to test the effect of the relationship between human resource applications and organizational culture on organizational—outcomes, which include workers' skills and abilities, employee motivation, and financial performance. | Purpose of the study |
| Percentages, arithmetic mean, multiple regression coefficients, Spearman-Brown correlation coefficient, T-test, simple regression, F-test, using Cronbach's alpha equation, path analysis. | Statistical methods |
| The study found a harmonization between the applications of human resources management and organizational culture on each of the worker's skills and abilities, employee motivation, and the financial performance of the company as a whole. | The most important results of the study |
| I studied the impact of human resource applications and organizational culture on the performance of employees. | Points of difference with the current study |
| It dealt with one of the main variables, which is the organizational culture variable. | Points of similarity with the current study |
| 1- We are enriching the theoretical side of the current study.<br>2- Be guided by some references, research and studies that benefited the current study. | Benefit from the current study |

# CHAPTER 2

# MOTIVATE EMPLOYEES

## 2.1. Preface:

The subject of motivation is one of the subjects that academics and writers show great interest in and continue to see. Perhaps this is because incentives are one of the most important exploited variables for job satisfaction and motivation, with positive associations and effects on productive productivity and administrative activities. Since it has become imperative for organizations today to realize that adopting an appropriate strategy to motivate working individuals is an important issue for the benefit of the business, it is important to know that wages are not the only thing individuals work for. Workers are after many other things in return for the time, effort, and energy they provide to the organization.

Motivation also plays an important role in providing a suitable work environment. This role is achieved by motivating individuals to offer their services to various organizations.

Accordingly, this topic is geared towards the adoption and realization of the historical roots of motivation and specific goals outlined in the definition of the concept of motivational strategy.

## 2.2. Historical Origins of Motivation

The subject of motivation has witnessed a series of developments over time, and the stage reached today is only the result of the interaction of various economic, social, and managerial factors. It has made a great contribution to the development of its features and the addition of new aspects in addition to traditional practices. At the beginning of the eighteenth century, when the scientific management movement emerged, scientists began to focus on motivation in their research and studies. It is possible to distinguish three stages for the development of managerial thought regarding the subject of motivation as follows: At the beginning of the eighteenth century, when the scientific management movement emerged, scientists began to focus on the subject of motivation in their research and studies. Regarding the motivation issue, it is possible to distinguish three stages for the development of managerial thinking as follows:

- **The traditional stage:** The scientific management movement gave great importance to the issue of promotion. In the late nineteenth century, an American engineer (Frederick Taylor) developed a new system for raising wages based on parts produced. This system is one of the oldest incentive systems. This system proposes the existence of two wage rates (piece production, the first high if the worker was able to finish the part in the specified time, the second low if the part was produced longer than the specified time. There is no doubt that Taylor and his students relied on establishing a production-based system of wages and rewards. , but the condition is that it is not at the expense of quality and efficiency or burdening the work (Ashour, 1997: 151). The traditional stage is called the so-called classical school concept, to which the main entrance to management is attributed, despite the difference in perspectives.
- **School of Human Relations:** For this school, the organization is a large and complex system and consists of different performance parts, the most important of which are the human and technical aspects. Considering that the organization is a social unit as well as an economic unit, we see a variety in giving material and moral incentives (Al-Kharraz, 1987: 150).

- **The modern stage:** This stage represents modern management theories as management theory and systems theory according to objectives because, with the results obtained at this stage, the mistakes of the theories and previous stages were tried to be avoided (Al-Faris, 2011: 119). The organization lives in a large society with its conditions and environment, whether social, economic, or educational. There is interaction and mutual influence between the organization and the society in which it operates. Theories of this stage offered a combination of incentives. They stressed the importance of linking incentives, a criterion for determining what an individual deserves, and the results achieved. From this point of view, we note that the developments experienced by the stimulus process have not been able to define a certain concept of the process, and it has not led to the development of incentive mechanisms that can make comparisons between organizations and choose the one that suits them (Al Kalaldeh, 120-121: 2011).

2.3. Motivation Concept :

Today, encouragement is of great interest, and successful management recognizes human needs and respects them for individuals and groups. Because motivating working individuals, by increasing their motivation, activates their hidden energies and abilities, makes them more willing and enthusiastic to do the work, and pushes them to increase their performance by taking care of them and treating their performance well. The issue of motivation is to explain the reasons why a person does a certain action with enthusiasm and impulsivity, but such enthusiasm and impulsiveness are not found in another person or the same person at certain times. This behavioural difference can partly be explained by the knowledge of human motivations, which is the subject of researchers in the behavioural sciences (Salem et al. 45:1989). Linguistically, stimulus means to encourage, move, accelerate, or drive it away (Al-Munajjid Al-Abjadi, 1990: 50). In idiomatic terms: it is related to the material and spiritual opportunities available to meet the material and spiritual wishes and needs of people (Al-Qaryouti, 2004: 301). In other words, the word stimulant derives from the stimulant of the thing, and the spur in the dictionary is pushing and pushing the thing from behind (Zakaria, 1990: 85).

To recognize the suggested sources on the concept of motivation, Table (2.1.) examines the concept of motivation as an expression of their views on the concept, according to the definitions of some authors and researchers who deal with the concept from different angles.

Table 2.1 The concept of motivation according to the definitions of some author researchers.

| T | Author's name and page number | Year | Concept |
|---|---|---|---|
| 1 | Mansur: 335 | 1982 | A plan that aims to activate the latent forces in the individual, which includes a set of factors that determine the behaviour or behaviour pattern required to meet all human needs. |
| 2 | Al-Kaabi ve Al-Samarrai: 148 | 1990 | An inner feeling in the individual creates the desire to engage in a certain activity or behaviour to achieve certain goals in the future. |
| 3 | Mathis ve Jackson: 281 | 1994 | The return the employee receives as a reward for achieving performance levels that exceed current and future approved performance expectations. |
| 4 | EGRET: 1 | 1998 | The future process that encourages and guides behaviour. |
| 5 | Torrington ve Hall: 618 | 1998 | . It is part of the complex organization to articulate and maintain working relationships between employers and employees, as it may show not what management is trying to achieve but rather what managers think about that relationship. |
| 6 | Important: 226 | 2000 | . A set of factors prepared for the future pushes the individual to choose the appropriate behaviour to achieve the goals. |
| 7 | Petrus: 38 | 2000 | It is an expression of the extent to which individuals, while focusing on the principle of reward rather than punishment, feel that there is a fair reward system distributed to individuals without favouritism and that this is associated with good performance. |
| 8 | Kalite:5 | 2000 | A set of factors and influences that compel workers, whatever their position, to exert greater effort to carry |

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|---|---|---|---|
| | | | out their duties diligently and efficiently to increase the quantity and quality of work. |
| 9 | Yunus: 104 | 2000 | Organizational policy related to the types and amounts of rewards and how they are distributed in organizations |
| 10 | Denise ve Griffin: 356 | 2001 | Motivate individuals to engage in behaviours if they realize that those behaviours are likely to lead to the results they are evaluated on. |
| 11 | Hasan: 161 | 2002 | An external stimulus works to create or move motivation (internal stimulus) and directs the individual positively toward obtaining the stimulus, which leads to the individual's satisfaction with a specific behaviour that is consistent with the performance required by the performance. |
| 12 | Balut: 67 | 2002 | A set of forces that move individuals to act in certain ways or directions, and these forces move the behaviour of individuals towards achieving a specific goal or goal. |
| 13 | Levzi: 151 | 2003 | The effort made by the administration to urge workers to increase their productivity by satisfying their current needs and creating new needs for them, and striving towards satisfying those needs, provided that this is characterized by continuity and renewal. |
| 14 | Al-Qaryouti: 301 | 2004 | The material and moral means available to satisfy the material and moral needs and desires of individuals. |
| 15 | Tevfik: 65 | 2004 | The method or policy that satisfies the needs and desires of individuals and drives their motives. Therefore, incentives affect the individual's achievement as long as they are linked to motivation. |
| 16 | Leheny: 12 | 2004 | An approach that generates the correct behaviours practised in earlier periods of administrative leadership with the presence of driving forces that are represented by continuous competition, participation, |

| | | | |
|---|---|---|---|
| | | | increasing spending restrictions, communication, and the philosophy that incentives are on their way towards switching, not payment. |
| 17 | Ebu Nasr: 337 | 2007 | Individuals obtain enthusiasm, courage, and pleasure in their work and gain confidence in themselves, which drives their motivation to do the work required of them in the best manner without complaining or grumbling. |
| 18 | El-Amiri ve El-Ghalibi: 459 | 2007 | An administrative practice prepared for the future to influence employees by mobilizing motives, desires, and needs to satisfy them and making them ready to provide their best performance and effort to achieve the goals of the organization. |
| 19 | El-Kahtani: 183-184 | 2008 | It is something external that exists in society or the surrounding environment of a person that attracts him to him as a means of satisfying the needs that he feels. Incentives, then, are behavioural indicators that are external to the human being. |
| 20 | Niazi: 78 | 2012 | An internal feeling that drives and activates the behaviour of the working individual to satisfy specific needs and desires to alleviate the tensions associated with poverty in those needs and desires. |

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- (Mansour 1982), (Quality, 2000). Malignant, 2000)) sees it as a set of factors prepared (Al-Kaabi and Al-Samarrai, 1990), (Peter, 2000), (Niyazi (2012) indicated that it is
- (Hassan, 2002), (Balout, 2002), (Leheny, 2004), (Al-Qahtani, 2008). (Eggert, 1998), (Denisi & Griffin, 2001), (Al Lawzi, 2013) as they focused on motivation as
- (Tawfiq, 2004), (Abu Al-Nasr, 2007),
- The sixth trend: (Mathis & Jackson, 1994), (Younes, 2000)
- (Torrington & Hal, 1998) (Al-Amiri and Al-Ghalibi, 2007), as they described (Al-Qaryouti, 2004),

2.4. The importance of motivation:

Motivation is one of the important things that cannot be dispensed with in organizations because there is a big difference between the performance of the motivated individual and his performance when he is not motivated. This results in satisfying the different needs and desires of workers (Al-Zoghbi and Obeidat, (1997: 161). Interest in this topic has emerged since the interest of industrial psychologists in conducting experiments or studies that resulted in the fact that it is not possible to motivate the individual to work efficiently and effectively unless there is an incentive for that, as plans and good organization For business, it does not mean that individuals will automatically do the work in the best and most efficient way, and what makes individuals work with desire and enthusiasm is a great strategy that can be successful only through motivation (Al-Juhani, (1998: 8). There is no incentive without recognizing excellence, and there is no distinction without making progress. Incentive, in the first case, an opportunity is lost for the organization by not advertising the reward while giving it to the workers, but in the second case, it is not logical to recognize good performance without rewarding it appropriately, and the workers may view this matter as a cynical process with a cheap price (Fisher, 2003: 179). So, motivation is of great importance to organizations, as it increases their profits by raising production efficiency, so making the right choice of material or moral incentives pushes the working individuals to increase their products efficiently and effectively, and it also helps to explore the capabilities of workers and their energies and use them optimally as well as contributes to creating job satisfaction The workers, which helps to solve many of the problems that the departments suffer from (Al-Musawi, 230-231: 2008).In addition to the above presentation of the importance of motivation, we cannot fail to mention that the importance of the motivation strategy leads to achieving many benefits for the individual and the organization alike through the following:

- The stimulus strategy plays an economic and social role at the same time, as it leads to an increase in the national gross domestic product of the society and an increase in per capita income to achieve better standards of living and well-being (Al-Zoghbi and Obeidat, 1997: 161).

- Developing new habits and behavioural values that the organization seeks to establish among the employees.
- Contribute to the realization of the work and activities that the organization seeks to accomplish, and the organization finds that this presupposes effective participation by all employees.
- It leads to achieving a vital balance that makes the elements of the work system move in harmony and developmental vitality.
- A strong reaction occurred in the internal and external work environment, with great effectiveness in implementation and follow-up (Assaf, 1994: 86).
- It establishes a relationship of trust between working individuals and their bosses.
- We are creating a cooperative social relationship between the individual and colleagues at work (Younis, (16: 2000).
- We are increasing the production of workers in quantity and quality.
- We are improving the image of the organization in front of the community (Abdul Aziz, .(2008: 280).
- The motivation strategy contributes to detonating the energies and capabilities of workers and using them to the best use, and this leads to reducing the number of working individuals and harnessing the surplus to fill the shortage in other areas.
- The motivation strategy achieves an increase in the profits generated for the organization by raising the efficiency and productivity of workers (Rabee, 2008: 201).
- They are contributing to satisfying the needs and desires of workers and raising their morale, which achieves a humanitarian goal in itself and has implications for increasing the productivity of these individuals and strengthening their affiliation and relations with the organization, and managing it with itself (Al-Kalalda, (2008: 114).
- It is future management of feedback, as most individuals seek to find out the results of their actions and the reaction of others towards them in response to their desires to know information and data on their performance and to satisfy their instincts in curiosity (Atef, 142: 143-2011).

2.5. Motivational Objectives:

When developing any system, there must be a goal for it, and as a result, any organization, when developing a system of incentives, must take into account the following goals:

- Increasing work productivity in the form of production quantities, quality, sales, and profit.
- Raising and improving the image of the project in front of the community, as well as improving its quality and quality.
- Developing the spirit of cooperation among working individuals and developing team spirit and solidarity.
- Attracting individuals working within the organization and raising their sense of loyalty and belonging to their organization.
- Encouraging innovations and inventions among excellent workers.
- Satisfying the various and diverse needs of working individuals, in particular, what is called appreciation, respect, and a sense of status (Abdul-Wahhab, 200053:).
- Interest in the activities of the organization.
- Retaining excellent and efficient employees.
- Motivating average performance to progress and upgrading (Al-Kharabesheh,1995: 95).
- Bearing responsibility as it is one of the prominent factors that have a significant impact on the completion of work and the achievement of the goals set by the organization.
- Acknowledgement of the value of what the individual achieves and satisfying his needs for appreciation, as the bad work is always quick and the deterrent penalty of discipline, reprimand, and sometimes dismissal from work, then it is also necessary to acknowledge the right of those who exert effort, mastery of performance, and sincerity in work in encouraging and urging him to continue with what he was able to do. Creativity and keenness for continuous progress and growth (Al-Maghribi, 2009: 294).
- Arousing the enthusiasm of groups and encouraging them to compete among members of the group, as individuals love to prove themselves, and competition occurs if the individual has the appropriate opportunities for competition and challenge.

- Developing skills among the members of the group, as collective incentives aim at the participation of those with experience and high skill and the transfer of their skills to their fellow workers, which leads to increased opportunities for development and training on the job (Al-Maghrabi, 2009: 295).
- An economic goal, as the development of a future system of incentives in an organization, must benefit the organization and its employees, as it seeks through the best use of the production elements that seek to increase productivity and work to improve its products and their quality, which benefits them first, as well as their employees. secondly.
- A moral goal, which is directly related to the working individual, as he is considered the most important element of the production elements and the controller in this production process, and he is the target of setting the incentive system, and this system must contribute to satisfying some of his desires, feelings, and feelings that must be understood to deal with him (Al-Jasasi, 29: 2011).
- Satisfying the needs of working individuals of all kinds, especially what is called appreciation and respect.
- The employees' sense of the spirit of justice within the organization, the development of feelings and the spirit of cooperation among the employees, and the creation of a spirit of loyalty and belonging to the organization (Maher, 2012: 349).

2.6. Motivation Conditions:

There are a set of basic conditions that management and organizations must take into account if they want to achieve, behind the incentives they provide, benefits related to achievement, increased productivity of workers, and creating a work environment to stimulate their energies and provide the best possible work, including the following:

- Ensuring the administration fulfils the obligations that it decides regarding incentives (Durrah, 1982: 91).
- The incentives should be directly proportional to the effort made by the working individuals to play their role in motivating the individuals and providing more effort, and encouraging the workers for creativity and innovation.
- Developing the worker's mind on the organic relationship between good performance and obtaining motivation (Al-Harthy, (1999: 40).
- The policy that regulates incentives should be characterized by fairness, equality, and efficiency.
- Ensuring the continuity of incentives and creating a sense of reassurance among working individuals with the expectation of receiving regular incentives (Zuilph, 62: 2000).
- The extent to which the incentives agree with the urgent need of the working individual. The more the incentives given are commensurate with the quality of the needs of the individuals that they are trying to satisfy, the more effective these incentives will be because the needs of individuals differ from one person to another or with the same person. Therefore, the type of financial rewards may satisfy the needs of the individuals who have them. Material needs but may not satisfy the needs of the individual who seeks self-realization or the desire for achievement (Cecillia, 2006:121).
- Translating behaviours, actions, and achievements that will be motivated in a way that can be estimated and measured.
- Avoiding personal relationships, mediation, and nepotism in granting incentives.
- Keeping pace with incentives for economic, social, psychological, and cultural variables that affect the behaviour of individuals (Salem, 2006: 234).

- Incentives should be integrated with other human resource management policies.
- Setting specific standards for performance and behaviour through scientific studies and research.
- There must be a sufficient financial budget to be spent on incentive programs, and the budget should not be reduced when the organization is exposed to emergency financial crises (Maher, 2007: 364).
- The importance of involving the workers themselves in judging the results of the work and estimating the appropriate incentives through a special committee called the Incentives Committee, in which the subordinates participate with the superiors side by side.
- Emphasizing the collective character of incentives, whenever possible, to motivate individuals to work together and cooperate (Al-Droubi, 2007: 12).
- Generating a conviction among working individuals that the effort exerted will lead to a reward of some kind and the workers' expectation of rewards must be regulated to be more motivated (Mohsen and Al-Ghalibi, 2011: 499). Figure (2.2) shows motivation for individuals.

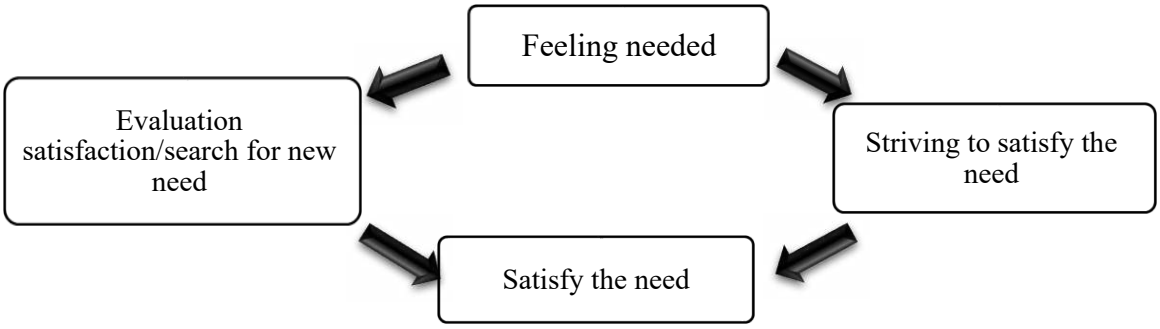



Figure 2.2 Motivation in Individuals
Al-Omyan, Mahmoud Salman, (2004:281.)

2.7. The basic stages of designing the motivation strategy:

The motivational strategy that is prepared by the organizations differs according to the organization's working conditions and its material and human capabilities, as well as technology in light of its view of motivation to stimulate the motivation of individuals to achieve the goals, and each organization has basics and stages for designing its motivational strategy.

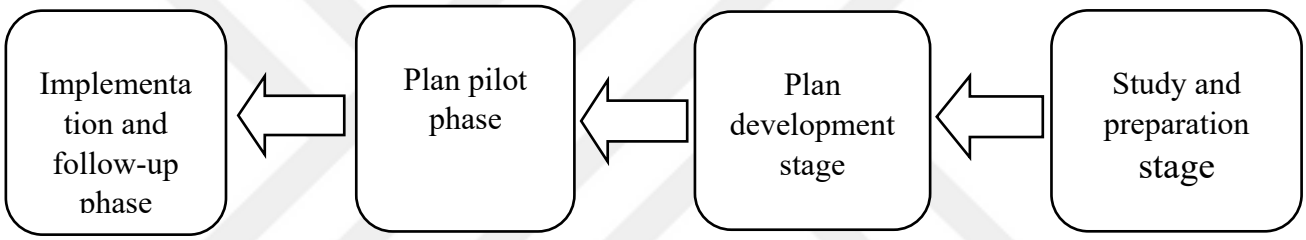



Figure 2.3 The stages of designing the motivation strategy

Maher, Ahmed, (368:2009),

**The first stage: is the stage of study and preparation:** as those in charge of this work must take into account the individual differences in terms of their psychological and social structure as well as renew their position in the organizational ladder of the organization, and this is the latter that carries indications that help to reveal what activates their motivation and raises their needs, so the manager, for example, finds it Most of the time he is satisfied in terms of the material aspect of his life, and this indicates that what directs his motivation is the desire for self-realization based on his obtaining awards and certificates of appreciation that recognize his ability to bear responsibility in the field of work and familiarity with it. This step also requires standing on the results of performance evaluation and benefiting from them. In determining the number of individual incentives without neglecting the negative results of the previous incentive policy and working to amend and improve it to serve both parties (Hijazi, 221: 2006).The departments conduct a detailed

study of a group of human, economic, administrative, and legal factors in terms of the composition of the workforce, the motives, and needs of working individuals, the changes that occurred during the previous periods and their trends, as well as the current rates of performance, the previous incentive systems, and the laws and instructions regulating them, in addition to studying other personnel policies. The basic values prevailing in the organization's society, the expectations of individuals, their view of incentives, the concept of rights and duties, and so on (Maher, (2009: 257). For the motivation strategy to succeed, the type and size of performance on which incentives are calculated must be determined. Organizations seek to define and describe the required performance, and they also seek to determine a method of measuring Actual performance (Maher, 2010: 267).

