

# The effect of organizational culture on the organization's performance :Field research at the Central Bank of Iraq

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## **Abstract:**

*The aim of the research is to achieve a set of basic objectives that include diagnosing the level of the organizational culture of the Central Bank of Iraq. And measure the effect of organizational culture on the performance of the Central Bank of Iraq. And activating the role of organizational culture in the Central Bank of Iraq based on scientific and practical justifications and working to enhance the organization's performance in it. The central bank represented the researched population, while the research sample was represented by a group of central bank employees with (240) individuals representing respondents to the research questionnaire, which consisted of (25) items to measure the organizational culture, and (14) items to measure the organization's performance, and a set of statistical means was used to analyze the data include (Frequency distribution, percentages, arithmetic mean, standard deviation, variation coefficient, alpha-Cronbach stability factor, Pearson correlation coefficient, and simple linear regression model) through statistical programs (Spss V. 24) and (Amos v. 24). However, the research reached a set of conclusions. One of the most important is that the organizational culture in the Central Bank of Iraq directly affects performance. As for the level of dimensions, symbols, organizational values, organizational expectations, organizational beliefs, rituals, have had a good effect on performance.*

**Keywords:** *organizational performance, organizational culture.*

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## **Introduction:**

Culture plays a vital, important and decisive role in the lives of individuals, groups and organizations because it emerges as the most important specific and guiding behavior, as it helps to advance our understanding and our ability to explain everything that surrounds us or is happening with us or before us to a realistic, accurate interpretation to a large extent, as it plays an important role in helping To predict the behavior of others when facing certain situations, because a person behaves according to his culture, and familiarity with this culture provides an important indication of his personality, his behavior and how he behaves in different situations, as well as playing a standard role where the behavior governs it and is determined according to its terms, but regarding the performance of the organization is one of the elements the task that is viewed with high interest by researchers at the academic level and managers in business organizations as representing the outcome of their efficiency and effectiveness on the one hand and also expresses the organizations achieving their goals successfully drawn on the other hand, and that this performance is related to other important elements that also affect improving the effectiveness of the organization or a decrease Its levels, for example, that the culture of the organization that expresses its values, beliefs and methods adopted in the performance of its various activities greatly affects its attitudes. Especially since the working environment of

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organizations today requires flexible and supportive cultures of the organization, its goals, and strategies in order to be in a good fit position and achieve high levels of performance.

### **Research Methodology**

**Research problem:** The problem has two axes, the first theoretical, which reflects the ongoing knowledge controversy about the relationship between the variables discussed after reviewing the studies and diagnosing the gap between them in determining the reality of that relationship, while the second axis of the problem embodies the reality of those variables in the research population at the level of the field axis that was extracted and diagnosed by trying investigation that conducted with a number of workers in the Central Bank of Iraq, which diagnosed a weakness in identifying the concept of organizational culture and its elements (symbols, organizational values, organizational beliefs, organizational expectations, rituals), and sometimes ineffective elements were born that directly contribute to the poor performance of organizations, and here a question arises. On the performance of the central bank, is it high or low, then there is a clear measure to measure the performance of the organization with its elements which are (efficiency, effectiveness), and for this has been embodied a real problem worthy of research and investigation, from here the following question arises: What is the level of the influence of organizational culture in the performance of the organization, and subdivides from it A number of sub-questions:

- 1- What is the nature of organizational culture in the Central Bank of Iraq?
- 2- Is there an effect of organizational culture on the performance of the Central Bank of Iraq?

**Research importance:** The research is an objective attempt to shed light on the accelerating development in important management concepts, especially the concept of organizational culture, which is one of the effective administrative methods in the field of performance enhancement, as it represents an important and effective competitive weapon, as well as achieving the goals of the Central Bank of Iraq through theoretical understanding, to achieve a clear understanding and awareness concepts and objectives of the variables discussed.

**Research hypothesis:** In light of the general hypothesis of the research, the appropriate statistical hypotheses were formulated to determine the nature of the relationships between the explanatory variable and the response variable, so the research was based on one main hypothesis, as follows: -

**1- The first main hypothesis:** tagged with (organizational culture has a statistically significant effect on the performance of the organization), and the following sub-assumptions follow:

**2- The first sub-hypothesis:** the organizational culture dimensions (symbols, organizational values, organizational expectations, organizational expectations, rituals) have a statistically significant effect on efficiency.

The second sub-hypothesis: the organizational culture with its dimensions (symbols, organizational values, organizational expectations, organizational expectations, rituals) have a statistically significant effect on Effectiveness.

### **Research Methodology:**

The research methodology is referred to as a plan that outlines and specifies the methods and procedures for data collection and analysis, so that the study design can be determined (Al-Najjar et al., 2010: 36), and that the subject of the study and its objectives determines the possibility of choosing the appropriate approach and the method of collecting data and information necessary for it, The research adopted a parallel approach that combines (the descriptive-analytical approach and the practical and applied approach).