**The second stage**: **is the stage of developing the plan:** After collecting, organizing, and tabulating the previous data and information and understanding its meaning and indicators, a comprehensive incentive plan is drawn up according to the following steps:

- Determining the goal of the incentive strategy: It is to activate the motivations of individuals to excellent work, spread the spirit of competition among them, and intensify the opportunities in front of them to satisfy some material and moral needs (Al-Anqari, 1999: 44), where organizations seek general goals and a specific strategy, and whoever develops the motivation strategy must To study this well and then try to translate it into the form of a motivation strategy goal that is maximizing profits, raising sales and revenues, or it may cost reduction, quality improvement, teamwork improvement, or other goals (Al-Abadi et al., 416-415: 2006).
- Determine the minimum wage for the job, taking into account the prevailing standard of living.
- Determining job performance rates, and this is on an individual and collective basis.
- Determining incentive rates, i.e. determining what the administration will pay in terms of bonuses and additions in return for achieving an agreed result.
- Determining a framework for the process of changing incentive rates is done by introducing modern machines or changing work methods (Al-Anqari, 1999: 44).

**Phase Three: Experimenting with the plan:** Before putting the plan into effect, the Human Resources Department must take a precautionary measure represented in preparing

the appropriate atmosphere for launching it among its workers, such as holding intensive meetings regarding it with the workers to provide detailed and adequate explanations of the content of the plan while highlighting its objectivity and importance in this regard. Specialists in this field advise the management of the need to test the plan on a small sample of its employees to know its resonance and ensure its safety (Salem and Saleh, 2002: 200).

**The fourth stage**: **Implementation and follow-up:** In light of the information obtained in the previous stages, the administration makes the necessary adjustments to the plan or to the rest of the other policies to ensure the success of the plan and its full implementation. The administration should follow up the process of implementing the incentive plan and stand on The extent of success or failure and the reasons for that to be able to take the appropriate treatment to ensure the integrity of the process of motivation and continuity and success in the future (Salem and Saleh, (2002: 135). The implementation and follow-up process takes place in stages:

- Promoting the incentive plan: between individuals and their superiors, discussing them with them, confirming the common benefit between the organization and individuals, and then confirming the safety of other policies accompanying, influencing, and affected by incentives, such as selection and training.
- Implementation and follow-up: In light of the information collected up to this step, the administration can then start implementing the new plan for incentives. The implementation of the incentives must be followed up, as the extent of their success or failure and the reasons for that so that they can take the appropriate treatment (Abdel-Wahhab, 1983: 371- 370). Figure (6) shows the basic stages of designing the incentive strategy.

2.8. Types of Incentives:

It is rare at present for organizations to provide a single incentive for its members, but rather to provide them with a group or a large package of them. What is important in this group is that it be the appropriate mixture that reinforces each other and works together to push the working individuals for more effort and increase their productivity. Therefore, most writers and researchers agreed to divide the types of Incentives according to the following:

1**- Types of incentives according to their nature and are divided into:**

**A- Material incentives:** These consist of wages, as it is based on the hour, week, day, or year, in addition to increases in payment based on performance. There are also other benefits, such as health insurance, profit sharing, retirement systems, and vacations (Leopold, 2002:132). One of the most important and influential factors in the motivation of working individuals is their desire and dedication to work, and the financial incentive is the main driver and influencer in the behaviour of individuals in developed societies. The results of the survey conducted by Fortune magazine on (1000) companies confirmed that most of the companies included in the survey use financial incentives As the most important element in the incentive system and that almost 80% of American companies pay for efficiency and excellence in work (Al-Mahdhi, 2009: 4).

**B- Moral incentives:** These are incentives that are not dependent on money but depend on certain means aimed at respecting the human element and raising its morale in a way that is consistent with its efforts and aspirations, such as thanks, praise, medals, medals, comfortable housing, and promotion (Al-Harthy, 1999: 7). Examples of these incentives are: Come :

- Applying management by objectives.
- Security and job stability.
- Improving effective communication and developing its methods and models.
- Encouraging training, retraining, and rehabilitation.

- Equity of job and corresponding salaries internally and externally.
- Building a culture that drives the organizational affiliation factor (Khalil, 2005: 17).

**2- Types of incentives in terms of their effect or effectiveness are divided into:**

**A- Positive incentives**: This is the material or moral compensation that workers receive for their privileges and efficiency at work, such as the stability of the individual worker in his work and granting him certificates of recognition and appreciation (Hammoud and Kaseb, 2007: 45). Production and improvement of its quality and presentation of suggestions and constructive ideas and these incentives aim to improve performance at work through encouragement in behaviour that leads to that (Abdul Razzaq et al., 215: 1987).

**B- Negative incentives**: They mean the different punishments that are imposed on subordinates and may lead a result to the worker changing the behaviour that he was punished for or his work to improve the image taken from him and then be a motive that works to charge the worker to improve his performance as well as his behaviour (Zuilfe, 2000: 279) These incentives aim to influence the behaviour of working individuals through the method of punishment, intimidation, and discipline represented by material penalties such as deduction from wages or deprivation of bonuses and promotions (Al-Juhani, 11: 1998).

**3- Types of incentives in terms of the application to them or the beneficiaries, and they are divided into the following:**

A- Individual Incentives: These are the incentives that are directed to the individual to reward him for his efforts and good behaviour in carrying out the work. An effect is when workers can work independently from each other (Al-Bayoumi, 1982: 12).

B - Collective incentives: These are incentives that are provided to individuals working as a group and not to individuals for being independent being.

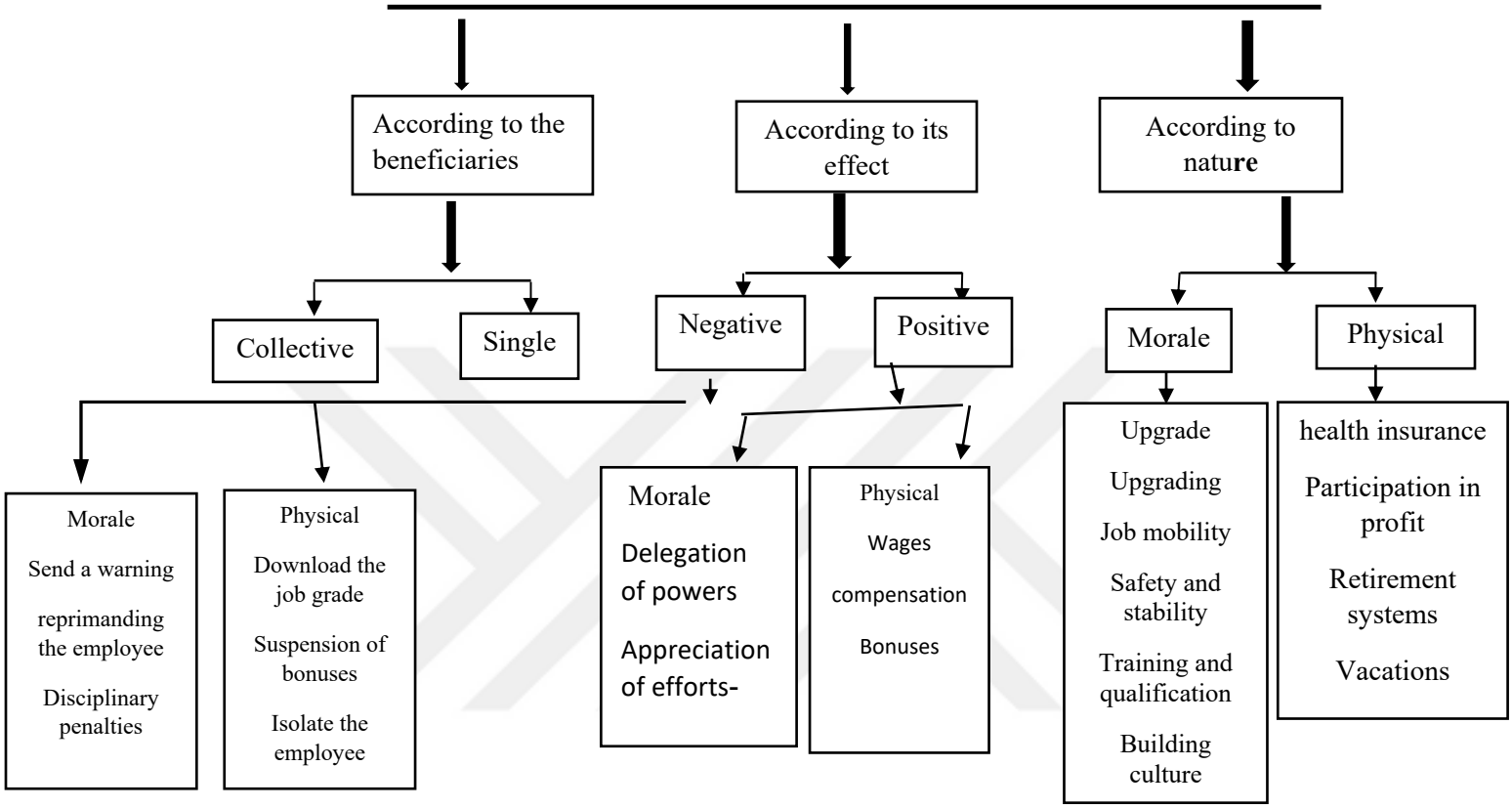



Figure 2.4 Types of Incentives

Osama Kamel Rashid, (2013:45)

2.9. Dimensions of motivation:

There is a set of basic dimensions for the success of the motivation strategy, and they are the variables that determine the motor function, as motivation consists of a group of dimensions that positively interact with each other and sometimes in a negative way, depending on the attitudes and considerations that govern these dimensions during their interaction process. In general, the motivation system consists of three components: The individual, the job, and the organization, while others add the environmental component (Al-Hiti, 2005: 140).

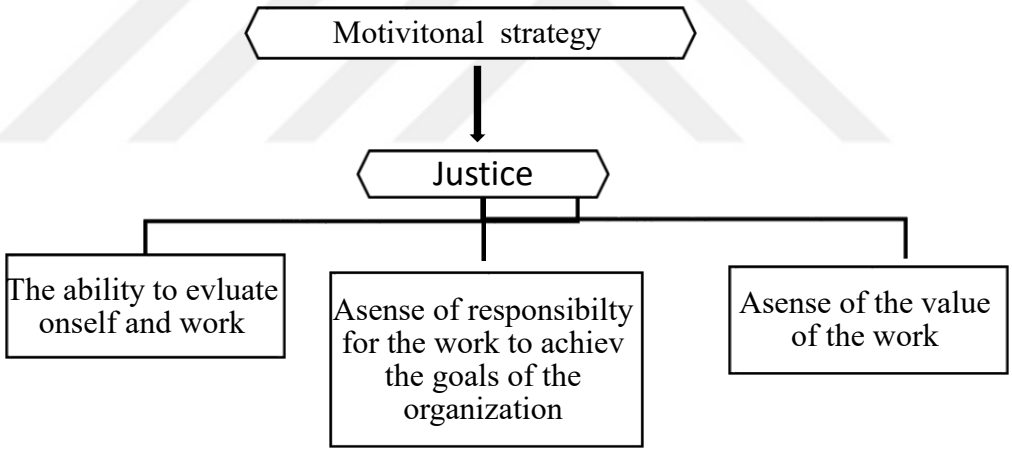



Figure 2.5 shows the effect of motivational justice on individuals working in organizations.

2.10.The study adopted the following dimensions:

**1- The right timing:**

One of the confirmed facts is that time is one of the most precious and important things a person possesses because, in the absence of time, a person will not be able to perform any work or activity at all. Studies and research in the field of time, management, and organization indicate that the appropriate timing in using the motivation strategy for working individuals contributes to self-management and that this will improve performance levels and increase productivity rates. Al-Shini indicates that the appropriate timing falls under the term "the quantity that is measured by the hour or its parts, and it moves in the form of a straight line forward and moves according to a specific system that is difficult to control or retrieve, as it moves at a fixed and specific speed without stopping, increasing or decreasing." (Al-Shini, 1993: 76) and (Khalil) add that it is the behavioural skills that concern the individual's ability to modify his behaviour and change the negative habits that he practices in his life to manage his time and make the best use of it and overcome the difficulties that hinder him from achieving his mission and goals (Khalil, 8: 1996) And in the light of the process of appropriate timing for the motivation strategy, we can divide the time into two types, namely (Al-Qaid, 2001: 36):

**A- The time that is difficult to organize:** It is the time that is difficult to manage or benefit from other than what is allocated for it, i.e. it is the time that we spend on our basic needs, and it includes eating, resting, sleeping, and family and social relationships. Therefore, it is time that we cannot benefit from much other than what is allocated for it, which is It is very important to maintain balance in our lives.

**B - Time that can be organized:** It can be organized and managed, and it is the time that we allocate for work and also for our private lives, and with this particular type of time lies the main challenge facing us. In light of the foregoing, it can be noted that the process lies in the real challenge for the leader or manager to choose the appropriate time to use the incentive strategy and when to use each type of incentive in proportion to the reasons and other circumstances that necessitate him to choose one of the types, that is, he must know

at any time It follows the provision of material and moral incentives, positive and negative, or individual and collective incentives.

And time control is a very important tool. Therefore, time management is a very intelligent management that works to achieve a good and effective work environment and a healthy atmosphere, and it has a positive interaction for the individuals working in the organization. All of this helps with the following (Aboudi, 28: 2006):

- Increasing the individual and collective production of individual employees and the organization as a whole.
- Improving the general performance, and this is by eliminating the defective, the lost, the wasted, and the wasted in the production processes.
- Improving the morale of working individuals.

The importance of the appropriate timing of the motivation strategy lies in the fact that it has a close relationship with the productivity of working individuals and organizations, as it is one of the most important elements of production, in addition to effort and cost. And the main results of these areas and time is the reason for success to achieve the best results and motivate the working individuals to work to achieve the goals of the organization (Alwan and Ahmid, 57: 2009), and the effectiveness of providing incentives and the motivation strategy is related to the appropriate timing, as the reward that follows the behaviour is quickly better than that which is presented After a long time from the occurrence of action and behaviour (Abdul-Rahim, 148: 2011), because the longer the period between behaviour and motivation, the relationship between them becomes ambiguous and contradictory.

**2- Justice:**

The most important basic requirement for the success of the motivation strategy in tourism and hotel organizations is justice. The goals or standards for working individuals must be verifiable. Otherwise, it will be The incentive program for working individuals has a detrimental effect on the motives and performance of workers instead of motivating them. For example, the working individuals who do their work in a better way than others must receive a higher reward, so everyone in the organization must understand this fact that is,

the incentive system And rewards reflect the hierarchical levels within the organization. Justice means giving everyone his right without claiming it, and it is against injustice and injustice. Equality is a kind of public justice and a manifestation of equality between people in public rights and duties that do not contradict their position (Al-Abrashi, 196:9213). As for the just, what is meant by it is "one who respects the rights of others, does not submit to inclination or whim, and is not unfair in judging anyone." (The Basic Arabic Dictionary, 1989: 827) The working individuals are always looking for justice and equality in the motivation strategy used in the organization, especially the moral ones, which is represented in the reciprocal social relations between the leader and the working individuals, and not only in material compensation and the realization of lack of justice leads to the creation of a state of Psychological stress, but the working individual may see that the procedure is fair if he gets respect as a member of the organization and has the ability and proves his human value in the group (Mcshane & Glinow, 2000:39).

Also, the most important criterion for justice lies in merit, and the best example of this is the age structure in workplaces. Previously, it was clear that young people start their careers from the bottom of the ladder and make their way to the top, but now, after recent developments, the business world has witnessed changes in the philosophy of the relationship between age and the appropriate role for work. And because of the presence of technology and computers (the second industrial revolution) which contributed and helped young people who are predominantly able to acquire technology faster than the elderly, which gives them preference because those under the age of forty started using computers when they were in their twenties, for example (Bill Gates) who gave up He studied and founded Microsoft and started working at (IBM) at the age of twenty, and he became the richest man in the world until the year (2000) (Elizabeth 105: 2001,).

(Adams) identified six behavioural consequences that are reflected in the lack of feeling of working individuals for the fairness of the motivation strategy, which are as follows (Mullins, 2005: 233):

- Change in the inputs (absenteeism from work, reducing effort, reducing the quality and quantity of work).

- Change in outputs (request for increased wages, improvement of work conditions, prestige, and recognition) without making a change in inputs.
- Leaving the workplace, the working individual may try to find a new situation characterized by a state of balance between inputs and outputs.
- Influencing other individuals in the organization by trying to reduce their inputs and urging them to produce more outputs or trying to persuade them to leave work.
- Changing the object of comparison An individual may change the reference group with which he compares himself.

**3- Strategic planning:**

Strategic planning appeared in the latest form of planning in organizations, which led to a change in how organizations plan to develop and implement their strategies. The use of strategic planning has spread widely in organizations of different types. Practical experiences in strategic planning have proven that organizations that use this planning are always superior in their performance to organizations that do not plan strategically.

As a result of the circumstances and difficulties that the motivation strategy process may face in the organization, it was necessary to use strategic planning to influence the working individuals and motivate them to stay in their work and to reduce the rates of job turnover.

Therefore, strategic planning represents the process of anticipating the state of the future and preparing to face all the variables of this future. The term future is relative to the impact on the perception and understanding of managers, but there is no difference in it that as long as planning is strategic, we see that the interest of managers has become increasing and the time for planning is greater (Marchesnay, 2004:65), The great importance of strategic planning is represented in the motivation strategy, as it helps organizations to do the following:

- An improvement in the competitive position of the organization in the long term.
- A clear focus on the important things and issues in the motivation strategy.
- Helping the manager to think of an appropriate strategy for motivation.
- adapting to rapid environmental changes.

- Being able to face the constraints and threats facing the organization when developing a motivational strategy (Al-Mursi, 2003: 26).
- Achieving the ability to coordinate between the various aspects of activity and adhere to the strategic objectives of distributing the incentives that the administration sets (Al-Madhoun 2013: 18).

In light of the foregoing, it can be noted that the success of the motivation process requires a planning strategy, as it directs great attention to human resources affairs because people have energies and capabilities that other resources do not possess. Strategic planning motivates working individuals to exert their utmost efforts and contribute positively to raising the level of performance of the organization. In the same context, the strategic planning process for motivation goes through four main stages:

**A- The strategic vision:** "It is the future path of the organization that determines the destination it wants to reach, the market position it intends to achieve, and the type of capabilities and potentials it plans to develop" (Atallah, (2005: 50).

**B-The strategic message:** The message is the one that defines the purpose of the organization as well as the reason for its existence (Al-Qatamin, 2009: 128).

**C- Strategic goals and objectives:** The goals define the organization's directions for motivation and its ability to interact with its environment. The goals have an important role in issuing strategic decisions and clarifying their priorities. The goals help in evaluating the organization's performance. And to identify their growth rates, and then the organization needs to set clear, objective, fair, and achievable goals (Abdel-Al, 2009: 77).

**D- Strategic analysis:** The organization seeks to reach a strategic option suitable for motivation among the strategic alternatives available to the organization by agreeing between internal and external conditions. To reach this option, it must carry out a strategic analysis process for both the external environment and the internal environment that exist. It is used to identify strengths and weaknesses, as well as opportunities and threats, because the organization is an open system on the periphery that affects and is affected by it, and the strategy is what determines the type of relationship between the organization and the periphery (Rushdi, 2006: 18).

**C-The strategic choice:** It is the stage that follows the analysis process, and it is the reference in the sequential and interconnected process of steps. At this stage, the alternatives in the motivation strategy are presented, and the best one is chosen among them according to criteria determined by the options process itself, which depends mainly on the results of the analysis contained in the previous stages (such as Mmasha, 15:2010).