**Research population and Sample:** The researchers chose (the Central Bank of Iraq) as the main body responsible for defining and managing monetary policy in a way that contributes to achieving the required balance and meeting the goals related to promoting economic growth. The size of the population according to statistics was (1300) individuals, and the sample size was determined by all workers from this population and according to the formula (1970,

Dkrejcie.Morgan) to determine the sample size at the level of significance (0.05), and up to (0.01), then the sample size reached (240) Individual.

**The Central Bank of Iraq (CBI):**

Central banks did not have a clear definition before the beginning of the twentieth century, as there was a gradual development in its concept in many countries and over a long period of time. This development did not follow a single path for all countries. Rather, each country worked to adapt its central banking system as required by its financial and economic conditions. however, the Central Bank of Iraq is a sovereign economic and financial institution established in 1947 of the last century and is located at the top of the banking pyramid in the state and is concerned with drawing paths and policies for monetary policy applications and technical supervision and control of the banking sector operating in the country and is the authority responsible for issuing the currency as well as being a consultant The government's financial.

**the limits of research:**

- 1- Scientific limits: represented by research variables (organization performance, organizational culture)
- 2- Spatial boundaries: The spatial boundaries are represented by the Central Bank of Iraq
- 3-Time limits: The time limits for the research in both the theoretical and field sides extended from 1/1/2016 to 1/4/2017 during the initial survey period, distributing the questionnaire and obtaining the official approvals to complete the research.
- 4- Human frontiers: The sample included 240 employees from the Central Bank of Iraq.

**Means of collecting data and information:**

The process of collecting the necessary data and information was in two main aspects:

- 1- Secondary data: The two researchers relied on Arabic and foreign literature such as books, articles, academic theses, and published studies.
- 2- Primary data: Based on the current research methodology (descriptive approach), the two researchers relied on the questionnaire mainly to collect the necessary data about the two research variables.

The researchers relied on a set of measures and some studies, as the measure consists of three axes, the first axis is the performance of the organization, and it was relied upon to prepare it on a measure adopted from (Saad Al-Anzi, 1990). While the second axis included organizational culture which was adopted from the two researchers on the measure of (Hadjor, 2014) (Khatib, 1996), and Table (1) shows the main and sub-variables and the questionnaire paragraphs.

Main variables and approved sources	Sub variables	Paragraph numbers
Organization performance Al-Anzi (1990) Acted by the researchers	Efficiency	7-1
	Effectiveness	13-8
Organizational culture		
(Hadjor,2014),(Khatib,1996)	Symbols	18-14
	Organizational values	23-19
	Organizational beliefs	28-24
	Organizational expectations	33-29
	Rituals	38-34

**The data analysis tools**

The researchers conducted the tests by applying SPSS (v.24 ) and (Amos V.24) which are considered to be one of the most used statistical programs in data analysis, in addition to the Excel program that was used to enter data, and it is one of the most important statistical tools that have been used in the mentioned application package for the purpose of analysis and testing of research hypotheses was as follows:

1. Frequency distribution: Frequencies reflect the concentration and collection of answers around a specific option, as well as the weighting of those Frequencies with a corresponding percentage.
2. The arithmetic means: It is used in calculating the average of the sample answers to know the degree of the presence of search variables in the researched companies.
3. Standard deviation: It is used to measure the degree of harmony between the answers of the sample examined the research variables.
4. Relative importance: It is the relative weight of the mean and we get from its section the arithmetic mean for each phrase at the highest degree taken by the scale and used to arrange the importance and priority of the paragraphs within one variable.
5. The correlation coefficient (Pearson): is a statistical tool that reveals the extent of a significant correlation relationship between two variables or two phenomena.
6. Simple linear regression coefficient: to measure the effect of the explanatory variable on the response variable.

Second: letrecher review

This section is devoted to presenting some previous intellectual efforts that link the variables discussed, as follows:

**The theoretical part:**

**The concept of organizational culture:**

as Arabs, we return in many characteristics, to the nature of the incubating environment, which embraced us and embraced the parents, instilled in them values, trends, and concepts that formed their personalities, and affected their constructive values, and then in their behavior, and organizational behavior scientists call this aspect in the life of the organization with organizational culture, and the researchers will review in the table ( 2) A set of definitions presented by authors and researchers as part of their endeavor to find a definition that describes the concept of organizational culture more specifically based on the intellectual and philosophical premises of researchers:

**Table (2) Views of a sample of researchers and authors on defining organizational culture**

The researchers' name	the definition
Lapina, Kairisa & Aramina, 2015	A complex pattern of assumptions about working groups that are directly related to the effectiveness and performance of the organization. The strongest culture is the most effective culture in the organization.
Aleawe, 2016	A set of values, assumptions, and beliefs in which individuals working in the organization participate and represent a framework that guides the behavior of individuals while working in their relationships with each other and with others outside the organization.
Alatwane, 2017	It is the framework that governs, directs and interprets the behavior of individuals in the organization through a set of values, beliefs, basic assumptions, standards, norms and organizational norms in which the members of the organization participate, that directly and indirectly affect the behavior of employees and how they perform their work and arise influenced by the values and beliefs held by leaders and officials.

Through what has been proposed in the course of definitions that have been presentment in the field of defining the concept of organizational culture, it is clear to us the difference of researchers in reaching a single point of agreement that specifically describes culture in lines, and the researcher attributes the reason for this to the nature of the concept of culture itself, as it is a broad and complex concept that includes several Axes such as (values, assumptions, norms, traditions, thinking style, performance method, language, symbols, interaction and communication) which in turn are related to various social, economic and political aspects and areas, which are difficult to confine to a specific field, as well as the difference in researchers' views of this concept, as some of them recognize it according to the physical concept and among them Whoever identifies it according to the spiritual approach, while another team describes it according to the behavioral approach, but despite the different methods of interpreting the concept of culture, almost everyone agrees that culture represents an essential element in the organism's being and one of the important elements of its success that the organization stands on and which determines the features of identity The personality of the organization and its distinction from other organizations and determines the course of its work and the extent of its efficiency and effectiveness, and it consists of the values, assumptions and material production of the human being, as they are the intellectual foundations of Basic underlying the concept of culture.

**Second: the dimensions of organizational culture:**

- 1- Symbols: Gerald and Robert defined them as those things that say more than what the natural eye sees, they are things and things that contain meanings that are much greater than the apparent meaning to them, for example, the organization's use of exaggerated luxury and exaggeration when building their buildings to inspire guests And others as a stable and luxurious institution that has its place in the labor market, also some organizations and companies rely on slogans symbolizing the values they embrace, noting that these slogans can change from time to time and an important example of this is the Ford company slogan which is represented by the phrase " Quality is our first job "(Gerald and Barron, 2009: 639). Khanka defines the symbol as something that represents something else, such as the size of the office, the elegance of office furniture and the privileges that exist for some employees, such as the presence of parking spaces that are reserved for specific people working in the organization (Khanka, 2009: 279).
- 2- Organizational Values: They are "rules that enable individuals to distinguish between right and wrong, unwanted and desirable, and between what should be and what is, that is, as an observer of human behavior and a guide because it provides insight into the attitudes of individuals and the nature of the institution's culture" (Bouknafa and Bushamson, 2005: 3).
- 3- Organizational beliefs: They are defined as common ideas about social life and the nature of work in the organizational environment, and how to complete and accomplish tasks in organizations, such as contributing to teamwork and participation in the decision-making process (Al-Fraijet et al., 2009: 266).
- 4- Organizational Expectations: The organizational expectations are represented by the unwritten psychological contract, which represents a set of expectations determined by or expected by the individuals or the organization from each other during the period of work of the individuals in the organization. Examples include the expectations of the subordinates from the chiefs and chiefs from the principals and colleagues from other colleagues in the organization. And represented by mutual respect and appreciation, and the availability of an organizational climate and organizational environment that helps and supports the economic and psychological needs of workers (Okasha, 2008: 14).
- 5- Rituals: Several writers agree to merge these two elements due to the difficulty of differentiating or separating them due to the presence of a great overlap in their concept so that it is known that the rituals are a set of detailed events or planned activities that incorporate various and varied cultural aspects within certain limits that are carried out through

interaction of the social movement intends to convey certain matters or achieve specific purposes, and rituals are defined as "celebrations" (Al-Amyan, 2010: 313).

**Third: The concept of organization performance:**

The issue of the organization's performance in administrative literature occupied particular importance for foundations related to it as a central axis to determine the success of organizations or their failure in their strategic decisions or plans, and that there is a degree of disparity between researchers and scholars on specific criteria that can explain all aspects of the organization's performance, and in return there is an acceptable amount of agreement on General intellectual frameworks for the subject of the organization's performance, and within the framework of defining the concept of the organization's performance, the novelty of its emergence as a knowledge field in the fields of administration science, made its concept without a specific definition despite the researchers seeking agreement on its dimensions and indicators, as the organization's performance is defined as the results achieved from the overall Interaction of the organization's activities and resources, which is the organization's ability to get good people and retain good results (Schermerhor, et al, 2000: 26). The researchers' opinions on expressing the concept of the organization's performance varied between the narrow interest in achieving specific goals for a particular aspect of the organization and the framework. however, the broader one that attempted to absorb the concept of the organization as a set of goals (Al-Dulaimi 1998: 82), while others agreed that the organization's performance is to link performance with its ability to achieve It is necessary to use the available resources in an effective manner, and it is required that the desire and ability of individuals in the organization be met to achieve a certain level of performance (AL-Dahiree, 2003: 6). Through the above, we can say that this difference between researchers in defining the concept of the organization's performance granted the concept a kind of integration, so the researchers' definitions complement each other and from the researcher's point of view in agreement with writers and researchers the concept of the organization's performance can be defined (as the organization's ability to exploit its available resources with what It enables it to achieve the maximum possible benefit by improving the performance of appropriate activities and the extent of its adaptation to its environment in accordance with the principles and criteria that enable it to achieve its goals efficiently and effectively).