**3- Continuity:**

Continuity means that the organization is keen on the continuity of motivation so that the individual is reassured of the continuity of those incentives in the future (Al-Harthy, 39: 1999), and this is because the continuity of workers in the organization exists as long as the individual worker can work and there is continuity in providing and granting rewards permanently without interruption Or stop to give credibility to what the organization is doing. The stimulus or its effect may continue for a period that may be long or short, and the effectiveness of these incentives and their ability to provoke the desired behaviour depends. Therefore the use of the stimulus is likely to have a local effect that disappears with its demise, as their practice can become less once the incentives disappear or do not persist (Gneezy, 2006). :78&Charness), and here the stimulus strategy must be based on scientific and objective bases, and this is to ensure its continuity.

For the motivation strategy to be successful and continuous, the organization needs the following (Cecilia, 2006: 121):

- Determining the needs and motives of work for its individuals, in the sense of determining what is the reason for which they work and what motivates them. Are they working for the sake of collecting money only or for progress?
- Mature administrative practices are related to the availability of all factors that affect the performance of the working individuals and are their responsibility and enable the individual to control his work and achieve the best performance.
- Determine the list of incentives that you decide to use and can provide.
- Developing and approving this in the design of wages and benefits systems and the design and management of the incentive system as it requires encouraging arrangements that managers adopt in motivating the total number of individuals.

For the motivation to continue, the results must be measured and known constantly, so the organization that sets a specific goal for itself in which some working individuals deserve wages and incentives must persevere and continue to collect data on production and related to that so that workers can know the results of the effort they made first (Al-Ani, 28:2007). Therefore, there is a group of writers and researchers who believe that the motivation process is temporary, while others see that it is a process that may last for a long time. Their way of responding to the stimulation they are affected by rewards, and some of them are affected by appreciation, respect, and praise, and for this, a motivating environment must be created for all types of working individuals and their different behaviours.

**5- Oversight:**

Oversight is one of the important issues in the lives of individuals and societies (oversight at work), and the size of its relationship and its impact on the performance of the working individual, as an organization, is not devoid of a specific system or program for oversight and thoughtful, and this is to help the working individuals to provide their best at work, which is reflected positively on Activate the role of the organization within the community and thus be able to achieve its goals.

By oversight, he means "the job that the competent authority performs, and this is to verify that the work is proceeding following the goals set efficiently and in the time specified for them, so it is an indispensable necessity to complete the completion of the work" (Al-Shobaki, 1981: 55). Among the most prominent characteristics of the control associated with the motivation strategy are:

- Those in charge of oversight and those whose work is practised shall have a common conviction and understanding of the importance of the positive role of oversight in achieving the objectives of the motivational strategy in the organization.
- Avoid exaggeration in the multiplicity of means of control, as well as the multiplicity of agencies and people who perform it without an urgent need, so that this does not lead to duplication and contradiction in directives (Yaghi, 134_133: 1987)

- The control should be economical, so it is necessary to take care of the economic balance process between the returns of control on the one hand and the cost on the other hand to ensure the success of the stimulus strategy.
- Continuous effective monitoring works quickly to discover errors that may occur
- during the implementation of the motivation strategy, identify their causes, and inform those responsible for them on time so that correction and modification can take place.
- Follow a motivating method with which the working individuals feel that it is a tool used to help them improve performance and not to intimidate and intimidate them (Al-Sabah, 1996: 26). For the oversight of the implementation of the incentive strategy prepared in the organization to be carried out on a sound basis, for the performance and achievement to be carried out as determined by the set goals, and for the oversight to be more effective, it is better to follow some principles that are among the basics for the success of the oversight work of the incentive strategy in tourism and hotel organizations, as follows (Alish, 450: 1971).
- Continuing supervision.
- Clarity and accuracy of the results.
- economy and flexibility.
- Availability of administrative and technical capabilities and knowledge for those responsible for the oversight body.
- Defining responsibilities and duties.

Among the most important elements of control over the incentive strategy applied in the organization are (Alish, 451:197):

A- Defining objectives and setting basic criteria for granting incentives.

b- Comparing the results of the achieved incentive strategy with the standards.

C - Measuring differences and finding out the reasons.

D - Correct deviations and errors and follow up on the progress of implementation.

And if there is any failure to follow up and control the incentives in terms of their effectiveness or the impact they leave on the working individuals and the return achieved

from them, as well as the errors and gaps that exist in them and the aspects that require modification and the absence of statistics indicating that, all this causes problems and threatens the system and the incentive strategy followed, which leads to Many problems may exacerbate if the errors and deviations that occur in the control system are not re-corrected (Al-Abadi et al., 2006: 423). Also, the goal of controlling the motivation strategy is to evaluate this strategy and whether it has achieved the required goals. The organization is motivated by the following (Aboudi, 162-162: 2012):

- Increasing labour outputs in terms of quantity, quality, and quality.
- Satisfying the needs and requirements of working individuals of all kinds, especially the needs of appreciation and respect.
- Reducing work losses, reducing costs, and reducing losses in human resources or any other resource.
- Notify the working individuals of the spirit of justice within the organization.
- Attracting working individuals to the organization.
- Improving the organization's image in front of the community.
- Developing a spirit of cooperation among working individuals.

Therefore, the human resources department should carry out a process of continuous follow-up and control to confirm the implementation of the instructions and rules of the incentive strategy. The control verifies and verifies the efficiency and effectiveness of the motivation strategy.

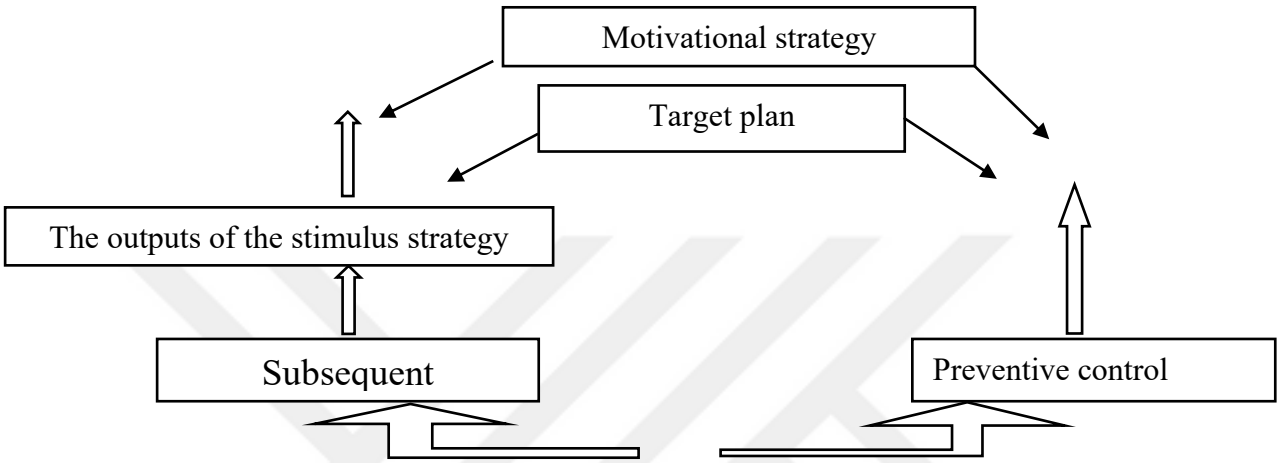



Figure 2.6 Time course of controlled stimulation

Al-Shimmari, Ahmed bin Abdul Rahman and Al-Mursi, Bushra Bint Badir and Hejan, Abdul Rahman bin).

2.10. Previous knowledge contributions and studies related to the employee motivation variable:

**Arabic studies :**

| | |
|---|---|
| (Gazion, 2007) | the study |
| "Motivation and its impact on job satisfaction of human resources" | Study Title |
| The economic institution unit of Numidia in Constantine in, Algeria. | field of study |
| Analytical descriptive. | Study Approach |
| (51) A working individual. | The study sample |
| Identifying the impact of material and moral incentives on job satisfaction. | Purpose of the study |
| Frequencies, mean, percentages, correlation coefficient, graphs, x2 test, standard deviation, coefficient of variation, coefficient of agreement. | Statistical methods |
| 1- The availability of various material and moral incentives in the organization, but it lacks the basic principles in their application. The incentive system is not applied to the foundations and requirements for providing incentives correctly.<br>2- The absence of the right of the human resource in the institution under study about his knowledge of the content of the collective agreement of the institution. | The most important results of the study |
| The study touched on the issue of motivation | Points of difference with the current study |

| | |
|---|---|
| Addressing the motivation variable for human resources | Points of similarity with the current study |
| Enhancing the theoretical aspect of the current study and identifying some relevant sources and references | Take advantage of the study. |
| (Al-Aksh 2007) | the study |
| The system of incentives and rewards and its impact on improving job performance | Study Title |
| Ministries of the Palestinian Authority in the Gaza Strip. | field of study |
| Analytical descriptive. | Study Approach |
| (368) employees working in supervisory positions. | The study sample |
| Knowledge of the incentives and rewards system and its impact on improving job performance in the ministries of the Palestinian Authority through studying the government incentives system and evaluating its effectiveness and impact on performance. | Purpose of the study |
| Percentages, frequencies, arithmetic mean, Pearson correlation coefficient, simple T-test, simple regression, F-test, Cro-Nabach alpha test, Coulomgrove test. | Statistical methods |
| The most important finding of the study is that there is a weak effect of the effectiveness of the incentives and rewards system in improving the performance of workers in the Palestinian ministries in the Gaza Strip, and there is a defect in the methods and mechanisms of promotion, and the lack of controls and criteria for granting incentives. | The most important results of the study |
| .The study was applied to the ministries of power in the Gaza Strip | Points of difference with the current study |

| | |
|---|---|
| The study shared with the current study some concepts and methods of .motivation | Points of similarity with the current study |
| .Referring to some references and studies used by the current study | Take advantage of the study. |
| (Al-Jubouri, 2013) | the study |
| The Impact of organizational loyalty and Incentives on administrative corruption in Iraq | Study Title |
| The General Company for the manufacture of medicines and medical supplies in Samarra / Salah al-Din Governorate in Iraq for the period between 2011-2012. | field of study |
| experiential (causal). | Study Approach |
| (100) active personnel. | The study sample |
| The main objective of the study is to analyze the correlation and impact relationship between the three dimensions of the study in the researched organization. | Purpose of the study |
| Frequencies, percentages, arithmetic mean, standard deviation, coefficient of variation, Cronbach's alpha coefficient, simple and multiple correlation coefficient, simple and multiple regression. | Statistical methods |
| 1- The direction of the moral incentives provided by the researched organization is greater than the material incentives.<br>2- There was a weak correlation and significant effect of moral incentives on organizational loyalty. | The most important results of the study |

| | |
|---|---|
| I linked the variable of incentives with the variable of organizational loyalty and their impact on administrative corruption. | Points of difference with the current study |
| Incentives were considered as one of the main variables in the study. | Points of similarity with the current study |
| Enhancing the theoretical aspect of the current study and making use of some sources and references. | Benefit from the current study |

**Foreign studies :**

| **(Gibbs & others,2004)** | the study |
|---|---|
| "Performance measure properties and incentives" | Study Title |
| Business circles in the United States of America. | field of study |
| Analytical descriptive. | Study Approach |
| (272) individuals. | The study sample |
| This study aims to identify the measurement of performance on the incentive system designed for commercial departments, | Purpose of the study |
| through the use of data on contracts and agreements for some incentives for managers with a commercial relationship. | |
| Percentages, arithmetic mean, multiple regression coefficients, Spearman-Brown correlation coefficient, T-test, simple regression, F-test. | Statistical methods |
| 1- The characteristics of performance measures are related to incentives and the extent of weight in the measure, such as the nature of employee bonuses. | The most important results of the study |

| | |
|---|---|
| 2- The incentives are greater when the manager has more human capital, and then the administrative outputs are greater, and the risk is more controlled.<br>3- Companies choose the best performance measures for the basic bonus and then for other bonuses.<br>4- The characteristics of performance measures have an important role when the institution uses implicit incentives and employee allowances to achieve balance in the various types of incentives. | |
| The study linked the stimulus variable with a variable different from the current study. | Points of difference with the current study |
| The study dealt with one of the main variables in the current study, which is motivation. | Points of similarity with the current study |
| Enhancing the theoretical side of the current study with some research and studies. | Benefit from the current study |
| **(Leah et al. 2005)** | the study |
| "Effects of stimulus variation on the reinforcing capability of non-preferred stimuli" | Study Title |
| Florida in the United States. | field of study |
| Analytical descriptive. | Study Approach |
| (8) individuals. | The study sample |
| It aimed to study the effect of enhanced stimulation on different desirable and undesirable contexts. To achieve the purposes of the study, the research team classified stimuli based on desirable and undesirable. | Purpose of the study |

| | |
|---|---|
| Percentages, frequencies, arithmetic mean. | Statistical methods |
| The participants did not respond to unwanted stimuli when compared to them individually, as well as to desirable ones, but a performance improvement was observed when the stimuli were compared individually. | The most important results of the study |
| I focused on desirable and undesirable stimuli without going into details about what our current study dealt with. | Points of difference with the current study |
| It dealt with one of the study's main variables, which is motivation. | Points of similarity with the current study |
| Enriching the theoretical side of the current study with some sources and references. | Benefit from the current study |
| Ghana & Bababe, 2011 | the study |
| "The effect of motivating workers' performance" | Study Title |
| The Effect of Motivation on employee performance | field of study |
| Case study of the Maiduguri Flour Milling Company in Borno State, Nigeria. | Study Approach |
| Analytical descriptive. | The study sample |
| To know the effects on the performance of workers in flour mills in Nigeria if they are motivated. To achieve the purposes of the study, the researchers made an effort to evaluate the current workers in the Maiduguri Flour Mills Company to study the effect of motivation on their performance and to identify the variable, whether it is directly or indirectly responsible for the performance. staff. | Purpose of the study |

| | |
|---|---|
| Percentages, arithmetic mean, multiple regression coefficients, Spearman-Brown correlation coefficient, T-test, simple regression, F-test, using Cronbach's alpha equation, path analysis. | Statistical methods |
| Most of the incentive policies in the company were not sufficient to meet the needs of the working individuals, and rather, they were not related to their needs. The results also indicated that if the incentives were modified to meet the needs of the workers, a significant improvement would be noticed in their performance. The study recommended the need to amend the incentives to meet the needs of the workers. | The most important results of the study |
| I studied the effect of motivation on the performance of individuals working in the Maiduguri company. | Points of difference with the current study |
| It dealt with one of the main variables, which is the motivation variable. | Points of similarity with the current study |
| .Enriching the theoretical side of the current study -1<br>Guided by some references, research and studies that -2<br>.benefited the current study | Benefit from the current study |

2.11.Areas of benefit from previous studies:

By informing the researcher of what has been presented in previous studies and research and knowledge efforts related to the subject of the current study, the nature of previous studies, and the statistical methods used in the applied side, as well as the variables, vocabulary and dimensions used in the variables of previous studies and its places of application and the topics that were addressed in those studies. The field of benefit from these studies became clear to the researcher through many data for the most important areas of benefit from those previous studies, namely

as follows:

- Enriching the theoretical and intellectual aspect: previous studies related to the study variables contributed to enriching the researcher with the theoretical aspect through understanding and choosing what is appropriate to the study environment, choosing the dimensions of the study, and the researcher inferring from them on new sources and websites, which the researcher employed in the theoretical aspect and methodology of the study through Dissertations, letters and discreet research published.
- Looking at previous studies: The limited existence of previous studies linking organizational culture and employee motivation, as previous studies dealt with one of the variables dealt with in the current study, whether (organizational culture or employee motivation). This represents a motive for the researcher to work, discover this relationship, reach results, and present proposals.
- Through reviewing the previous studies that dealt with the variables of the study individually, the researcher was able to identify the methodologies of these studies and the sequence of their paragraphs in a manner that enabled the researcher to design, formulate and prepare the methodology of the current study after examining the problems of the studies, their importance, objectives and plans, the hypothesis and the main and sub-hypotheses used statistical methods in those studies.
- Building the study scale: Previous studies contributed significantly to the process of building the current study's standards for the dimensions of organizational culture and motivating workers by looking at studies that dealt with the variables of the study

individually and identifying the scale of the studies and questionnaire questions, to prepare the questionnaire form for the study and conduct arbitration It is conducted by professors in the field of specialization to ensure the sobriety of these standards and their consistency with the current study.

- Selection of the study sample: Previous studies contributed significantly to the process of selecting the sample of the current study by the researcher through his review of the samples of previous studies and benefiting from them in the current study.
    - The previous studies helped the researcher to identify the theoretical correlation between the variables of the study because of its great role in directing the researcher to the interdependent relationships through the findings of previous studies of applied procedures, conclusions, and recommendations.
    - The previous studies helped the researcher to identify the statistical methods used in previous studies, starting with the main message tool that is the questionnaire, as well as other statistical methods such as confirmatory and exploratory factor analysis, the simple Pearson correlation coefficient, the arithmetic mean, the weighted arithmetic mean, the standard deviation, the relative importance, and the identification of appropriate methods for the study.
    - The previous studies were useful in identifying the results reached by the previous researchers because it is the starting point, and the starting point of the current study is the beginning of what the previous studies concluded.

CHAPTER 3

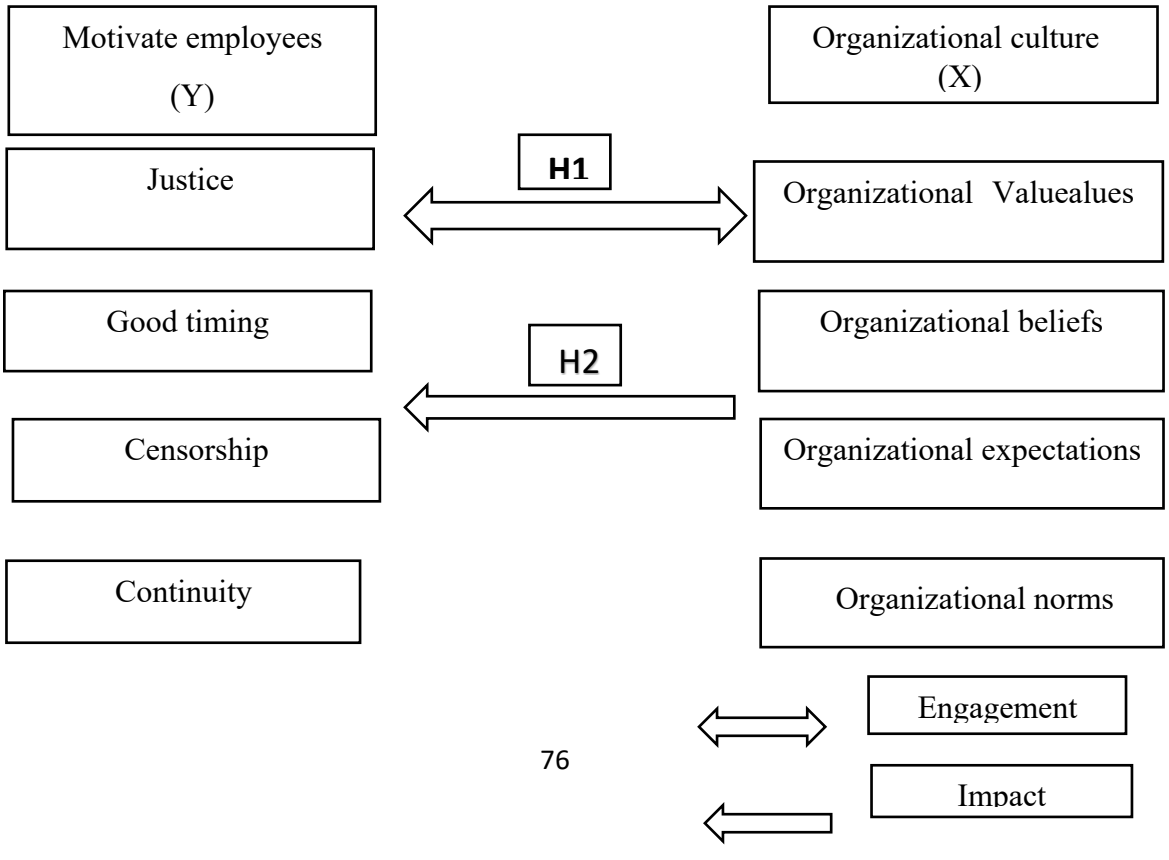
3.1 The default search schema.:

The hypothetical scheme aims to clarify the logical relationships of the main variables of the study and the relevant sub-dimensions for each of them. The dimensions of the variables were chosen according to the intellectual and literary surveys and the available sources to serve the study's objectives, problems, and questions. The experimental scheme was prepared to represent a group of correlation and influence relationships between the two variables to combine this scheme. The (quantitative and qualitative) aspects of the form of this relationship, according to the two main variables and their dimensions represented by:

**1- Independent Variable:** Organizational culture and its dimensions represented by (organizational values, organizational beliefs, organizational expectations, and organizational norms).