**Fourth: reliance on efficiency and effectiveness as a measure of the organization's performance:**

1- Efficiency: It is an indicator to measure the performance of the organization. The advantage of this indicator is that it can achieve the goals of the organization without wasting its resources and that when the organization wants to increase its productivity by maximizing outputs and reducing inputs, it has achieved efficiency. (Al-Zubaidi, 2010: 105)(Abu Aleem, 2014: 34) clarify efficiency as the number of resources used to achieve the goals of the organization, and efficiency depends on the number of raw materials, money, and personnel that the organization needs to provide a certain level of output. (Al-Enezi, 2014: 521) believes that oversight in the organization is the function of the system that provides it with arrangements to align with plans and reduce deviations from goals, and oversight includes behavioral practices that can lead to improving the performance of the organization and are represented by:

- 1- Participation management.
- 2- Managing openness in numbers.
- 3- Using the diagnostic method instead of "discipline or retribution" in assessing performance.
- 4- Management by objectives.
- 5- The manager exercises the role of the teacher instead of the role of command in authority.

Providing workers with feedback information increases their enthusiasm, measure their attitudes and their satisfaction with the job.2- Effectiveness: The topic of organizational effectiveness is one of the important topics in the field of

management as one of the ways of success of the organization as it is considered the basis upon which the organization or the goal that the organization intends to achieve and is considered one of the primary priorities of the organization, organizational effectiveness has been defined in various definitions, each of (Myilswami, Np) indicated , & Gaythri, DR, 2014: p333 indicates that organizational effectiveness is very important in all projects and therefore it is necessary to achieve it in all projects and organizations in which organizational effectiveness must be achieved, as I defined it (El-Sherbly and El-Waeli, 2014: 39) as doing the right thing and related to outputs The system requires learning decision-makers to confront change in the environment(Muhammad, 2015: 177) indicated that it is the completion of work and reaching the best possible decisions, and this means the process of reaching the goals, and the effectiveness expresses the degree of achievement of the planned goals that are difficult to understand and absorb from the goals that represent the desired situation that the administration seeks to Achieving them in the future, and there are indications of effectiveness:

1- Output indicators: where the focus is on the characteristics of the final output.

2- Operations indicators: focuses on the quality and quantity of activities that are performed in order to achieve the outputs.

- 1- Structural indicators: the ability of the strategic business unit to achieve effective performance is evaluated. (Abdel Wahab, 2015: 52) defines it as the sum of actions and actions that reach the maximum level of the public benefit of the organization through the optimal use of the various resources of the organization and that is a desire to achieve the goals of the organization entirely, which means that the effectiveness, in this case, is not limited to only Objectives, but also include the efficiency of performance and the relationship of the organization and its impact on the environment surrounding it, so many specialists specialize in counting the effectiveness of the organization as a criterion for its success in achieving its goals.

### **The third axis: the practical part:**

Second: hypothesis testing

The research hypotheses were tested using multiple stepwise regression models according to the modeling of the structural equation to test the research hypotheses using two programs (24-SPSSv. 24 AMOSv.), By examining the direct impact of organizational culture as an independent variable in the performance of the organization, and statistical treatment required a number of conditions to be met in the approved role test forms, which are as follows:

- 1- The first condition is embodied in testing the relationship between organizational culture and organization performance, which is the hypothesis of predicting the effect of the independent variable on the approved variable that was formulated according to the first hypothesis of the research.

Firstly: The first main hypothesis test: The first main hypothesis stipulated the research on organizational culture in its dimensions (symbols, organizational values, organizational beliefs, organizational expectations, rituals, and organizational rituals) that statistically affect on the performance of the organization, and with reference to Table (3) that shows the results of the cultural impact test Organizational performance of the organization in the framework of the sub-assumptions emanating from it as follows:

**Table (3) results of testing the first main hypothesis**

**Source: Researchers preparation based on SPSS V.24 output**

Statistical indicators			$\alpha$	$\beta$	test t	Sig.	R <sup>2</sup>	F test	Significant test pattern Sig
Regression paths (hypotheses)									
Symbols	<- --	Organization performance	.805	.293	5.191	.000	.616	61.690	.000
Value	<- --	Organization performance		.210	3.621	.000			
Beliefs	<- --	Organization performance		.236	3.885	.000			
Expectations	<- --	Organization performance		.116	2.138	.034			
Traditions	<- --	Organization performance		.177	3.380	.001			

1- Table (3) shows an effective model for the dimension (symbols) in the dependent variable (organization performance), below the level of significance (sig = 0.00), it is smaller than the value of the significance (0.05), and in terms of the calculated value of (F) (61.690), It is higher than the tabular value (F) (3.841), while the calculated test (t) value was (5.191) and, it is higher than the tabular value (t) (1.96), while the value of the determination parameter R<sup>2</sup> = .616) for the model, It indicates that the independent dimension of the symbols explains what its value is (62%) of the organization's performance in the CBI, and the value of ( $\beta = .293$ ), i.e., that the change of one unit of the symbols, will cause a change in the organization's performance by (38%).

2- Table (3) shows an effect model for the dimension (values) in the dependent variable (organization performance), below the level of significance (sig = 0.00) - which is smaller than the value of the significance (0.05), while the calculated test value (t) was ( 3.621) and, it is higher than the tabular value (t) (1.96), and the independent dimension of organizational values explains what its value (62%) of the organization's performance is in the CBI, and the value of ( $\beta = .210$ ), i.e. the change for one unit Of the values, it will change the performance of the organization by (38%).

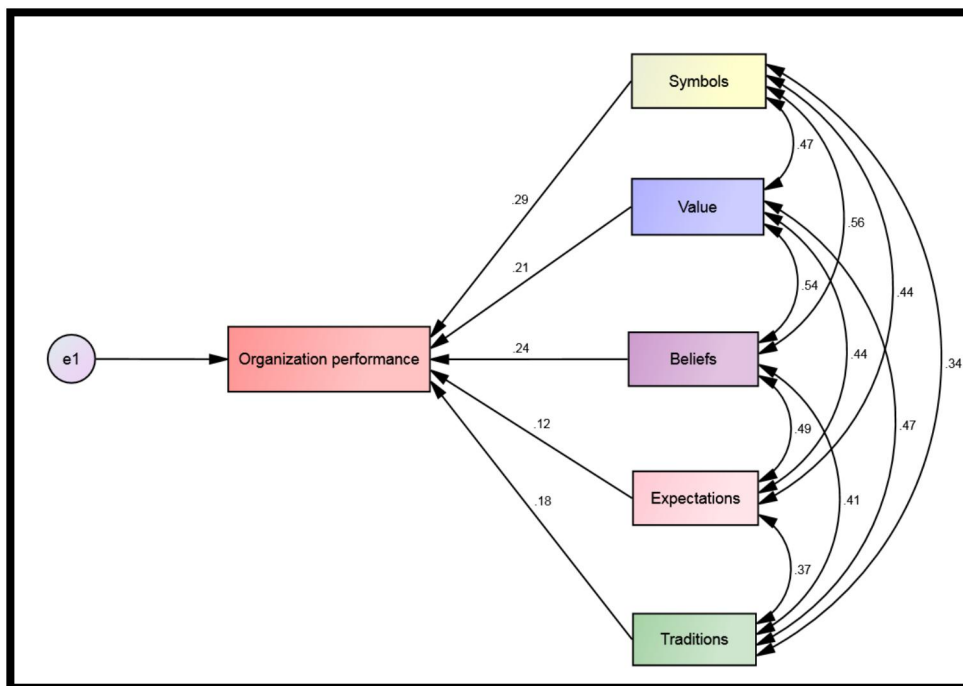
3- Table (3) shows an effect model of the dimension (organizational beliefs) in the adopted variable (organization performance), below the level of significance (sig = 0.00) - which is smaller than the value of significance (0.05), while the calculated value of (t) was calculated ( 3.885) and, it is higher than the value of the tabular (t) (1.96), the independent dimension of organizational expectations explains what its value (62%) of the organization's performance in the CBI, and the value of ( $\beta = .210$ ), i.e. the change for one unit From the organizational expectations, a change in the organization's performance will happen by (38%).

4- Table (3) shows an effect model of the dimension (organizational expectations) in the adopted variable (organization performance), below the level of significance (sig = 0.00) - which is smaller than the value of the significance (0.05), while the calculated test value (t) was ( 2.138) And, it is higher than the tabular value (t) (1.96) The independent dimension of organizational beliefs explains what its value (62%) of the organization's performance in the CBI, and the value of ( $\beta = .116$ ), i.e. the change for one unit of Organizational beliefs, will change the performance of the organization by (38%).



5- Table (3) shows an effect model for the dimension (rituals ) in the dependent variable (organization performance), below the level of significance ( $\text{sig} = 0.00$ ) - which is smaller than the value of significance (0.05), while the calculated test value (t) (3.380) And, it is higher than the value of the tabular (t) (1.96). The independent dimension of rituals and rituals explains what its value is (62%) of the organization's performance in the CBI, and the value of ( $\beta = .177$ ), i.e. the change of unit One of the rituals and rituals, will change the performance of the organization by (38%).