**2- The dependent variable:** motivating workers and expelling them represented by (justice, appropriate timing, control, and continuity).

Figure 3.1 The hypothetical scheme of the research



3.2. Data collection methods and techniques:

In covering the study problem, the researcher relied on two main aspects of collecting data, embodied in:

**Theoretical framework:** Arab and foreign sources that dealt with the variables of the study, the information available on the World Wide Web, and the contents of Arab and foreign research, letters, dissertations, and articles, as well as hospital data. formally, to accurately define the study population and its sample.

**Applied framework:** The questionnaire was relied on as the main source for collecting information and data to complete the requirements of the practical side of the study to reach the final results of the research, and through it, the opinions of the members of the study community on the subject of the study are identified and explored, in addition to the data he obtained through his interviews with some general managers And department managers, and the records that were available to him, he was able to write them down to serve the objectives of the study. The study relied on five-point Likert gradients, which emphasize the distinction between the strength of the word's agreement with the choice or phrase and so on by defining the levels from a strong positive (positive) relationship to a strong (negative) negative relationship, according to the weights and values (1, 2, 3, 4, 5) (Al-Bayati and Al-Qadi, 2010: 107). In addition to providing the questionnaire with information through his oral interviews with the members of the researched sample, it was employed in formulating the study problem and benefiting from it in the practical aspect, and light of the problem, its questions and hypotheses, the researcher developed the study questionnaire consisting of two parts, the first part of which allocated its paragraphs to the independent variable (Organizational culture), and the third section was selected for the responsive variable (motivating employees). Due to the scarcity of previous studies in the field of the relationship between the variables of the study (organizational culture and employee motivation) according to the researcher's knowledge, the researcher tried to apply the measurement tool (the questionnaire) according to the theoretical and practical data, including available studies and research that dealt with the study variables

individually, and the researcher relied on The scale is based on the most important previous studies and research, and Table 3.1 illustrates this.

Table 3.1 The main and sub-dimensions of the study variables and their paragraphs with the approved scale

| Authorized source | The number of paragraphs | researched dimensions | Researched variables |
|---|---|---|---|
| Elasrag,( 2014 ) | 4 | Organizational values | Organizational culture |
| AL-RAF ( 2011 | 4 | Organizational beliefs | |
| Alazawi(2009,) | 4 | Organizational expectations | |
| | 4 | Organizational norms | |
| Athanassopoulos et al.,2001:964 | 4 | Justice | Motivate employees |
| | 4 | Good timing | |
| | 4 | Censorship | |
| | 4 | continuity | |

3.3. Study population and sample:

Each dissertation and research must have an original community and basic components, clearly and accurately defined, so the researcher chose the study population represented by Al-Alawiyyah Teaching Hospital for Children, which consists of (....) employees at various levels in the hospital, as the size of the community was determined according to the records The hospital and by showing the researcher the lists included in the preparation of the community through an interview with the head of the human resources management department in the researched hospital, and through this interview the researcher learned about the leadership and job qualifications, certificates and positions, so the sample was limited to the individuals who assume and assume responsibility in the hospital, whose number is (.. ...) an individual represented by the director of the hospital, assistant general managers and department managers, so the actual community size became (.....) an individual, and the researcher applied the following statistical equation:

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times \left(d^2 \div z^2\right)\right] + p(1-p)\right]}$$

Table 3.2

| | |
|---|---|
| N | Community size |
| z | 0.95and equals.1.96 The standard score Corresponding to the level of significance |
| d | 0.05 Error ratio equals |
| p | 0.50 = The percentage of property availability and neutrality |

The size of the sample whose opinion should be surveyed regarding the variables of the study was (105) respondents, then (5) respondents were added to overcome the sampling error, amounting to (5%), and thus the actual number ready to distribute the questionnaire became (110) respondents from hospital personnel The researcher distributed (110) questionnaires to the study sample, of which he received (90) questionnaires, twenty of them were excluded because they were not valid for analysis, so the total number became (90) questionnaires valid for statistical analysis, as shown in Table 3.3.

Table 3.3 Choose the number of the sample and the mechanism for distributing the questionnaire

| Questionnaires valid for statistical analysis | Excluded questionnaires | The total number received | The total number distributed | The standard error of the sampling | desired sample size |
|---|---|---|---|---|---|
| 90 | 20 | 90 | 110 | 5 | 113 |
| 93.8% | 1.7% | 95.5% | 100% | percentage of the distributor | |

As for the study sample, according to its demographic distribution, it was as follows:

**1. The sample according to gender:** It is clear to the researcher from Table 3.4 that the study sample tends to be male at a rate of (60.4%) and a frequency of (64) of the sample, while the percentage of female representation was (39.6%), and a frequency of (42).

Table 3.4 The study sample according to its demographic type

| Combined percentage | Percentage | Repetition | Gender |
|---|---|---|---|
| 60.4 | 60.4 | 64 | Man |
| 100 | 39.6 | 42 | Women |
| | 100% | 106 | The total |

**2. Sample by age:** It is clear from Table 3.5 that the age group (50-41) ranked first with a rate of (50%) and a frequency of (53), while the second ranking was for the age group (60-51) with a rate of (23.6%) and a frequency (25), while the third ranking was for the age group (40-31) with a rate of (21.7%) and a frequency of (23), and finally the two age groups (more than 60 and less than 30) got the fourth and fifth rank with a frequency of (4, 1) and a percentage Representation (3.8%) (0.9) respectively of the total sample, as these percentages indicate the homogeneity and diversity in the ages of the sample, as well as the retention of a labour force of the productive age that includes the young group and the age group close to retirement age and a labour force located in the middle of these two categories to be Through the exchange of experiences and knowledge and the acquisition of job skills.

Table 3.5 Study sample by age

| Combined percentage | Percentage | Repetition | Age |
|---|---|---|---|
| 0.9 | 0.9 | 1 | Less then 30 year |
| 22.6 | 21.7 | 23 | (40-31) year |
| 72.6 | 50 | 53 | (50-41) year |
| 96.2 | 23.6 | 24 | (60-51) year |
| 100% | 3.8 | 4 | More then 60 year |
| | 100% | 106 | the total |

**3. The sample according to its academic achievement:** It is clear to the researcher from Table 3.6 that the bachelor's degree category ranked first with a rate of (68.9%) and a frequency of (73), while the second rank was for the diploma certificate with a rate of (20.8%) and a frequency of (22), while the category ranked second The middle school certificate ranked third with a rate of (5.7%) and with a relative frequency of (6), while the primary certificate came in the fourth and fifth ranks with a percentage of (2.8, 1.9). organization and motivate its employees in terms of understanding the methods, dimensions, and methodology of each variable of the study.

Table 3.6 The study sample according to its academic achievement

| Combined percentage | percentage | Repetition | Academic achievement |
|---|---|---|---|
| 5.7 | 5.7 | 6 | Junior high |
| 26.4 | 20.8 | 22 | Diploma |
| 95.3 | 68.9 | 73 | BSC |
| 98.1 | 2.8 | 3 | Primary |
| 100 | 1.9 | 2 | without a certificate |
| | 100% | 106 | the total |

**4. The study sample according to its job title:** It is clear from the results of Table 3.7 that the job title of Distributors Supervisor ranked first with a frequency of (66) with a rate of (62.3%), while the second rank for the job category was department manager with a frequency of (29) and a representation rate of (27.4%) ) While the job category was Assistant General Manager in the third rank with a representation rate of (6.5%) and a frequency of (7), and the job category was a general manager in the fourth rank with a rate of (3.8%) and a frequency of (4), as this job package reflects a diversity of jobs according to the organizational structure and series Hierarchy of authority and responsibility of the hospital under study.

Table 3.7 The study sample according to its job title

| Combined percentage | Percentage | Repetition | Career Title |
|---|---|---|---|
| 6.9 | 3.8 | 4 | Director general |
| 10.3 | 6.5 | 7 | Assistant General Manager |
| 37.7 | 27.4 | 29 | Director of the Department |
| 100 | 62.3 | 66 | Division official |
| | 100% | 106 | The total |

**5. The sample according to the years of service:** By looking at the results of Table 3.8, it is clear that the category (21-25) of the years of service got the first rank with a rate of (38.7%) and a frequency of (41), while the category (20-16) came ) ranked second with a frequency of (30) with a rate of (28.3%), while the category of years of service (11-15) ranked third with a rate of (16%) and with a frequency of (17), while the fourth rank was for the service category (more than 25) with a percentage of ( 14.2% with (15) repetitions, while the fifth rank was for the (6-10) category, with (2) recurrences and a rate of (1.9%), while the sixth and final rank was for the category (1-5) of years of service, with a rate of (0.9%) and a recurrence of (1). ), since these percentages refer to the diversity and mixing of experiences, as well as the gradation in the ladder of acquiring experience and knowledge. In addition to that, these percentages are appropriate for the age groups in terms of career progression, but the study sample suffers from old age and needs rejuvenation.

Table 3.8 Study sample by years of service

| Combined percentage | percentage | Repetition | Years of service |
|---|---|---|---|
| 0.9 | 0.9 | 1 | (5-1) |
| 2.8 | 1.9 | 2 | (10-6) |
| 18.9 | 16 | 17 | (15-11) |
| 47.2 | 28.3 | 30 | (20-16) |
| 85.8 | 38.7 | 41 | (25-21) |
| 100 | 14.2 | 15 | More then 25 |
| | 100% | 106 | The total |

3.4. The validity and reliability of the questionnaire:

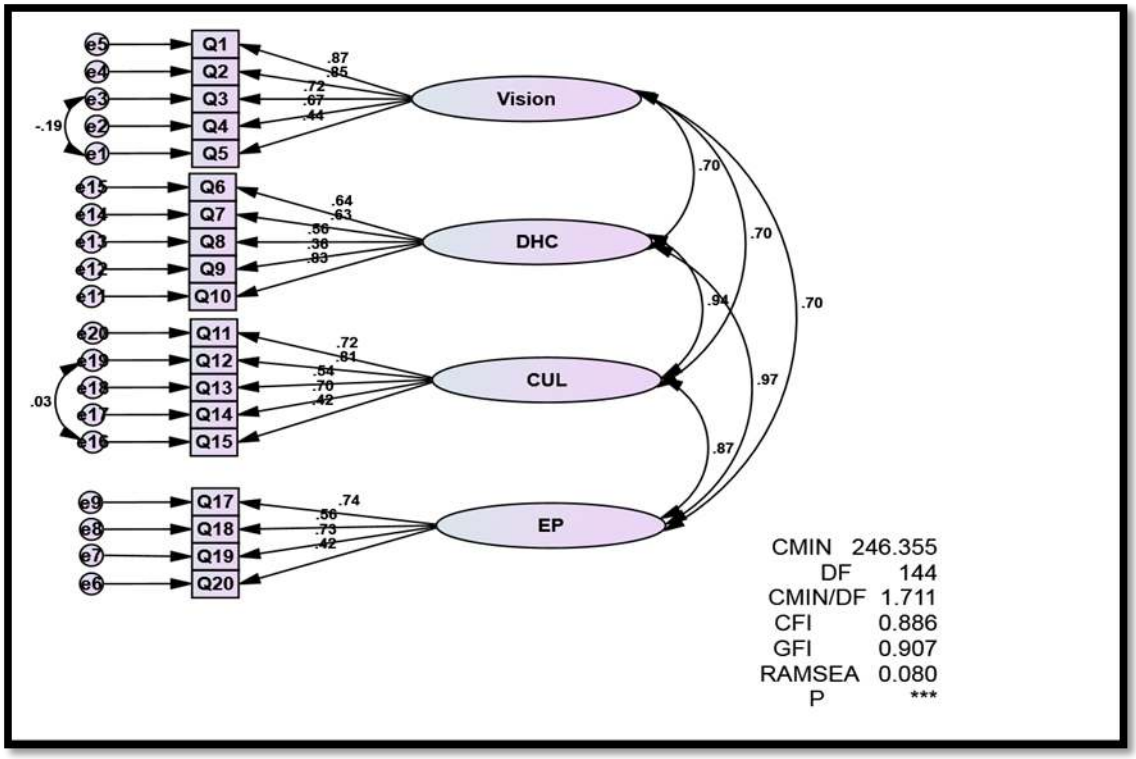
Validity is one of the necessary conditions for constructing administrative scientific tests and standards, as validity refers to the ability of the scale to measure what is intended to be measured actually. In the questionnaire used in the current study, the following statistical means and methods were adopted:

- **Measurement of apparent validity:** It is also called the validity of experts and arbitrators. Researchers resort to it to ensure the ability of their measures to measure the main variables, dimensions, and paragraphs of the study, as the questionnaire was presented to a group of experts and specialists in business administration sciences, as in Appendix (2), To ensure the validity of the dimensions and paragraphs and their suitability for the hypotheses and objectives of the study, their opinions were surveyed, and all their observations regarding the quality of the questionnaire were taken into consideration before the researcher entered the practical field, distributed to the study sample and presented properly. The questionnaire obtained an acceptable degree of (43.89%).

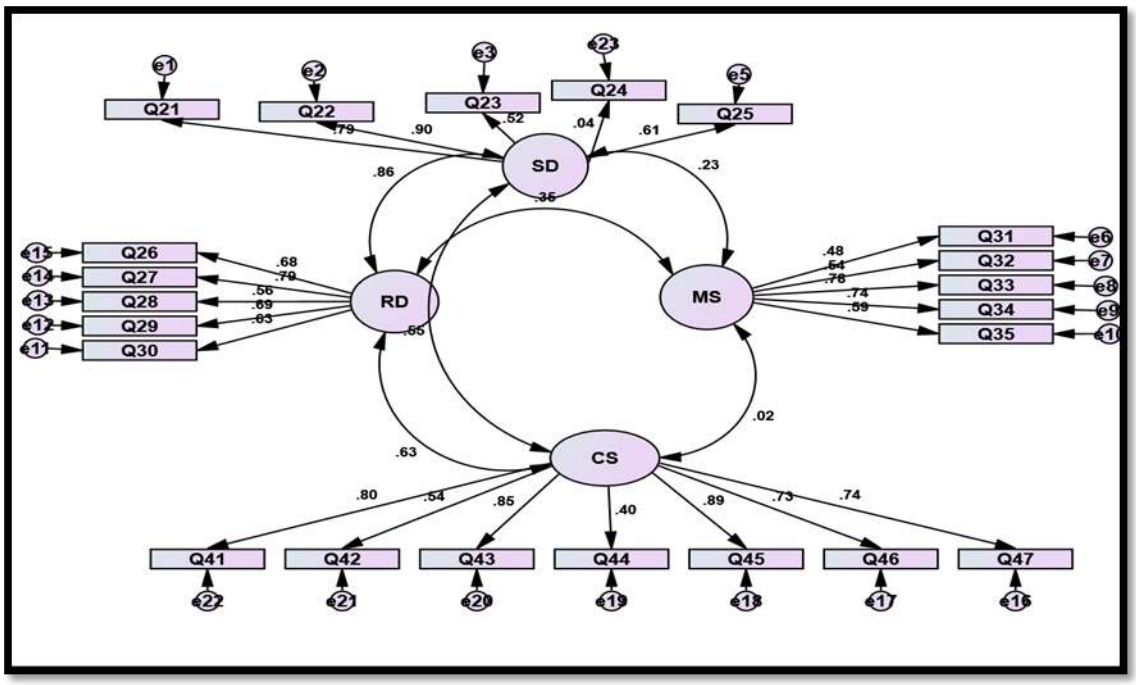
- **confirmatory and exploratory factor analysis:**

Due to the fact that the scale of the study is a compilation of different previous studies, and as shown in Table 3.2 from three separate studies that do not contain the study variables (organizational culture, employee motivation), and in order to know the validity of the questionnaire construction and its confirmation, the confirmatory factor analysis (CONFIRMATORY FACTOR ANALYSIS) was adopted, As the best statistical method that verifies the constructive validity of the questionnaire and in accordance with the researched environment, as it is used to reduce the number of paragraphs or phrases whose coefficient (extraction) is less than (30%) and does not reach the value of (1) so as not to be the phenomenon of multicollinearity, as well as It is used to detect the composition or structure of the relationships between the variables, and to build questionnaires to measure the variables, as the results were for the paragraphs of the questionnaire and as shown in Figure 3.2 3.3 and my agencies:

Appearance 3.2 Emphasizing factor analysis of organizational culture



Appearance 3.3 Affirmative factor analysis of employee motivation



3.5. Methods and means that are used on the applied side:

To measure and test the variables of the hypotheses of the study, a group of statistical methods has been used, represented by the program (Amos. V 25) in some statistical aspects and the ready-made statistical program (SPSS. V 25) (Al-Bayati and Abu Shair, 2012) (Al-Taie et al., 2013) (Abbas 2016) and is as follows:

- **Percentage:** It is used to determine the percentage of responses to the variables of the study, as it represents the quotient of dividing the partial value by the total value multiplied by (100).
- **Arithmetic mean:** The arithmetic mean is used to determine the level of response to the variables or dimensions researched in the questionnaire paragraphs, as well as knowing the level of the variables.
- **Standard Deviation:** It is one of the most important absolute measures of dispersion, as it represents the square root product of the average of the sum of squares of the deviations of the values of the random variable from its arithmetic mean.
- **Coefficient of variation:** It is one of the measures of dispersion, as it is used to compare the degrees of dispersion of two or more groups of values from their arithmetic mean and in the form of a percentage that facilitates the possibility of comparison because it is not specified by specific units of measurement and is extracted by calculating the percentage of the product of dividing the standard deviation by the arithmetic mean.
- **The Simple Correlation Coefficient (Pearson):** It is used to determine the nature of the relationship between the main and secondary variables of the study through the association of the large values of the first phenomenon and the large values of the second phenomenon, as the correlation is positive or direct, or when one of the two phenomena goes in a direction opposite to the direction of the other, then the correlation will be Negative or inverse, and the values are not tabulated and in the form of numbers.
- **Simple linear regression:** It is used to measure the effect of the independent or explanatory variables on the dependent variable or what is called the response variable.

- **Coefficient of Determination ($R^2$):** It shows the number of changes in the responding variable that can be explained by the explanatory variable.
- **Relative importance:** The relative importance is extracted by dividing the arithmetic mean by the number of items on the Likert scale (5), as it reflects the importance of responding to each item of the questionnaire from the point of view of the individually researched sample.
- **Confirmative factor analysis:** a statistical measure used to confirm the measures of previous studies of the study variables, gathered in one scale to be a confirmed measure suitable for the current study, as it is the best method used to verify the constructive validity of the scale (Maccallum & Austin, 2000: 201).
- **Structural models:** This equation is one of the preferred statistical methods for measuring the interlocking and branching causal relationships to build a reliable model for analyzing indirect relationships with the exclusion of paragraphs that do not represent the dimension (Hadrawi et al., 2014: 6).
- **Linearity test:** a statistical method used to test the linear property of the study data, whether they are linear or not. A study by identifying the nature of the data and testing the appropriate statistical analysis.
- **The scale of skewness and flattening:** one of the statistical methods used to investigate the characteristics of frequency distributions and to test the normal distribution of data, and it is acceptable between (-2, +2) depending on the sample size and the level of significance, and the closer the values are to zero, the greater the growth, as skewness is defined as the amount The difference of the frequency distribution curve from the case of symmetry, while flattening is defined as the dispersion of the values of the observations significantly affects the shape of the frequency curve of that distribution, which makes the distribution curve flat, while if the dispersion of the observations is small, this leads to the convexity of the frequency curve (Al-Ta'i et al., 2013: 175_183).

3.6. Encoding variables and their dimensions:

**Scale validity and reliability tests**

The research questionnaire included two main variables (organizational culture and employee motivation), and the first part was measured through the independent dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms) and represented the independent variable, while the second part was measured for the employee motivation variable and represented by the dimensions (justice, timing appropriateness, control, continuity), so the number of paragraphs of the questionnaire was (32) paragraphs, and according to Table 3.8.

Table 3.8 Coding of the questionnaire according to the criteria and model were chosen for the research

| Source | coding | paragraphs | The dimension | variable |
|---|---|---|---|---|
| | X1 | 4-1 | *organizational* values | Organizational culture as the independent variable |
| | X2 | 8-5 | organizational beliefs | |
| | X3 | 12-9 | organizational expectations | |
| | X4 | 16-13 | Organizational norms | |
| | Y1 | 20-17 | Justice | Employee motivation as the dependent variable |
| | Y2 | 24-21 | Good timing | |
| | Y3 | 28-25 | Censorship | |
| | Y4 | 32-29 | continuity | |

3.7. Test the normal distribution of the data:

The statistical test (normal distribution) is employed to describe the data of random variables that tend to center around a single average value of an approved scheme. The probability density corresponding to this distribution is bell-shaped.