Figure (2) of the correlation diagram studied at the level of the first main hypothesis is graphically concerned with the use of the program (Amos v.23), from which the regression paths and beta coefficients appearing above the one-way arrows appear from the dimensions of the organizational culture towards the performance of the organization, and the greater its value exceeds (1.96). This indicates the significance of the beta coefficients of dimensional symbols, organizational values, organizational beliefs, organizational expectations, which indicates the moral effect of each of them on the performance of the organization and then the validity and acceptance of this hypothesis (the presence of a statistically significant effect of organizational culture in the organization's performance) which is It is a good impact, and this result indicates that when organizational culture becomes a model for the workers themselves to create in order to achieve the required consistency in positive behaviors on an ongoing basis, it leads to the right path in which the central bank must go in order to maintain its effectiveness and efficiency in order to achieve its goals.



**Figure (2) the path regression of the correlation between the dimensions of organizational culture and the performance of the organization**

**Source: AMOS.V24 output.**

The first sub-hypothesis of the first main hypothesis: Organizational culture dimensions (symbols, organizational values, organizational beliefs, organizational expectations, rituals, and organizational rituals) have a statistically significant effect on efficiency, and for the purpose of validating the hypothesis or not, multiple linear regression models were implemented, according to the sub-hypotheses Emerging from the first main premise, as following:

**Table (4) results of testing the first sub-hypothesis from the first main hypothesis**

Statistical indicators			$\alpha$	$\beta$	T test	Sig.	$R^2$	F	Sig.
Regression paths (hypotheses)									
Symbols	<--	Organization efficiency	.270	.344	5.960	.000	.599	57.317	.000
Value	<--	Organization efficiency		.225	3.785	.000			
Beliefs	<--	Organization efficiency		.236	3.806	.000			
Expectations	<--	Organization efficiency		.126	2.275	.024			
Traditions	<--	Organization efficiency		.057	1.071	.285			

Source: Researchers preparation based on SPSS V.24 output

1- Table (4) shows an effect model for the dimension (symbols) in the dimension of the dependent variable (efficiency), under the level of significance ( $\text{sig} = 0.00$ ) - it is smaller than the value of significance (0.05), and in terms of calculated value (F) (57.317), which is higher than the tabular value (F) (3.841), while the calculated test (t) value was (5.960) and, it is higher than the tabular value (t) (1.96), while the value of the determination coefficient ( $R^2 = .599$ ) For the model, and this indicates that the independent dimension of the symbols explains its value (60%) of efficiency in the CBI, and the value of ( $\beta = .344$ ), i.e. the change for one unit of symbols, will cause a change in efficiency by (40%).

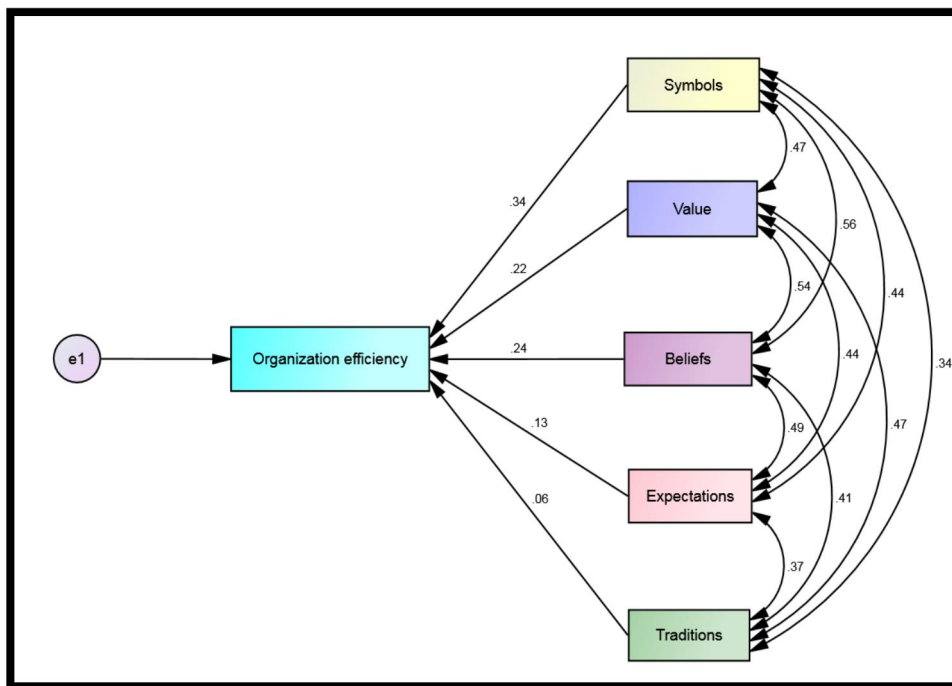
2- Table (4) shows an effect model for the dimension (organizational values) in the dimension of the dependent variable (efficiency), under the significance level ( $\text{sig} = 0.00$ ), which is smaller than the value of the significance (0.05), while the value of the test (t) Calculated (3.785) f, is higher than the tabular value (t) (1.96), the independent dimension of the organizational values explains what its value (60%) of efficiency in the CBI, and the value of ( $\beta = .225$ ), i.e. the change of unit One of the regulatory values will change efficiency by (40%).