As the value (arithmetic mean, median, mode) is in the distribution center, and the value far from the average has a lower frequency, it is said to be (abnormal) data that requires some processing, so the data is arranged in this way until it is normally distributed (Haire, 2010). Therefore, the researcher used the relevant parametric statistical methods (confirmative factor analysis, organizational expectations, the arithmetic mean, standard deviation, Pearson correlation coefficient, simple and multiple linear regression), and the researcher relied on (Kolmogorov-Smirnov) test because the sample was larger than (50) observations. , as she was (90) of the employees of Al-Alwiya Children's Teaching Hospital.

Table 3.9 Test of normal distribution of research variables data

One-sample Kolmakov-Smirnov test

| Notes | | Motivate employees | Organizational culture |
|---|---|---|---|
| The sample | | 90 | 90 |
| Missing values | | 0.000 | 0.000 |
| Normal measures | Arithmetic mean | 3.68 | 3.75 |
| | Standard deviation | 0.644 | 0.679 |
| | Mediator | 3.54 | 3.66 |
| | Vein | 3.57 | 3.65 |
| The most different metrics | Absolute | 0.098 | 0.084 |
| | Positive | 0.064 | 0.084 |
| | Negative | -0.098 | -0.056 |
| Test statistic | | 0.084 | 0.098 |
| The probability value is two-way | | 0.051 | 0.157 |
| Skewness | | -0.167 | 0.113 |
| Flattening | | -0.911 | -0.711 |
| Standard error of torsion | | 0.254 | 0.254 |

| | | |
|---|---|---|
| Standard error of flatness | 0.503 | 0.503 |

Source: SPSS V.28 output.

It is clear from the results of Table 4.9 that the data of the two variables (organizational culture, employee motivation) are distributed normally, as a result of the appearance of the results in the table and their comparison with the required standard values, according to the following:

- By separating the data from (90) questionnaires, the researcher did not find any missing data while emptying the questionnaire data to make it easier for him to conduct the subsequent statistical tests. For the two surveyed variables (organizational culture, employee motivation) (0.084, 0.098).
- The probability value of a test of organizational culture appeared (at 0.157), while its value for motivating workers was (0.052), which is more than the probability value (0.05).
- The values of the coefficients of flatness and skewness of the data of the variables were confined within (1.96 +/-), as the value of skewness for the independent variable was (0.113), and for the dependent variable was (-0.167), with a standard error value of (0.254) for each of them, while the organizational culture kurtosis was (-0.711). ), and to motivate workers (-0.911), with a standard error value of (0.503).
- It was found that the values of the arithmetic mean, median, and mode of the organizational culture variable were (3.75, 3.66, 3.65), while the value for employee motivation was (3.68, 3.54, 3.57).
- Figure 3.3,3.4 shows the distribution of data for the two research variables in a histogram and taken in the form of a bell.

Figure 3.3 Normal distribution of organizational culture data

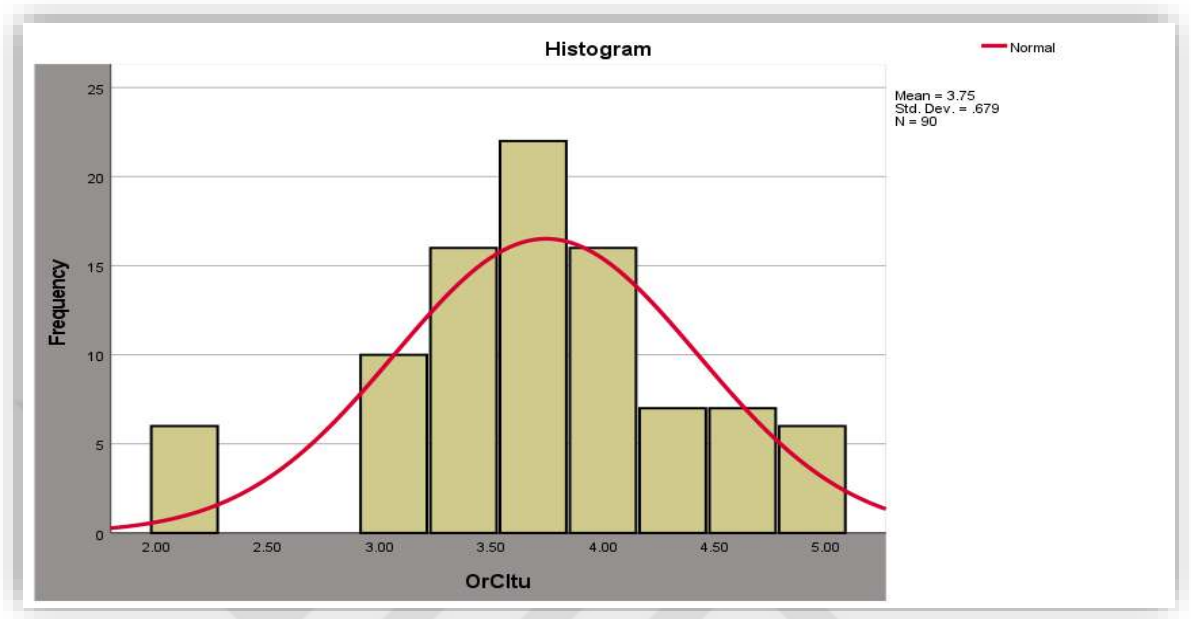
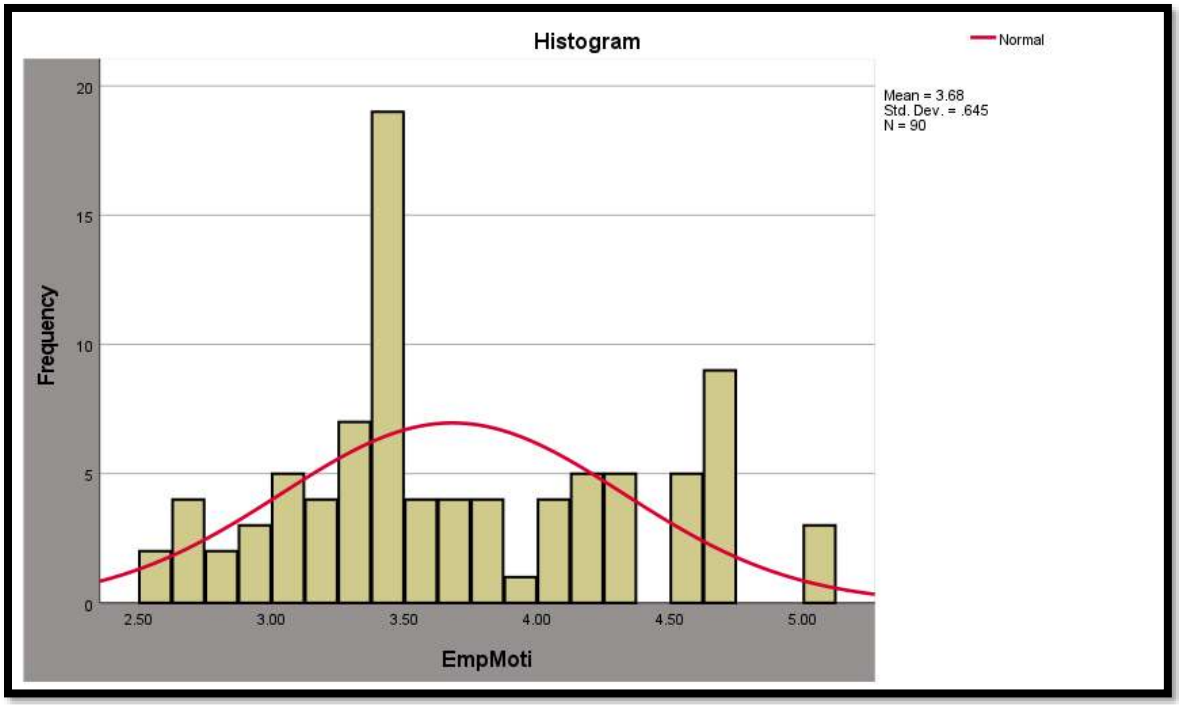



Figure 3.4 Normal distribution of employee motivation data



3.8. Test the stability of the resolution :

- **Measurement of apparent honesty:**

In light of the procedural concepts adopted for the current research, which were carefully chosen and in line with the place of application, Al-Alawiyyah Children's Teaching Hospital, and to determine the dimensions by adopting a model that is compatible with its work environment, as well as the privacy of the sample, to collect and prepare the paragraphs of the questionnaire and in a manner consistent with the objectives of the current research, in addition to that Reviewing the literature and previous studies of the concepts of organizational culture and its dimensions, and motivating employees and its dimensions, so that the paragraphs as a whole are (32) paragraphs, after correcting and amending them according to the agreement of the arbitrators (6), and as in Appendix 4.3. The researcher resorted to presenting the questionnaire to a group of arbitrators and experts in the field of Strategic management, organizational behaviour, human resources, organization theory, and knowledge management to ensure their ability to represent the research variables and the validity and measurement of dimensions and paragraphs, and their suitability for the purposes assigned to them, so he sought their opinions and took most of their observations about them after they introduced many amendments that contributed to improving the ability of The questionnaire was based on the study of the title of the research, especially since the agreement on its paragraphs was (96.3%).

- **Measuring honesty using the stability coefficient:**

The researcher employed the (Cronbach's Alpha) test to know the stability of the questionnaire and to know its consistency and results, as well as the degree of confidence in which it is far from error and obtaining the same results if it is reused multiple times and with different periods and with the same degree of confidence (Sharaz, 2015), especially since stability measures The level of consistency of the paragraphs about the information and behaviours that the employees of Al-Alawiyyah Teaching Hospital staff persevere with, as table (3.2) shows the results of the validity and reliability coefficient for each of its axes (organizational culture, employee motivation), as the results were as follows:

- The first independent variable (organizational culture): The variable was measured in general through four main dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms), in addition to (16) items directed directly to measure their availability through the behaviours perceived by the employees of Al-alawiyah Teaching Hospital and they get to know it in the application. The value of Cronbach's alpha coefficient for organizational culture as a whole is (0.943), and thus the first independent variable axis is valid for measurement and gives the same results, especially since the coefficient of honesty is (0.971).
- The approved variable (employee motivation): The variable was measured in general through major dimensions (justice, appropriate timing, control, continuity), in addition to (16) items directed directly to measure their availability through the behaviours perceived by the employees of Al-Alawiyyah Teaching Hospital, and they are mainly related to In the variable, and they get to know it in an applied way, the amount of the Cronbach alpha coefficient for motivating workers, in general, was (0.931), and thus the dependent variable axis is valid for measurement and gives the same results, especially since the validity coefficient is (0.965).
- By employing the semi-partition method, the researcher recognized through it the interdependence of the two parts of the questionnaire, so it was divided into two halves, the first half of which (odd paragraphs) included (20) paragraphs that obtained Cronbach's alpha coefficient (0.931), while the second half (even paragraphs)

contained ( 20) paragraph obtained Cronbach's alpha coefficient (0.943), while the value of the correlation coefficient for both halves showed (0.813) strong, and it obtained Spearman-Brown's coefficient (0.897), and Guttmann's half-partition coefficient (0.893), while the Cronbach's alpha coefficient for the resolution, in general, was (0.964). ), and as shown in Table 3.10.

Table 3.10 Validity and reliability of research dimensions at the level of sample answers (n = 90)

| honesty coefficient | Stability coefficient | The number of paragraphs | coding | dimensions |
|---|---|---|---|---|
| 0.971 | 0.943 | 16 | OrClutre | Organizational culture |
| 0.965 | 0.931 | 16 | EMPMOT | motivate employees |
| 0.931 | | | 16 | stability of individual vertebrae |
| 0.943 | | | 16 | The stability of the paired vertebrae |
| 0.813 | | The correlation coefficient of the two halves of the resolution | | |
| 0.897 | | Spearman-Brown Labs | | |
| 0.893 | | Guttmann Partition Half Factor | | |
| 0.964 | | 32 | | The overall stability of the resolution |

Third: The exploratory and confirmatory factor analysis of the research questionnaire:

**A - Exploratory factor analysis:** The research adopted ready-made measures collected from previous studies, in addition to adapting its paragraphs by experts and arbitrators as in Appendix (3.1), by amending and rephrasing, as the researcher made sure of its powers and ability to measure through exploratory factor analysis and re-explored after Violation of the original scale, and its preparation in its final form distributed to the sample, and it conducted the (KMO) Kaeser-Meyer analysis, and it was for the purpose of knowing the

internal consistency of the paragraphs and the adequacy of the sample size to conduct the confirmatory factor analysis of its data, and the value of the sample size adequacy test for the variable organizational culture and across (16) items It is represented by (KMO = 0.913), which is greater than the value (0.50), while the test value for the dependent variable was employee motivation and across (16) items represented by (KMO = 0.875), according to Table 3.11 below:

Table 3.11 Dimensional saturation coefficients and (KMO) value for the total resolution (40 paragraphs)

| pointers | Motivate employees | Organizational culture | Sample volume |
|---|---|---|---|
| Kaeser-Meyer-Olkin test | 0.875 | 0.913 | 90 |
| Bartlett test (chi-squared) | 986.548 | 1057.577 | |
| Degrees of freedom | 190 | 190 | |
| Significance level | 0.000 | 0.000 | |
| Number of factors | 4 | 4 | |
| The number of paragraphs | 20 | 20 | |

Source: SPSS V.28 output.

While the analysis adopted the variance matrix, as the organizational culture is represented by four factors, it obtained a cumulative explanatory variance value (65.744%), which is more than the required value (60%), and the latent root value (13.169), which is more than the required value. An interpreted cumulative (64.013%) with a latent root value of (12.803) through four factors. All paragraphs obtained a saturation value of more than (40%), which made the scale qualified to be confirmed, through the confirmatory factor analysis, as shown in the results of Table 3.12.

Table 3.12 Exploratory factor analysis of the data of the search variables

| Component matrix after rotation | | | | | | | |
|---|---|---|---|---|---|---|---|
| | factors | | | | | | |
| | 1 | 2 | 3 | 4 | underlying root standard | contrast standard | participatory |
| Q1 | 0.723 | | | | <1.000 | <0.60 | 0.584 |
| Q2 | 0.677 | | | | | | 0.670 |
| Q3 | 0.609 | | | | | | 0.719 |
| Q4 | 0.547 | | | | | | 0.652 |
| Q5 | | 0.753 | | | | | 0.746 |
| Q6 | | 0.660 | | | | | 0.636 |
| Q7 | | 0.676 | | | | | 0.681 |
| Q8 | | 0.700 | | | | | 0.650 |
| Q9 | | | 0.647 | | | | 0.683 |
| Q10 | | | 0.538 | | | | 0.633 |
| Q11 | | | 0.559 | | | | 0.653 |
| Q12 | | | 0.562 | | | | 0.686 |
| Q13 | | | | 0.757 | | | 0.711 |
| Q14 | | | | 0.460 | | | 0.541 |
| Q15 | | | | 0.445 | | | 0.539 |
| Q16 | | | | 0.611 | | | 0.530 |
| Q17 | | | 0.619 | | | | 0.713 |
| Q18 | | | 0.818 | | | | 0.741 |
| Q19 | | | 0.669 | | | | 0.657 |
| Q20 | | | 0.738 | | | | 0.725 |
| Q21 | 0.683 | | | | | | 0.577 |
| Q22 | 0.782 | | | | | | 0.671 |
| Q23 | 0.740 | | | | | | 0.747 |
| Q24 | 0.760 | | | | | | 0.637 |
| Q25 | | 0.650 | | | | | 0.535 |
| Q26 | | 0.660 | | | | | 0.689 |
| Q27 | | 0.766 | | | | | 0.652 |
| Q28 | | 0.768 | | | | | 0.674 |
| Q29 | | | 0.643 | | | | 0.661 |
| Q30 | | | 0.635 | | | | 0.730 |

| | | |
|---|---|---|
| Q31 | 0.639 | 0.684 |
| Q32 | 0.693 | 0.707 |
| STKM | *13.169* | *underlying root* |
| | *65.744%* | *Explained discrepancy* |
| EGR | *12.803* | *underlying root* |
| | *64.013%* | *Explained discrepancy* |

**B. Confirmative factor analysis:**

To identify the validity of the structure, the concept, and the ability of the questionnaire to fit with the theoretical aspect, the confirmatory factor analysis was employed for the data of the variables (organizational culture, employee motivation) through the (CFA) test, as it is the best method used to verify the structural validity of the scales, so the researcher used the (AMOS V.25) program. To ensure the results of the confirmatory factor analysis because the sample is (90) observations in the Al-Alwiya Children's Teaching Hospital, which enables the program to be adopted to conduct the confirmatory factor analysis of the items of the variables.

**A- Organizational culture:**

By perusing the researcher on Figure 4.5 and Table 3.12, he finds that the saturations of the organizational culture paragraphs through (16) paragraphs with a significant level of less than (0.05) and their saturations more than (0.40), and it was represented by the dimensions (organizational values, organizational beliefs, Organizational expectations, organizational norms) with a saturation value of more than (0.40), a probability value of (0.000), a calculated (T) value greater than its tabulated value (1.988), a probability value of (0.05), and a degree of freedom (89), and through confirmatory factor analysis, the structural model was obtained For the organizational culture, the value of the mean squared error (RMSEA = 0.055) is less than the value of (0.080) for the required standard, while other conformity indicators obtained values that exceed the values of the required indicators, so the chi-square ratio to the degree of freedom was (1.267), which is less than the standard ( <5), while the value of the Comparative Conformity Index (CFI = 0.966),

the value of the Conformity Index (GIF = 0.930), the value of the Tucker Lewis Index (TLI = 0.956), and the value of the Increasing Conformity Index (IFI = 0.967), and at the level of significance ( 0.041), all of which meet the standards and indicators of conformity quality of the model.