3- Table (4) shows an effect model for the dimension (organizational beliefs) in the dimension of the dependent variable (efficiency), under the level of significance ( $\text{sig} = 0.00$ ) which is smaller than the value of significance (0.05), while the calculated test value (t) (3.806) and, it is higher than the tabular value (t) (1.96), the independent dimension of organizational beliefs explains what its value (60%) of efficiency in the CBI, and the value of ( $\beta = .236$ ), i.e. the change for one unit From organizational beliefs, and efficiency change will occur by (40%).

4- Table (4) shows an effect model for the dimension (organizational expectations) in the dimension of the dependent variable (efficiency), under the level of significance ( $\text{sig} = 0.00$ ), which is smaller than the value of the significance (0.05), while the calculated test value (t) (2.275) And, it is higher than the tabular value (t) (1.96) The independent dimension of organizational beliefs explains what its value (60%) of efficiency in the CBI, and the value of ( $\beta = .126$ ), meaning that the change for one unit of Regulatory expectations will cause a change in the efficiency of (40%).

5- Table (4) shows the dimensionless effect model (rituals) in the dimension of the adopted variable (efficiency), as the calculated test value (t) was (1.071) and, it is less than the tabular value (t) (1.96) which It indicates that the independent dimension has no effect on rituals.

Figure (2) of the correlation diagram studied at the level of the first sub-hypothesis emanating from the first main hypothesis is graphically concerned with the use of the program (Amosv.24), from which the regression paths and beta coefficients appearing above the one-way arrows from the dimensions of the organizational culture towards the dimension of efficiency from dimensions The organization's performance, which reflects the significance of the beta coefficients due to dimensions (symbols, organizational values, organizational beliefs, organizational expectations), which indicates the proper effect of each of them in the efficiency dimension and then the validity of this hypothesis and its partial acceptance at the level of these dimensions (the presence of an effect with significant significance in dimensions Organizational culture in efficiency), which is considered a good effect, and this result indicates that the commitment of workers in the work through the use of their skill, ability and knowledge in performing their job tasks, which leads to increased employee loyalty and their affiliation with the central bank and to achieve stability and reduce work turnover that helps to reach For the organization's own goals.



**Figure (3) the path regression of the correlation between the dimensions of organizational culture and efficiency**

**Source: AMOS.V24 output**

The second sub-hypothesis of the first main hypothesis: organizational culture dimensions (symbols, organizational values, organizational beliefs, organizational expectations, rituals, and organizational rituals) have a statistically significant effect on effectiveness, and for the purpose of validating the hypothesis or not, multiple linear regression models were implemented, according to the sub-hypotheses that emerged from the first main hypothesis. as flowing:

**Table (5) results of testing the second sub-hypothesis from the first main hypothesis**

Regression paths (hypotheses)			$\alpha$	$\beta$	t	Sig.	$R^2$	F	Sig.
Symbols	<---	Organization effectiveness		.145	2.060	.041	.404	26.082	.000
Value	<---	Organization		.136	1.886	.061			

		effectiveness	1.880					
Beliefs	<---	Organization effectiveness		.176	2.331	.021		
Expectations	<---	Organization effectiveness		.072	1.064	.289		
Traditions	<---	Organization effectiveness		.308	4.726	.000		
Sig=5%		t=1.96		F=3.841				

**Source: Researchers preparation based on SPSS V.24 output**

1- Table (5) shows an effect model for the dimension (symbols) in the dimension of the dependent variable (effectiveness), under the level of significance ( $\text{sig} = 0.00$ ) - it is smaller than the value of significance (0.05), and in terms of calculated value (F) (26.082), Which is higher than the tabular value (F) (3.841), while the calculated test value (t) was (2.060) and, it is higher than the tabular value (t) (1.96), while the value of the determination coefficient ( $R^2 = .404$ ) For the model, and indicates that the independent dimension of the symbols explains its value (40%) of effectiveness in the CBI, and the value of ( $\beta = .145$ ), that is, the change for one unit of symbols, will change the effectiveness by (60%).

2- Table (5) shows the non-effect dimension model (organizational values) in the dimension of the dependent variable (effectiveness), while the calculated test value (t) was (1.886) and, it is less than the tabular value (t) (1.96), Which indicates that there is no effect for the independent dimension of organizational values in the efficacy.