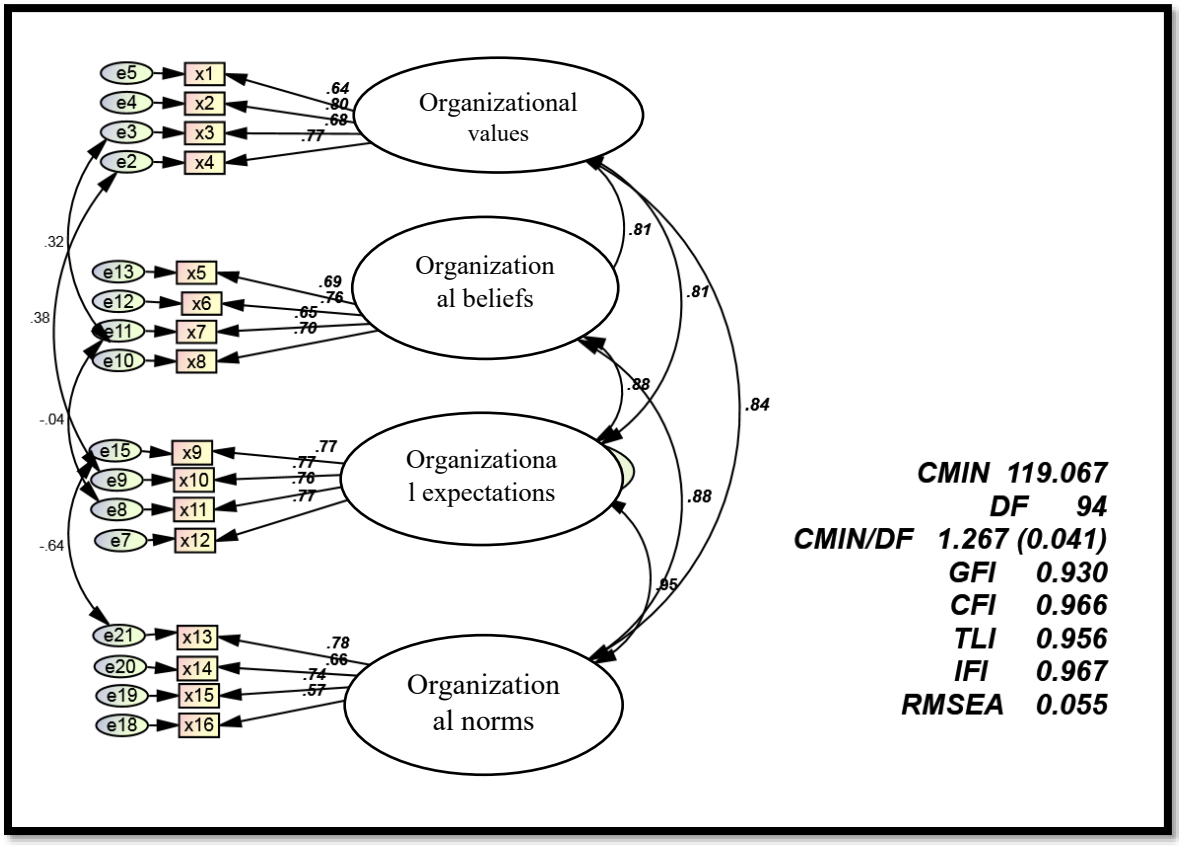



Figure 3.5 Confirmative factor analysis by structural modeling method for organizational culture data

Table 3.13 Indicators of confirmatory factor analysis of organizational culture data

| | | | gradient weights | Standard regressive weights | standard error | critical ratio | probability value |
|---|---|---|---|---|---|---|---|
| Q4 | ←- | X1 | 1.372 | 0.778 | 0.238 | 5.755 | 0.000 |
| Q3 | ←- | X1 | 1.103 | 0.684 | 0.207 | 5.326 | 0.000 |
| Q2 | ←- | X1 | 1.328 | 0.770 | 0.226 | 5.862 | 0.000 |
| Q1 | ←- | X1 | 1.000 | 0.622 | | | |
| Q13 | ←- | X3 | 1.175 | 0.783 | 0.157 | 7.504 | 0.000 |
| Q12 | ←- | X3 | 1.227 | 0.777 | 0.165 | 7.451 | 0.000 |
| Q9 | ←- | X2 | 1.015 | 0.782 | 0.145 | 6.990 | 0.000 |
| Q8 | ←- | X2 | 1.014 | 0.701 | 0.157 | 6.452 | 0.000 |
| Q7 | ←- | X2 | 0.710 | 0.611 | 0.127 | 5.595 | 0.000 |
| Q6 | ←- | X2 | 1.000 | 0.718 | | | |
| Q10 | ←- | X2 | 1.185 | 0.772 | 0.169 | 6.995 | 0.000 |
| Q11 | ←- | X3 | 1.000 | 0.752 | | | |
| Q5 | ←- | X1 | 1.147 | 0.682 | 0.218 | 5.263 | 0.000 |
| Q14 | ←- | X3 | 0.942 | 0.648 | 0.155 | 6.063 | 0.000 |
| Q15 | ←- | X3 | 1.191 | 0.731 | 0.170 | 6.990 | 0.000 |
| Q16 | ←- | X4 | 1.000 | 0.674 | | | |

**B. Employee Motivation:**

From the researcher's perusal of Figure 3.5 and Table 3.14, he finds that the saturations of the employee motivation paragraphs are through (16) paragraphs with a morale level of less than (0.05) and their saturations of more than (0.40), and they were represented by the dimensions (justice, appropriate timing, control, Continuity) with a saturation value of more than (0.40), a probability value of (0.000), a calculated (T) value greater than its tabulated value (1.988), a probability value of (0.05), and a degree of freedom (89). The

mean square error (RMSEA = 0.065), which is less than the value of (0.080) for the required criterion, while the other matching indicators obtained values that exceed the values of the required indicators, so the chi-square ratio to the degree of freedom was (1.500), which is less than the criterion (<5), While the value of the Comparative Conformity Index (CFI = 0.937), the value of the Conformity Index (GIF = 0.924), the value of the Tucker Lewis Index (TLI = 0.919), the value of the Increased Conformity Index (IFI = 0.940), and at the level of significance (0.001), the value of Modified fit index, all of which meet the standards and indicators of conformity quality of the model.

Table (3.14) Indicators of confirmatory factor analysis of employee motivation data

| | | | gradient weights | Standard regressive weights | standard error | critical ratio | probability value |
|---|---|---|---|---|---|---|---|
| Q17 | ←- | Y1 | 0.885 | 0.739 | 0.125 | 7.094 | 0.000 |
| Q18 | ←- | Y1 | 1.351 | 0.904 | 0.154 | 8.760 | 0.000 |
| Q19 | ←- | Y1 | 0.953 | 0.702 | 0.142 | 6.721 | 0.000 |
| Q20 | ←- | Y1 | 1.000 | 0.744 | | | |
| Q22 | ←- | Y2 | 0.931 | 0.671 | 0.149 | 6.246 | 0.000 |
| Q23 | ←- | Y2 | 1.018 | 0.672 | 0.159 | 6.384 | 0.000 |
| Q24 | ←- | Y2 | 0.966 | 0.562 | 0.199 | 4.863 | 0.000 |
| Q25 | ←- | Y2 | 0.793 | 0.519 | 0.172 | 4.611 | 0.000 |
| Q26 | ←- | Y3 | 0.821 | 0.536 | 0.174 | 4.725 | 0.000 |
| Q27 | ←- | Y3 | 1.000 | 0.591 | | | |
| Q28 | ←- | Y3 | 1.139 | 0.601 | 0.219 | 5.210 | 0.000 |
| Q29 | ←- | Y3 | 1.000 | 0.747 | | | |
| Q30 | ←- | Y4 | 1.613 | 0.777 | 0.287 | 5.616 | 0.000 |
| Q31 | ←- | Y4 | 1.034 | 0.694 | 0.195 | 5.289 | 0.000 |
| Q32 | ←- | Y4 | 1.234 | 0.614 | 0.263 | 4.714 | 0.000 |
| Q25 | ←- | Y4 | 0.903 | 0.651 | 0.145 | 6.228 | 0.000 |

Source: (AMOS V.25) program output.

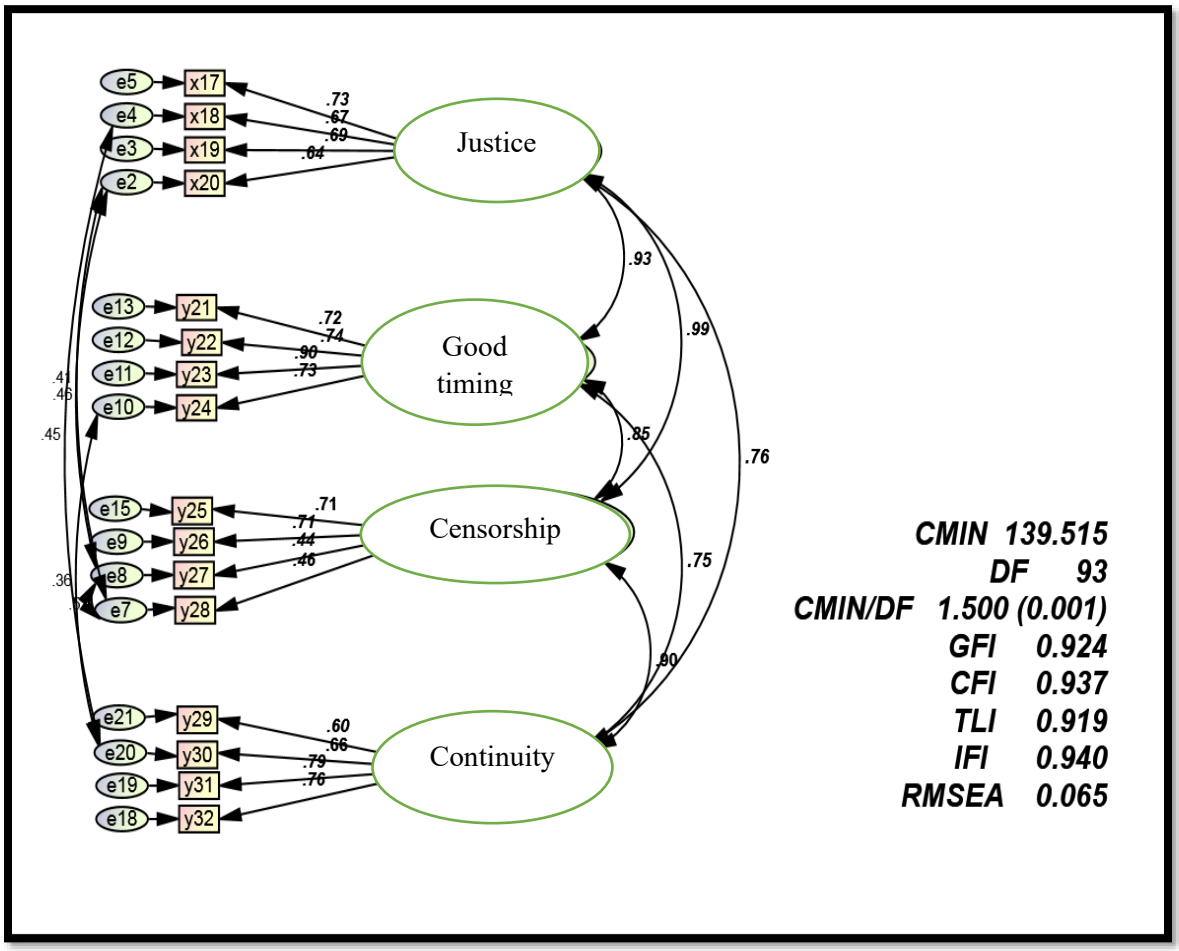



Figure 3.6 Confirmative factor analysis using structural modelling of employee motivation data

3.9. Presentation, analysis, and Discussion

(Organizational culture, employee motivation)

Introduction:

addresses this topic aims at diagnosing and analyzing the availability of research variables (organizational culture, employee motivation) in Al-Alawi Children's Teaching Hospital through the answers (90) observations from its employees to a questionnaire with (32) paragraphs represented. Dimensions of the two variables, where the researcher used the arithmetic mean, standard deviation, coefficient of difference, and relative importance, as well as compared it to the default mean for research (3) through the research scale (questionnaire). ) that investigated the two phenomena that included five-point Likert scales, the sum of the gradients was (15) divided by (5), and then the comparison was made between the calculated mean and the hypothetical median that must be outperformed. either one over the other. If the calculated average is greater than the default average, then it indicates availability, adoption, practice, and interest in Al Alawi Children's Teaching Hospital, but if it is less than the default average, then it indicates weakness and limited practice, interest, and adoption as follows:

Table 3.14 Interpretation of arithmetic means compared to Likert gradients

Sharaz, Muhammad bin Saleh, (2015), Statistical analysis of data

| Disagree | I do not agree | not sure | I agree | Agree |
|---|---|---|---|---|
| 1-1.80 | 1.80-2.60 | 2.60-3.40 | 3.40-4.20 | 4.20-5 |
| Very weak | weak | Moderately high | high | Very high |

3.9.1. Presentation, analysis, and diagnosis of the first independent variable Organizational culture:

The independent variable organizational culture, was measured through four dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms) through (16) items and answers (90) observations in Al-Alawiyyah Children's Teaching Hospital, as the independent variable got the organizational culture on the arithmetic mean. Its value is (3.75) at a high level, and the organizational culture obtained a standard deviation of (0.679), relative interest (75%) average, and a relative coefficient of difference (18.10%), indicating agreement about the availability of organizational culture and its practice of a set of values, habits, beliefs, rules of behaviour and standards that govern individuals and organization, as well as the mental developments that individuals build in the hospital in a way that achieves its goals, as the results of Table 4.9 show the arrangement of the dimensions and their paragraphs, and according to the coefficient of relative difference, as follows:

- Al-Alawi Children's Teaching Hospital showed its resort to adopting organizational beliefs first in enhancing the level of organizational culture with a high-level arithmetic mean (3.44), and practised with relative interest (68.8%) good in adopting a group of common ideas about the nature of work and social life and the method of accomplishing organizational tasks in the work environment Among these beliefs is the importance of participating in the decision-making process and contributing to teamwork. The standard deviation of the dimension was (0.607), and with a relative coefficient of difference (17.64%), to get the first rank. As for the level of paragraphs (8-5), it got the arithmetic mean ( 3.02-3.75) from high to moderate level, with a standard deviation (0.825-1.023) indicating harmony, with a relative coefficient of difference (33.87%-22%) and a relative interest (75%-60.4%) good for average in the belief of hospital staff that work is done with quality High requires them to increase rewards and incentives given to them, in addition to developing relationships and encouraging a spirit of teamwork to achieve goals efficiently, especially since they have a common conviction of the importance of participation in decision-making and decision-making,

in addition to that they consider the need to give them greater freedom in exchanging ideas and proposals between different levels Admin.

- Al-Alwiya Children's Teaching Hospital showed its adoption of organizational norms in the second order, in a way that contributes to improving organizational culture, with a high-level arithmetic mean (3.91). Or employing two family members in the same hospital, with a standard deviation of (0.785), and with a relative coefficient of difference (20.07%), either at the level of the paragraphs that appeared under the sequence (16-13), and got an arithmetic mean (3.97-3.80) with a moderate level to High, with a standard deviation (0.943-0.861) and with a relative coefficient of difference (24.02%-22.07%), to obtain a relative interest (79.4%-76%) from good to average in encouraging the hospital and motivating distinguished work practices and making them a role model, as well as adaptation And adapting to the evolving environmental changes, which called on its members to abide by the standards that contribute to creating an environment that encourages creativity and innovation, cooperation and the creation of collective working relationships.
- The management of Al-Alwiya Children's Teaching Hospital showed its adoption of organizational expectations in the third order in a way that contributes to improving the organizational culture. It obtained a high-level arithmetic mean (3.87), and it paid close attention to it in a relatively good manner (77.4%), which aims to adhere to the unwritten psychological contract, which includes a set of mutual expectations. Between the employee and the hospital, the answers tended to agree with a standard deviation of (0.828), and with a relative coefficient of difference (21.39%). As for the level of the paragraphs that appeared under the sequence (12-9), the arithmetic mean (3.98-3.71) was high and with a deviation. Normative (0.985-0.950), with a relative coefficient of difference (25.60%-24.23%), to obtain relative interest (79.6%-74.2%) in the hospital staff doing their best to achieve the achievements and goals expected of them by its management, as well as their expectation to provide job security As long as they maintain compliance with its laws, reputation, and status, and this is what coincided with the endeavour of its senior management to meet the incentives and rewards they expect, in exchange for its expectation that they complete all their duties

and tasks, in return for obtaining all their entitlements stipulated in the internal laws and regulations.

- The management of Al-Alwiya Children's Teaching Hospital showed its adoption of organizational values in the fourth order in a way that contributes to improving the organizational culture. It obtained a high-level arithmetic mean (3.76), and it paid close attention to it (75.2%). It was distinguishing between desirable and undesirable within different organizational circumstances, as the answers tended to agree with a standard deviation (0.846) and a relative coefficient of difference (22.50%). 3.64) High level, with a standard deviation (0.996-1.164) and a relative coefficient of difference (31.97%-26.14%), to receive relative attention (76.2%-72.8%). The interest and development of the hospital, especially since they feel the importance of the time factor to accomplish their tasks and duties within the time specified for completion, in light of their participation in developing proposals and ideas for the types of services that can be provided to the community.

Table 3.15 Presentation and analysis of organizational culture data (n = 90)

| priority | coefficient of difference % | Relative %importance | standard deviation | Arithmetic mean | paragraphs | T |
|---|---|---|---|---|---|---|
| 2 | 26.78 | 76 | 1.018 | 3.80 | Hospital staff accepts pressures and risks for the sake of the hospital .and its development | 1 |
| 1 | 26.14 | 76.2 | 0.996 | 3.81 | Hospital staff is responsible for performing tasks and duties without constant .supervision | 2 |
| 3 | 27.03 | 75.6 | 1.022 | 3.78 | Hospital staff feels the importance of the time factor to accomplish | 3 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | tasks and duties within a .specified time | |
| 4 | 31.97 | 72.8 | 1.164 | 3.64 | The hospital works to involve employees in developing proposals and ideas for the types of services that can be provided to the .community | 4 |
| fourth | 22.50 | 75.2 | 0.846 | 3.76 | organizational values | |
| 3 | 27.48 | 69.2 | 0.951 | 3.46 | The hospital staff has common convictions about the importance of participating in the decision-making .process | 5 |
| 2 | 26.57 | 70.6 | 0.938 | 3.53 | The staff in the hospital believes in the importance of developing working relationships and encouraging the spirit of teamwork to accomplish .work efficiently | 6 |
| 4 | 33.87 | 60.4 | 1.023 | 3.02 | There are common convictions among the staff in the hospital of the need to grant greater freedom in the exchange of ideas and proposals between the different .administrative levels | 7 |
| 1 | 22 | 75 | 0.825 | 3.75 | Hospital employees believe that high-quality work requires an increase in rewards and incentives granted to .them | 8 |
| first | 17.64 | 68.8 | 0.607 | 3.44 | organizational beliefs | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | 25.60 | 74.2 | 0.950 | 3.71 | The hospital expects its employees to carry out all their duties and tasks as long as they obtain all their job rights stipulated in the internal laws and .regulations | 9 |
| 2 | 24.39 | 79.6 | 0.971 | 3.98 | Hospital staff expect job security as long as they abide by its laws and maintain its reputation .and prestige | 10 |
| 3 | 25.51 | 77.2 | 0.985 | 3.86 | Senior management seeks to meet the employees' expectations of the hospital in terms of .incentives and rewards | 11 |
| 1 | 24.23 | 78.4 | 0.950 | 3.92 | The staff in the hospital make the necessary efforts to achieve the achievements and goals that its management .expects from them | 12 |
| thirty | 21.39 | 77.4 | 0.828 | 3.87 | organizational expectations | |
| 2 | 23.75 | 79.4 | 0.943 | 3.97 | The hospital staff seeks to adapt and adapt to the evolving environmental .changes | 13 |
| 3 | 23.76 | 79.2 | 0.941 | 3.96 | The hospital staff is committed to standards that help create an atmosphere that encourages creativity .and innovation | 14 |
| 1 | 22.07 | 78 | 0.861 | 3.90 | The hospital is interested in encouraging and motivating distinguished work practices and making them role .models | 15 |
| 4 | 24.02 | 76 | 0.913 | 3.80 | Hospital staff adheres to standards that help encourage collaboration .and teamwork | 16 |
| scend | 20.07 | 78.2 | 0.785 | 3.91 | Organizational norms | |

| | | | | |
|---|---|---|---|---|
| *18.10* | *75* | *0.679* | *3.75* | Organizational culture |

4.9.2 Viewing, analyzing, and diagnosing the dependent variable :

motivating employees:

The respondent variable was measured according to the title of the research and the hypothetical scheme, employee motivation through four dimensions (justice, appropriate timing, control, continuity) and (16) items and through answers (90) observations in Al-Alawiyyah Children's Teaching Hospital, as employee motivation, in general, got a calculated mean The value of (3.68) is high, resulting from the possession of a group of factors and influences that drive workers, whatever their position, to make great efforts when carrying out their tasks seriously and efficiently and raising the level of work outputs in quantity and quality. The employees' motivation, in general, got a standard deviation of (0.644) and relative interest. (73.6%), and a relative coefficient of difference (17.50%) indicates harmony in opinions, as shown in the results of Table 3.9. As for the four dimensions, they were arranged according to the coefficient of relative difference, as follows:

- Al-Alwiya Children's Teaching Hospital adopted justice first when it aimed to enhance employee motivation, so it got a high-level arithmetic mean (3.69) and a relative interest (73.8%). Agreement and standard deviation (0.676), and a relative coefficient of difference (18.31%) but at the level of paragraphs (20-17), I got a high arithmetic mean (3.95-3.47) and a standard deviation (1.051-0.701), and a relative coefficient of difference (30.28%) -19.52% and relative interest (79%-69.4%) are good in their belief in the fairness of the criteria for granting incentives that drive their members to strive towards achieving their goals, and adopting the criterion of merit and competence when differentiating among their members when granting incentives, as it uses methods of granting incentives and rewards that are far from mediation and favouritism based on their outstanding performance without exception.

- While Al-Alwiya Children's Teaching Hospital focused on timely attention in the second order, in a way that improves the level of employee motivation, the dimension got a high-level arithmetic mean (3.68), and it leads with a relative interest (73.6%) good in controlling and investing time in managing activities and determining the appropriate time to implement All of her health activities, as their answers indicated agreement with a standard deviation (0.733), and a relative coefficient of difference (19.91%) to get the second rank. With a standard deviation (of 0.835-1.060), while its relative coefficient of difference (28.49%-23.45%) and relative interest (75.2%-71.2%) were good at choosing the appropriate time and conditions for granting incentives and ensuring fulfilment of obligations and laws required by performance, and identifying errors in the appropriate time and rectify them in the future, in addition to securing material capabilities and human needs in a manner that ensures their application and motivation on time, as the hospital sets a time plan that achieves its goals and motivates its members through it to provide their best.
- While Al-Alwiya Children's Teaching Hospital showed its adoption of supervision in the third order, which contributes to its orientation to improve employee motivation, as a result of obtaining a high-level arithmetic mean (3.67) to indicate its adoption of the process of supervision, evaluation, and follow-up of various activities when carrying out the required tasks and according to the goals set efficiently and in the required time, as The dimension received a good relative interest (73.4%), so their answers indicated good agreement with a standard deviation of (0.745), and a relative coefficient of difference (20.29%). As for the level of the paragraphs with a sequence (28-25), it got an arithmetic mean (3.74-3.62). ) with a high level, with a standard deviation (0.978-0.757), and with a relative coefficient of difference (27.01%-20.24%) to obtain a relative interest of (74.8%-72.4%). And identifying its causes and publishing them in periodic reports, identifying centres of responsibility to avoid falling into them in the future, as well as seeking help from specialized experts in preparing the regulatory system to motivate them, and paying attention to preparing supervisory committees specialized in w. While Al-Alwiya Children's Teaching Hospital showed its adoption of continuity in the fourth order, which contributes to its direction to improve employee motivation, as a result of obtaining a high-level arithmetic mean (3.68) to indicate its

adoption of uninterrupted communication with various stakeholders, the succession of work and performance of tasks vigorously towards achieving its mission and goals, and with relative interest Its value is (73.60%), with a standard deviation of (0.784), and with a relative coefficient of difference (21.30%), to obtain the fourth rank. As for the level of paragraphs (32-29), it got an arithmetic mean (3.83-3.52) high and a standard deviation (0.983-0.837). ), and with a relative coefficient of difference (26.42%-23.65%) indicating agreement and relative interest (76.6%-70.4%). It is good to support the organization of continuous meetings between its job cadres, to offer praise and compliments to its employees with outstanding performance and work to encourage them to make more efforts, especially since they She is keen to listen to their proposals and opinions about the nature of work and methods of development, in addition to giving them a delegation that is compatible with the powers and not to be transgressed by them, in addition to her interest in following up on the social situation and providing a helping hand by granting them various types of leaves and rewards. following up and measuring the results of incentives.

Table 3.16 Presentation and analysis of employee motivation selection data (n = 90)

| priority | coefficient of difference % | Relative %importance | standard deviation | Arithmetic mean | paragraphs | T |
|---|---|---|---|---|---|---|
| 4 | 30.28 | 69.4 | 1.051 | 3.47 | Incentives are granted based on the outstanding performance of the employees without .exception | 17 |
| 3 | 24.25 | 79 | 0.958 | 3.95 | It uses methods to motivate workers to give incentives and rewards far from favouritism and .favouritism | 18 |
| 1 | 19.52 | 71.8 | 0.701 | 3.59 | Believes that the fair standards of granting incentives make working individuals | 19 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | strive to achieve the .goals of the hospital | |
| 2 | 23.69 | 74.6 | 0.884 | 3.73 | Adopting the standard of merit and competence in the comparison between working individuals when .granting incentives | 20 |
| First | 18.31 | 73.8 | 0.676 | 3.69 | Justice | |
| 3 | 26.43 | 75.2 | 0.994 | 3.76 | Securing material capabilities and human needs to ensure the application of stimulus .on time | 21 |
| 4 | 28.49 | 74.4 | 1.060 | 3.72 | A time plan is set to achieve the objectives of motivating the personnel .working in the hospital | 22 |
| 2 | 24.82 | 73.4 | 0.911 | 3.67 | Knowing motivation errors in the time to correct them in the .future | 23 |
| 1 | 23.45 | 71.2 | 0.835 | 3.56 | It works to choose the appropriate time and favourable conditions for granting incentives and ensuring the fulfilment of the obligations and laws required by the .performance | 24 |
| second | 19.91 | 73.6 | 0.733 | 3.68 | Good timing | |
| 4 | 27.01 | 72.4 | 0.978 | 3.62 | It is concerned with preparing oversight committees specialized in following up and measuring the results of motivated individuals .working in the hospital | 25 |
| 1 | 20.24 | 74.8 | 0.757 | 3.74 | Emphasizes the need for scientific and international standards to measure and monitor the motivation of | 26 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | individuals working in .the hospital | |
| 2 | 20.94 | 73.8 | 0.773 | 3.69 | Documenting errors and deviations, identifying their causes, publishing them in monthly reports, and identifying responsibility centres to avoid making mistakes .in the future | 27 |
| 3 | 24.93 | 72.6 | 0.905 | 3.63 | It seeks the assistance of specialized experts in preparing the control system to motivate the personnel working in .the hospital | 28 |
| the third | 20.29 | 73.4 | 0.745 | 3.67 | Censorship | |
| 2 | 23.77 | 70.4 | 0.837 | 3.52 | It is keen on the need to constantly hear the suggestions and opinions of working individuals about the nature of performance and the mechanism of its .development | 29 |
| 4 | 26.42 | 74.4 | 0.983 | 3.72 | Interested in following up on the social status of working individuals to provide them with assistance by granting them vacations and .bonuses | 30 |
| 3 | 24.20 | 73.2 | 0.886 | 3.66 | It is keen to grant a continuous and appropriate delegation of some powers to the working individuals and not to override it by .others | 31 |
| 1 | 23.65 | 76.6 | 0.906 | 3.83 | Supports the organization of continuous meetings with the functional staff to offer praise and praise to individuals who provide outstanding | 32 |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | performance to encourage them to do .more |
| the fourth | 21.30 | 73.6 | 0.784 | 3.68 | continuity |
| | 17.5 | 73.6 | 0.644 | 3.68 | motivate employees |

From the researcher's review of the results of the previous tables (3.15, 3.16) related to the two research variables, it was found that the motivation of the employees had the lowest coefficient of relative difference among the variables studied (17.50%), which indicates the agreement of the sample on its availability and practice in the first order, and with a high arithmetic mean (3.68). And it is given priority by Al-Alawi Children's Teaching Hospital, as the researcher noted that Al-Alawi Children's Teaching Hospital enhanced employee motivation through its investment in justice, while the other dimensions (appropriate timing, control, continuity) were directed to improve them, while the organizational culture came in second place among The search variables obtained a relative coefficient of difference (18.10%), in the light of practicing and adopting with interest (75%) good, and the arithmetic mean (3.75) is high and more than the hypothetical mean of the research, while it was clear that the contribution of organizational beliefs to the promotion of organizational culture, while the dimensions were ( Organizational norms, organizational expectations, organizational values) are directed to improve the level of organizational culture in Al-Alawiyyah Children's Hospital, as shown in the results of Table 3.15 and Figure 3.7, and thus the researcher has answered some questions of the research problem in the applied side.

Table 3.17 the results of the descriptive analysis and the arrangement of the variables and their dimensions according to the coefficient of relative difference

| arrangement | Relative %importance | coefficient of % difference | standard deviation | Arithmetic mean | variants |
|---|---|---|---|---|---|
| scend | 75 | 18.10 | 0.679 | 3.75 | Organizational culture |
| 4 | 75.2 | 22.50 | 0.846 | 3.76 | organizational values |
| 1 | 68.8 | 17.64 | 0.607 | 3.44 | organizational beliefs |
| 3 | 77.4 | 21.39 | 0.828 | 3.87 | organizational expectations |
| 2 | 78.2 | 20.07 | 0.785 | 3.91 | organizational norms |
| first | 73.60 | 17.50 | 0.644 | 3.68 | motivate employees |
| 1 | 73.8 | 18.31 | 0.676 | 3.69 | Justice |
| 2 | 73.6 | 19.91 | 0.733 | 3.68 | Good timing |
| 3 | 73.4 | 20.29 | 0.745 | 3.67 | Censorship |
| 4 | 73.6 | 21.30 | 0.784 | 3.68 | continuity |

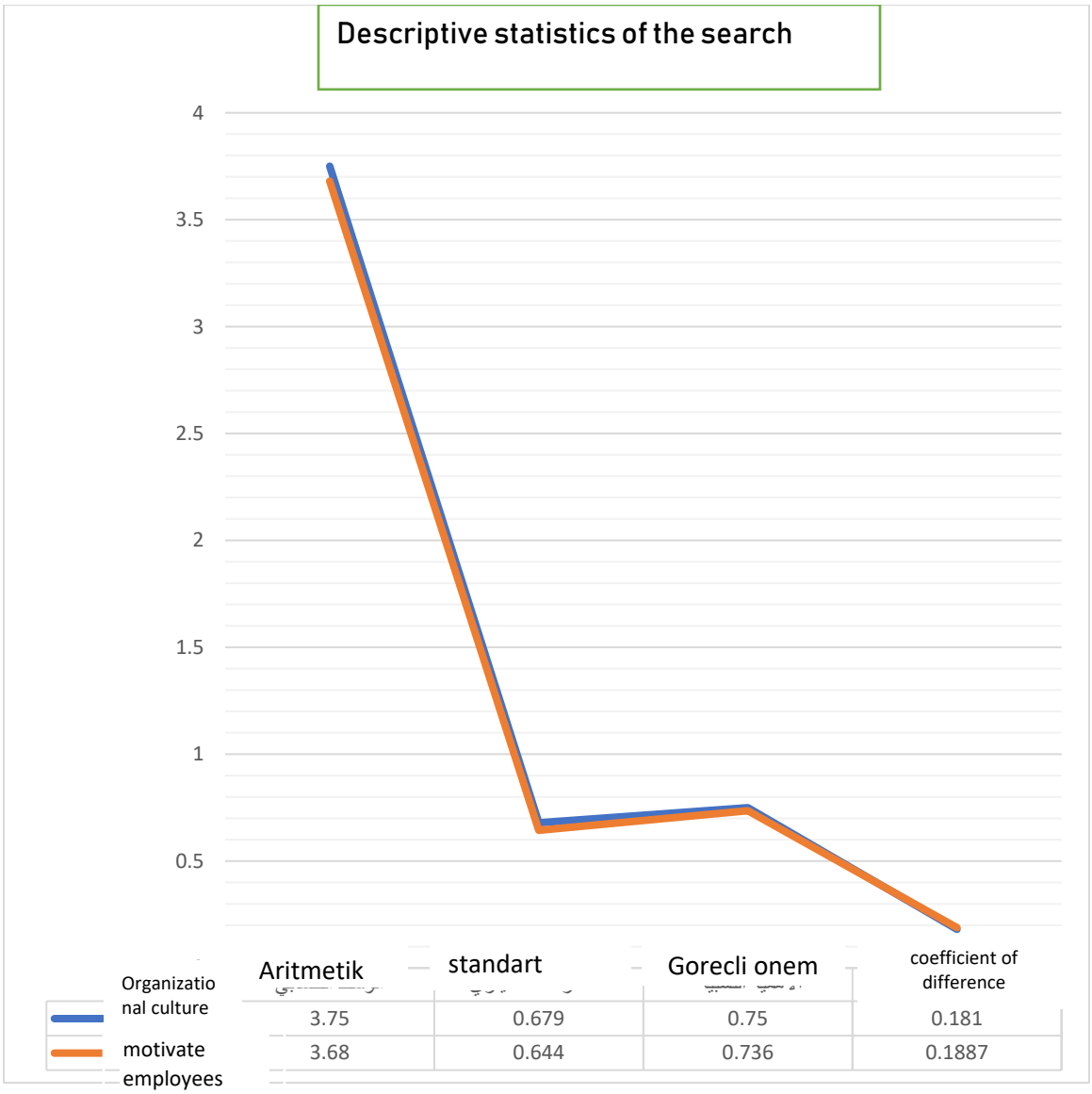



Figure 3.7 Comparison between the two search variables

3.10.Testing and analyzing the correlations between the two research variables (organizational culture, employee motivation)

**Foreword:**

The third topic aims to identify the type, strength, and direction of the relationship (correlation and influence) between the two research variables (organizational culture) as the independent variable and (employee motivation) as the dependent variable. And harvesting the inferential statistical results generated by the research questionnaire, it conducted an analysis of the research data extracted for the independent variable and its dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms) in a combined manner, with the dependent variable and its dimensions (justice, appropriate timing, control, continuity), as It aimed to test and discuss the main research hypotheses, by identifying the correlation hypothesis and finding the linking relationships between the variables and their dimensions, by adopting the Pearson correlation coefficient, given that the sample is more than (30) observations and the data distribution is normal, in addition to adopting the simple and multiple linear regression coefficient To prove the validity of the hypotheses related to the title of the research and its hypothetical scheme, the correlation coefficient was distributed between (1+/-), while the strength of the relationship, in its negative and positive directions, was heading to (0<->0.30) weak, and from (0.30-<0.50) medium strength. It is (0.50->1) strong (Cohen, 1986:14).

Table 3.18 Matrix of the relationship of organizational culture and its dimensions with employee motivation and its dimensions

| number of relationships | link strength | motivate employees | continuity | Censorship | Good timing | Justice | | |
|---|---|---|---|---|---|---|---|---|
| 5 | From medium to strong | 0.604** | 0.514** | 0.462** | 0.502** | 0.649** | r | organizational values |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | P | |
| 5 | strong | 0.721** | 0.532** | 0.624** | 0.631** | 0.749** | r | organizational beliefs |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | P | |
| 5 | strong | 0.732** | 0.572** | 0.596** | 0.598** | 0.806** | r | organizational expectations |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | P | |
| 5 | strong | 0.831** | 0.667** | 0.729** | 0.730** | 0.807** | r | organizational norms |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | P | |
| 5 | strong | 0.813** | 0.643** | 0.679** | 0.693** | 0.848** | r | Organizational culture |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | P | |

P**<0.01, P*<0.05

First: Verify the correlation hypothesis

Testing the first main hypothesis (organizational culture and its dimensions are associated with employee motivation, and its dimensions are significantly linked), and the following sub-hypotheses emerged from it:

- Organizational values are associated with motivating employees and distancing them morally.
- Organizational beliefs are associated with motivating employees and distancing them in a significant way.
- Organizational expectations are associated with motivating employees and distancing them in a significant way.
- Organizational norms are associated with motivating employees and distancing them in a significant way.

Verification of the first sub-hypothesis: From the results of Table 3.18, it was found that organizational values have achieved five correlations out of five that ranged from medium to strong, with a rate of (100%) of the relationships with employee motivation and its four dimensions, all of which are under a probability of less than (5%) ) were as follows:

As the organizational values dimension achieved a strong direct correlation (0.604**) with employee motivation in general, with a probability value of (0.000), to indicate any increased interest by Al-Alwiya Children's Teaching Hospital in the organizational values of one unit, that increase will necessarily lead to its additional interest in employee motivation. In total, as much as the value of the correlation coefficient between them and vice versa. As for the level of the relationship with the dimensions of employee motivation, the organizational values were able to find a strong direct correlation with the appropriate timing (0.502**) with a probability value (0.000), and the organizational values achieved the control correlation relationship with the value of the coefficient The correlation is (0.406**) of medium strength with a probability value of (0.000). Organizational values direct correlation relationship (0.514**) strong with continuity and with a probability value (0.000), as the Al-Alwiya Children's Teaching Hospital was able to employ organizational

values in improving the level of employee motivation in a strong to medium way in improving appropriate timing and control, organizational culture, justice, and from All of the above accepts the first sub-hypothesis of the first main hypothesis (organizational values are associated with employee motivation and their exclusion is significantly related).

**Verification of the second sub-hypothesis:** By examining the results of Table 3.18, the researcher found that organizational beliefs have achieved five out of five correlations with employee motivation and its four dimensions, with a rate of (100%) of strong relationships, all under a probability value of (5%). ) were as follows:

As the organizational beliefs dimension achieved a strong direct correlation (0.721**) with employee motivation with a probability value of (0.000), to indicate any increase in interest by the Al-Alwiya Children's Teaching Hospital in the organizational beliefs of one unit, this increase will lead to its additional interest in motivating employees with an amount of value The correlation coefficient between them and vice versa. At the level of the relationship with the dimensions of employee motivation, organizational beliefs were able to find a strong direct correlation (0.631**) with a probability value of (0.000) with appropriate timing, and organizational beliefs achieved a correlation with justice (0.749**). ) strong direct correlation with a probability value (0.000), and organizational beliefs achieved a significant positive correlation with control with a strong correlation coefficient (0.624**) and a probability value (0.000), and organizational beliefs achieved a strong correlation with continuity with a value of (0.532**) strong and a probability value (0.000). ), that is, the Alwiya Children’s Teaching Hospital was able to employ organizational beliefs in improving the level of employee motivation in a strong way in improving the appropriate timing, continuity, justice, and control, and from all of the above, the second sub-hypothesis was accepted from the first main hypothesis (organizational beliefs are associated with employee motivation and their exclusion is significantly related ).

**Verification of the third sub-hypothesis**: By examining the results of Table 4.18, the researcher found that organizational expectations had achieved five correlations out of five

with employee motivation and its four dimensions, with a percentage of (100%) of strong relationships, all under a probability value of (5%). ) were as follows:

As the organizational expectations dimension achieved a strong direct correlation relationship (0.732**) with employee motivation with a probability value of (0.000), to indicate any increased interest by the Alwiya Children's Teaching Hospital in the organizational expectations of one unit, that increase will lead to its additional interest in motivating employees with an amount of value The correlation coefficient between them and vice versa. As for the level of the relationship with the dimensions of employee motivation, the organizational expectations were able to find a strong direct correlation (0.598**) with a probability value of (0.000) with the appropriate timing, and the organizational expectations achieved a correlation with justice (0.806**). ) strong directive with a probability value (0.000), and the organizational expectations achieved a significant direct correlation with control and with a strong correlation coefficient (0.596**) with a probability value (0.000), and the organizational expectations achieved a strong correlation with continuity with a value of (0.572**) strong with a probability value (0.000 ), that is, Alwiyah Children's Teaching Hospital was able to employ organizational expectations in improving the level of employee motivation in a strong way in improving the appropriate timing, continuity, justice and control, and from all of the above, the third sub-hypothesis was accepted from the first main hypothesis (organizational expectations are associated with employee motivation and its dimensions are significantly linked ).

**Verification of the fourth sub-hypothesis:** By examining the results of Table 3.18, the researcher found that organizational norms had achieved five out of five correlations with employee motivation and its four dimensions, with a rate of (100%) of strong relationships, all under a probability value of (5%). ) were as follows:

As the organizational norms dimension achieved a strong direct correlation relationship (0.831**) with employee motivation with a probability value of (0.000) to indicate any increase in interest by the Al-Alwiya Children's Teaching Hospital in the organizational norms of one unit, this increase will lead to its additional interest in motivating employees with an amount of value The correlation coefficient between them and vice versa. As for the level of the relationship with the dimensions of employee motivation, the organizational

norms were able to find a strong direct correlation (0.730**) with a probability value of (0.000) with the appropriate timing, and the organizational norms achieved a correlation with justice (0.807**). ) strong directive with a probability value (0.000), and the organizational norms achieved a significant direct correlation with control with a strong correlation coefficient (0.729**) and a probability value (0.000), and the organizational norms achieved a strong correlation with continuity with a value of (0.667**) strong and a probability value (0.000). ), that is, Alwiyah Children's Teaching Hospital was able to employ organizational norms to improve the level of employee motivation strongly in improving timeliness, continuity, justice, and oversight, and from all of the above, the fourth sub-hypothesis was accepted from the first main hypothesis (organizational norms are associated with employee motivation and its exclusion is significant ).

Verification of the first main hypothesis: From the researcher's perusal of the results of Table (3.5), the organizational culture, in general, found that it had achieved five out of five strong correlations, with a rate of (100%) of the relationships with employee motivation and its four dimensions, all of which are below a morale level of less than (5). %) and it was as follows:

As the organizational culture achieved a strong direct correlation relationship (0.813**) with the motivation of employees in general with a probability value of (0.000) to indicate any increase in interest by the Al-Alwiya Children's Teaching Hospital in the organizational culture of one unit, this increase will lead to its additional interest in motivating employees in general and to an extent The value of the correlation coefficient between them and vice versa. As for the level of the relationship with the dimensions of employee motivation, the organizational culture was able to find a strong direct correlation with appropriate timing (0.693**), with a probability value (0.000), and the organizational culture achieved a correlation with control (0.679*). *) A strong direct correlation with a probability value (0.000), and the organizational culture achieved a strong correlation with justice with a strong correlation coefficient value (0.848**) with a probability value (0.000), and the organizational culture achieved a strong direct correlation relationship (0.643**) with continuity and a probability value (0.000). That is, the management of Al-Alawi Children's Teaching Hospital was able to employ continuity in improving the level

of employee motivation deeply, and it was able to adopt an organizational culture in improving the appropriate timing, continuity, oversight, and justice, and from all of the above, the first main hypothesis was accepted (organizational culture is associated with employee motivation and distance morally).

**Second: Testing the Impact of organizational culture on motivating employees:**

**The second main hypothesis of the research was determined:** There is a significant effect of organizational culture and its dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms) combined in motivating employees and its dimensions (justice, appropriate timing, control, continuity), and for the researcher to verify the validity of the hypothesis or not The multiple linear regression model was implemented according to the following sub-hypotheses:

- The dimensions of organizational culture together have a significant impact on justice.

The dimensions of the organizational culture together have a significant impact on the appropriate timing.

- The dimensions of the organizational culture collectively affect control in a significant way.
- The dimensions of the organizational culture together have a significant impact on continuity.

Verification of the first sub-hypothesis: the dimensions of organizational culture together have a significant impact on justice:

The results of Table 3.19 showed that there is an interpretation coefficient of (0.764) with a probability value of (0.000) and an average interpretation coefficient of (0.759), as the dimensions (combined organizational culture) were able to explain (75.9%) of the changes that occur in justice, as attributed to The remaining percentage (24.1%) is for other variables that were not included in the tested model, as the interpretation model is powerful, and it can be relied upon to explain the improvement that occurs to justice due to the organizational culture with its dimensions combined. It was found that the value of (F) calculated for the model is (140.934).

While it was found that there was a direct positive effect of the organizational norms dimension in justice with an amount of (0.473), with a probability value of (0.000), with a calculated (T) value of (6.482), and an effect of the organizational expectations dimension

with a value of (0.442), with a probability value of (0.000), and with a calculated (T) value ( 6.452) in improving justice, as the researcher noted the dependence of Al-Alwiya Children's Teaching Hospital on the dimensions of organizational culture (organizational norms - organizational expectations) in improving justice positively, as these results lead to accepting the first sub-hypothesis of the second main hypothesis (the dimensions of organizational culture collectively affect There is a moral impact on justice), and according to the following equation:

Equity (Y) = (0.337) + 0.473 * (Organizational Norms) + 0.442 * (Organizational Expectations)

Table 3.19 The impact of organizational culture dimensions on justice (n = 90)

| Justice | | | | | | | the independent variable |
|---|---|---|---|---|---|---|---|
| F | T | p-value | AN $R^2$ | $R^2$ | β | α | |
| 140.934 (0.000) | 0.158 | 0.875 | 0.759 | 0.764 | -0.013 | 0.337 (0.075) | organizational values |
| | 0.831 | 0.408 | | | 0.077 | | organizational beliefs |
| | 6.452 | 0.000 | | | 0.442 | | organizational expectations |
| | 6.482 | 0.000 | | | 0.473 | | organizational norms |

**Verification of the second sub-hypothesis:** the dimensions of the organizational culture collectively affect the appropriate timing in a significant way:

The results of Table 3.20 showed that there is an interpretation coefficient of (0.534) with a probability value of (0.000), and an average interpretation coefficient of (0.528), as the dimensions (combined organizational culture) were able to explain (52.8%) of the changes that occur at the right time, while The remaining percentage (47.2%) is attributed to other variables that were not included in the tested model, as the interpretation model is a powerful model that can be relied upon in explaining the improvement that occurs at the right time due to the organizational culture with its dimensions combined.

While it was found that there was a direct positive effect of the dimension of organizational norms at the right time, amounting to (0.641), with a probability value of (0.000), and with a calculated (T) value of (10.034), as the researcher noted the dependence of Al-Alwiya Children's Teaching Hospital on the dimensions of organizational culture (organizational norms) in improving timing appropriate, as these results lead to the acceptance of the second sub-hypothesis of the second main hypothesis (the combined organizational culture dimensions have a significant effect on the appropriate timing), according to the following equation:

Timing (Y) = (1.402) + 0.641 * (regulatory values)

Table 3.20 The effect of organizational culture dimensions on the appropriate timing (n = 90)

| Good timing | | | | | | | the independent variable |
|---|---|---|---|---|---|---|---|
| F | T | p-value | AN $R^2$ | $R^2$ | β | α | |
| 100.686 (0.000) | 0.451 | 0.653 | 0.528 | 0.534 | 0.044 | 1.402 (0.000) | organizational values |
| | 1.490 | 0.140 | | | 0.169 | | organizational beliefs |
| | 1.654 | 0.102 | | | 0.168 | | organizational expectations |
| | 10.034 | 0.000 | | | 0.641 | | organizational norms |

**Verification of the third sub-hypothesis:** The dimensions of organizational culture collectively affect control in a significant way:

The results of Table 3.21 showed that there is an interpretation coefficient of (0.532) with a probability value of (0.000) and an average interpretation coefficient of (0.527), as the dimensions (combined organizational culture) were able to explain (52.7%) of the changes that occur in control, as attributed to The remaining percentage (47.3%) is for other variables that were not included in the tested model, as the interpretation model is strong and can be relied upon in explaining the improvement in control due to the organizational culture with its combined dimensions. It was found that the value of (F) calculated for the model is (100.021). While it was found that there was a direct positive effect of the dimension of organizational norms in control with an amount of (0.637), with a probability value of (0.000), and with a calculated (T) value of (10.001), as the researcher noted the dependence of Al-Alwiya Children's Teaching Hospital on the dimensions of organizational culture (organizational norms) in improving control in a way Positive, as these results lead to the acceptance of the third sub-hypothesis of the second main

hypothesis (the combined organizational culture dimensions affect control in a significant way), according to the following equation:

Oversight (Y) = (1.464) + 0.637 * (regulatory norms)

Table 3.21 The impact of organizational culture dimensions on oversight (n = 90)

| Censorship | | | | | | | the independent variable |
|---|---|---|---|---|---|---|---|
| F | T | p-value | AN $R^2$ | $R^2$ | β | α | |
| 100.021 (0.000) | 0.262 | 0.794 | 0.527 | 0.532 | -0.025 | 1.464 (0.000) | organizational values |
| | 1.356 | 0.179 | | | 0.154 | | organizational beliefs |
| | 1.608 | 0.112 | | | 0.163 | | organizational expectations |
| | 10.001 | 0.000 | | | 0.637 | | organizational norms |

Source: SPSS V.28 Output

**Verification of the fourth sub-hypothesis:** the dimensions of the organizational culture combined have a significant impact on continuity:

The results of Table 3.22 showed that there is an interpretation coefficient of (0.466) with a probability value of (0.000) and an average interpretation coefficient of (0.453), as the dimensions (combined organizational culture) were able to explain (45.3%) of the changes that occur in the continuity, as attributed The remaining percentage (54.7%) is for other variables that were not included in the tested model, as the interpretation model is strong and can be relied upon in explaining the improvement in continuity due to the organizational culture with its dimensions combined. It was found that the value of (F) calculated for the model is (37.912).

While it was found that there was a direct positive effect of the dimension of organizational norms in continuity with an amount of (0.438), with a probability value of (0.000), and with a calculated (T) value of (4.742). Positive, as these results lead to accepting the fourth sub-hypothesis of the second main hypothesis (the combined

organizational culture dimensions affect continuity in a significant way), according to the following equation:

| Continuity (Y) = (1.715) + 0.438 * (regulatory usages) |
|---|

Table 3.22 The effect of organizational culture dimensions on continuity (n = 90)

| continuity | | | | | | | the independent variable |
|---|---|---|---|---|---|---|---|
| F | T | p-value | AN $R^2$ | $R^2$ | β | α | |
| 37.912 (0.000) | 0.447 | 0.656 | 0.453 | 0.466 | 0.054 | 2.430 (0.000) | organizational values |
| | 0.584 | 0.561 | | | -0.082 | | organizational beliefs |
| | 1.857 | 0.067 | | | 0.161 | | organizational expectations |
| | 4.742 | 0.000 | | | 0.438 | | organizational norms |

Source: SPSS V.28 Output

Verification of the second main hypothesis: the dimensions of organizational culture collectively affect the motivation of employees with a significant effect:

The results of Table 3.23 showed that there is an interpretation coefficient of (0.733) with a probability value of (0.000), and an average interpretation coefficient of (0.727), as the dimensions (combined organizational culture) were able to explain (72.7%) of the changes that occur in motivating employees, while The remaining percentage (27.3%) is attributed to other variables that were not included in the tested model, as the interpretation model is a powerful model that can be adopted in explaining the improvement that occurs in employee motivation due to the organizational culture with its dimensions combined, and it is considered a pharmacokinetic effect, and it was found that the value of (F) Calculated for the model (119.677) with a probability value (0.000) of significance for the model.

It was found that there was a direct positive effect of the dimension of organizational norms in motivating employees with an amount of (0.496) with a probability value of

(0.000), with a calculated (T) value of (8.020), and a direct positive effect of the dimension of organizational expectations in motivating employees with an amount of (0.219) with a probability value of (0.000). , and the value of (T) calculated (3.766), as the researcher noticed the dependence of Al-Alwiya Children's Teaching Hospital on organizational culture dimensions (organizational norms, organizational expectations) combined to improve employee motivation positively, as these results lead to the acceptance of the second main hypothesis (the dimensions affect Organizational culture combined in motivating employees has a moral impact), and according to the following equation:

Employee motivation (Y) = (1.177) ⊣ 0.496 * (organizational norms) + 0.219 * (organizational expectations)

Table 3.23 The influence of cultural dimensions (n=90)

| motivate employees | | | | | | | the independent variable |
|---|---|---|---|---|---|---|---|
| F | T | p-value | AN $R^2$ | $R^2$ | β | α | |
| 119.677 (0.000) | 0.471 | 0.639 | 0.727 | 0.733 | -0.040 | 1.177 (0.000) | organizational values |
| | 0.553 | 0.582 | | | 0.055 | | organizational beliefs |
| | 3.766 | 0.000 | | | 0.219 | | organizational expectations |
| | 8.020 | 0.000 | | | 0.496 | | organizational norms |

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# CHAPTER 4

# Conclusions

# Recommendations

## 4.1 Conclusions of the applied side of the research:

- The results show a high level of adherence to organizational norms at Al-Alawiyyah Teaching Hospital for Children, as the hospital administration seeks to adapt and adapt to the evolving environmental changes and to adhere to standards that help create an environment that encourages creativity and innovation.
- There is a clear interest in the Al-Alwiya Children's Teaching Hospital in the organizational beliefs, as the workers have common convictions of the importance of participating in the decision-making process and working with high quality to increase the reward and incentives granted to them.
- The hospital administration expects the workers to perform all their duties and tasks required as long as they obtain all their job rights, and at the same time, they make the necessary efforts to achieve the goals that the hospital expects from them.
- The results show a high level of organizational values in the hospital, as workers accept pressures and risks and bear the responsibility of performing tasks and duties for the benefit and development of the hospital.
- The results show that there is a correlation and a significant impact between organizational culture and motivating hospital workers, and this indicates that organizational culture has an important and effective role in drawing future directions for the hospital.
- The results of the employee motivation variable, through the four sub-dimensions, were at a good level, which reflects the interest of the study sample in these dimensions and their adoption as a clear indicator for measuring the motivation of the hospital personnel.

- The high interest in motivating workers is one of the positive results that emphasize the importance of organizational culture, and this explains the prevailing organizational culture pattern in the hospital and its reflection on motivating the employees.
- The existence of great respect and appreciation shown by those responsible at work for their subordinates may make the worker feel satisfied and appreciated, and respected, which would motivate the workers and motivate them to achieve good performance and high productivity because good treatment and justice are important sources for motivating workers.
- The hospital did not provide an appropriate climate for creativity and thinking about finding new ways of working despite its continuous and diligent interest in the quality of service provided within the hospital. However, this effort was not accompanied by actual practices that prove the management's interest in excellence, such as motivating and developing individuals and providing them with the appropriate atmosphere for creativity and innovation and establishing a culture organization encourages it.
- Absence of the spirit of initiative and its encouragement by officials, as well as the absence of freedom of action in solving problems and obstacles facing workers, except by referring to the line manager in most cases.

4.2. Recommendations emanating from the applied side of the research:

- Directing the attention of the higher management in the Al-Alwiya Teaching Hospital for Children to the need to consolidate the concept of organizational culture, especially organizational expectations and values, due to their great importance in motivating the personnel working in the hospital.
- Directing the attention of higher management in the management of Al-Alwiya Children's Teaching Hospital towards working with standards that help create collective work relationships, stimulate distinguished work practices, and make them role models.
- Deepening the attention of the senior management in the hospital to the need to provide job security for workers as long as they are committed to the laws of the Ministry and maintain the reputation and status of the hospital.
- The need for the Ministry of Health to carry out a comprehensive survey of the needs of hospitals and the institutions associated with them constantly and to improve the level of their outputs as they are humanitarian work and community service.
- Studying the problems of working individuals and finding out what are the reasons that might lead him to absence, being late for work, quarrelling with co-workers, neglecting and failing to carry out his duties, or the reasons that make him leave his workplace, procrastination, laziness, complaining, and low productivity, and identifying his personal characteristics and health and psychological conditions, studying them and trying to treat them in ways wise methods.
- It is important to build social relations between the individuals working with each other and between the management and the rule of the spirit of cooperation and respect among them and working in a team spirit, which results in ease of communication among them and the harmony that exists between the goals of individuals and management and this helps to increase their sense of job satisfaction and makes them feel comfortable, which enhances their behaviour Organizational culture.

- Rehabilitation of working individuals through training them and their sense of their importance, as diversifying the tasks assigned to working individuals and giving them responsibilities makes them more active and motivated to work.
- Develop a system for promotion based on fairness and transparency in which priority is given to working individuals who have a high degree of competence, experience, and outstanding performance, as well as providing annual bonuses that are compatible with the continuous changes in the cost of living or a performance bonus granted to working individuals in appreciation of their performance.
- The need to involve the working individuals in the decisions taken by the administration becomes more effective if the working individuals are involved in taking them, especially the decisions that affect their work, and allowing them to express their opinions and observations, which makes the working individuals more receptive and eager to implement these decisions because they participated in setting them and this It reflects positively on their sense of the fairness of the procedures.
- Providing distinct and unique moral incentives that make the working individual feel his importance within the hospital and its appreciation for him, such as selecting the ideal worker for thanks and appreciation, including his name on the honour boards, or granting him an exceptional promotion.

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ATTACHMENTS

APPENDIX 1. Research Scales

ATTACHMENTS

K Ahievran Üniversitesi Sosyal Bilimler Enstitüsü (Yüksek lisans öğrencisi)ADHIM AL-SAEDİ

Ahievran University Institute of Social Sciences (Master Student)

ANALYSIS OF THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION: AL-ALAWI CHILDREN'S HOSPITAL CASE

section One :

Please tick (X) in front of the answer that applies to you

1-Gender Male ☐ famle ☐

2- Age :From 18 years to 30 year ☐ 51years and over ☐

30 years less than 40 years old ☐ 41 years under 50 ☐

**3-** Years of Experience : 5 years and less ☐ 11 years old and less than 15 years old ☐

From 6 and less than 10 years ☐ 16 years and over ☐

**4-** Qualification : Higher Diploma ☐ Bachelor's ☐

Master ☐ Ph.D ☐

5- Professional title: Associate observant ☐ Observed ☐

Supervisor ☐ Associate director ☐

**The second section:** the phrases of the questionnaire

Please put an (x) next to the appropriate approval level

| Strongly Disagree | Not Agree | neutral | Agree | Strongly Agree | Expressions used to measure variables | sequencing |
|---|---|---|---|---|---|---|

organizational culture:

The first axis: Organizational values: They represent a common understanding in an organization or work environment, as they work to direct the behaviour of workers and enable them to distinguish between what is desirable or undesirable within different organizational circumstances.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | Hospital staff accept pressures and risks for the benefit of the hospital and to improve for the better | 1 |
| | | | | | Hospital staff are responsible for performing tasks and duties without constant supervision | 2 |
| | | | | | Hospital staff feel the importance of the time factor to complete tasks and duties within a specified time | 3 |
| | | | | | The hospital works to involve employees in developing proposals and ideas for the types of services that can be provided to the community. | 4 |

The second axis: Organizational beliefs: They are common ideas about the nature of work and social life and how to accomplish organizational tasks in the work environment. Among these beliefs is the importance of participating in the decision-making process and contributing to teamwork.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | The hospital staff have common convictions about the importance of participating in the decision-making process. | 1 |
| | | | | | The staff at the hospital believes in the importance of developing working relationships and encouraging a spirit of teamwork to accomplish work efficiently. | 2 |
| | | | | | There are common convictions among the staff in the hospital of the need to grant greater freedom in the exchange of ideas and proposals between the different administrative levels. | 3 |
| | | | | | Hospital staff believe that the high quality of work requires an increase in efficiency and the incentives granted to them. | 4 |

The third axis: Organizational expectations: It is represented in the unwritten psychological contract, which is a set of expectations that employees expect from the organization, or vice versa, what the organization expects from its employees.

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|---|---|---|---|---|---|---|
| | | | | | The hospital administration expects that the employees carry out all their duties and tasks as long as they obtain all their job rights stipulated by the hospital's internal regulations and laws. | 1 |
| | | | | | Employees expect the hospital to provide them with job security as long as they abide by the hospital's laws and maintain their reputation and prestige. | 2 |
| | | | | | The senior management in the hospital seeks to meet the expectations of the employees of the hospital in terms of incentives and rewards | 3 |
| | | | | | The hospital staff make the necessary efforts to achieve the achievements and goals that the hospital administration expects from them. | 4 |

The fourth axis: Organizational norms: These are standards that the employees of the organization adhere to, as they are beneficial standards for the organization, for example, the obligation not to appoint the father and son in the same organization or not to employ two from the same family.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | The hospital staff seeks to adapt and adapt to the evolving environmental changes. | 1 |
| | | | | | The hospital staff adheres to standards that help create an environment that encourages creativity and innovation | 2 |
| | | | | | The hospital is interested in encouraging and motivating distinguished work practices and making them a role model | 3 |
| | | | | | The hospital staff adheres to standards that help encourage cooperation and create collective working relationships. | 4 |

Motivating employees:

The first axis: justice: it means fairness, giving one his right and taking his rights without discrimination or prejudice.

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| | | | | | Incentives are granted on the basis of the outstanding performance of the employees without exception. |
| | | | | | It uses methods to motivate workers to give incentives and rewards far from mediation and favoritism. |
| | | | | | Believes that the fair standards of granting incentives make working individuals strive to achieve the goals of the hospital. |
| | | | | | Adopting standards of merit and competence in the comparison between working individuals when granting incentives. |

The second axis: is appropriate timing: it is to control and invest time in managing activities and determining the appropriate time to implement each activity.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | Securing material capabilities and human needs in order to ensure the application of stimulus in a timely manner. | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | A time plan is set to achieve the objectives of motivating the personnel working in the hospital. | 2 |
| | | | | | Knowing stimulus errors in the time to correct them in the future. | 3 |
| | | | | | It works to choose the appropriate time and appropriate conditions for granting incentives and ensuring the fulfilment of the obligations and laws required by the performance. | 4 |

The third axis: Control: It is considered one of the management functions, and it is a process of supervision, evaluation and follow-up to carry out the required work in accordance with the set goals, efficiently and in a timely manner.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | It is concerned with preparing oversight committees specialized in following up and measuring the results of motivated individuals working in the hospital. | 1 |
| | | | | | It emphasizes the existence of scientific and financial standards to measure and follow up on the motivation of the personnel working in the hospital. | 2 |
| | | | | | Documenting errors and deviations, identifying their causes, publishing monthly reports, and identifying responsibility centres to avoid making mistakes in the future. | 3 |
| | | | | | Documenting errors and deviations, identifying their causes, publishing monthly reports, and identifying responsibility centres to avoid making mistakes in the future. | 4 |

The fourth axis: is continuity: it is an uninterrupted connection, which means the succession of something and its continuity permanently.

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | It is keen on the need to continuously hear the suggestions and opinions of working individuals about the nature of performance and the mechanism for its development. | 1 |
| | | | | | Interested in following up on the social status of working individuals to provide assistance to them by granting them vacations and bonuses. | 2 |
| | | | | | It is keen to grant a continuous and appropriate delegation of some powers to the working individuals and not to override it by others. | 3 |
| | | | | | Supports the organization of continuous meetings with the functional staff to offer praise and compliments to individuals who provide outstanding performance in order to encourage them to do more. | 4 |

APPENDIX 3. Curriculum vitae

BACKGROUND

**Name-Surname :** KATHEM ABD ALRAHMAN SABRI

**Foreign Language:** English - Arabic

**Educational Status :**

**Licence:** Bachelor of Business Administration University of Baghdad \ College of Administration and Economics for the year 2012-2013

MSc: Kırşehir Ahi Evran University, Institute of Social Sciences, Department of Business Administration

**Professional experience :**

An administrative employee with a job title as an observer assistant in the Human Resources Department 2016

An employee in the administration department at the hospital with a job title noted 2020

Head of Observers in the Information Technology Division with a job title as Chief Observer 2023

Publications:

The Effect of Organizational Culture on Employee Motivation in Al-Alawi Children's Hospital | INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY (2020)

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