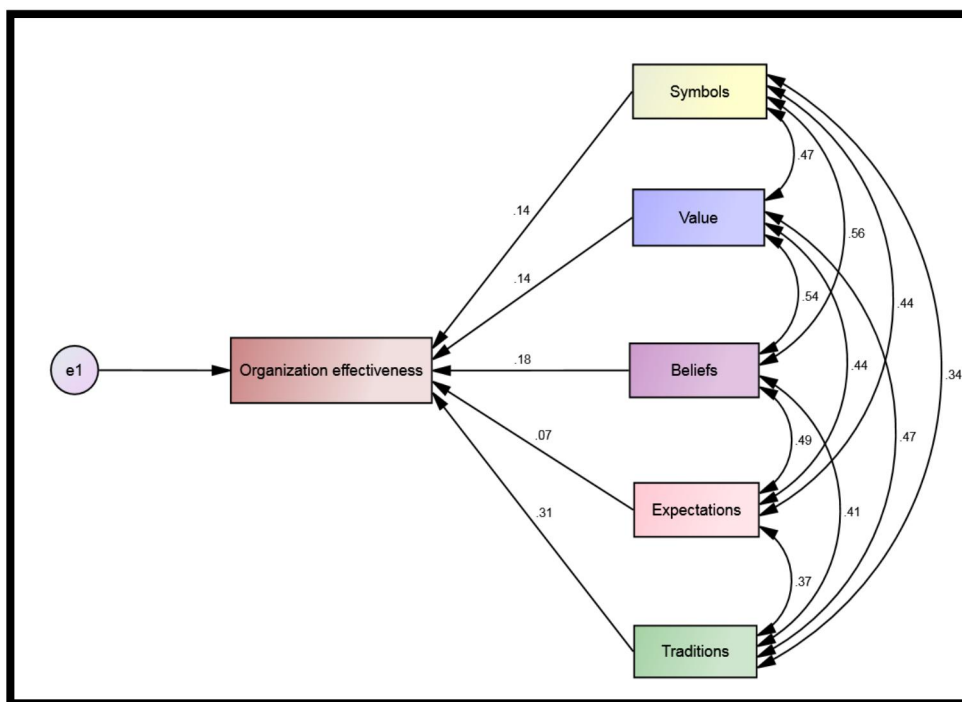
3- Table (5) shows an effect model for the dimension (organizational beliefs) in the dimension of the dependent variable (effectiveness), under the level of significance ( $\text{sig} = 0.00$ ) - it is smaller than the value of significance (0.05), while the value of the test (t) Calculated (2.331) and, is higher than the value of the tabular (t) (1.96), and indicates that the independent dimension of organizational beliefs explains what its value (40%) of effectiveness in the CBI and the value of ( $\beta = .176$ ), that is, The change for one unit of organizational belief will cause a change in effectiveness by (60%).

4- Table (5) shows a non-effect model for the dimension (organizational expectations) in the dimension of the dependent variable (effectiveness), while the calculated test value (t) was (1.064) and, it is higher than the tabular value (t) (1.96) It indicates that the independent dimension has no effect on organizational expectations for efficacy.

5- Table (5) shows an effect model for the dimension (rituals and rituals) in the dimension of the dependent variable (effectiveness), under the level of significance ( $\text{sig} = 0.00$ ) - it is smaller than the value of significance (0.05), while the value of the test (t) Calculated (4.726) which is higher than the value of the tabular (t) (1.96), and this indicates that the independent dimension of rituals and rituals explains what its value (40%) of effectiveness in the CBI and the value of ( $\beta = .308$ ), that is, the change for one unit of ritual, a change in potency (60%) will occur.

Figure (4) is concerned with displaying the relationship tested according to the second sub-hypothesis graphically using the Amos24 program, from which the regression paths and beta coefficients appearing above the one-way arrows from the dimensions of the organizational culture towards the effectiveness dimension of the organization's performance dimensions, which reflects the significance of the regression path and then significant Beta coefficients due to dimensions (symbols, organizational values, organizational beliefs, rituals) that indicate the good effect of each of them on the effectiveness dimension and then the validity of this hypothesis and its partial acceptance at the level of these dimensions (The presence of a significant effect on the dimensions of organizational culture in the activity), It is

considered a good effect, and this result indicates that the Central Bank has human resources with high skills, experience and creative thinking skills in solving problems, facing different situations and transparent and fair dealing with subordinates and giving them the freedom to express their opinions and proposals that do not conflict with the values of the Central Bank's work in a way that is reflected Positively on their performance in the work environment.



**Figure (4) The regression analysis of the correlation between the dimensions of organizational culture and the dimension of effectiveness**

source: AMOS.V24 output

However, it is possible to come up with a major final result at the level of the first main hypothesis for research in the light of its test results stating that the organization's performance of the studied central bank in terms of determining its efficiency and effectiveness and determining its future course and then the bank's ability to utilize its resources efficiently while finding a balance between its internal and external variables through adaptation and dealing with Situational factors and strategic parties in order to achieve the goals set in the provision of its various banking services combined with a set of values, beliefs, and behaviors that govern the work of the Central Bank and the practice of its various activities. The results of the hypothesis testing as a whole indicate the availability of support and partial acceptance of the research hypotheses at the level of the dimensions represented by the variables and the different relationships between them after the results proved their significance and acceptance at the level of some dimensions, and Its lack of significance indicates in detailed in the previous paragraphs of the hypothesis test and Table (6) summarizes the final results of the test:

The sequence	Hypotheses texts	test result	The number significance level 1
the first major hypothesis	The first main hypothesis is a test of the first main hypothesis for the research: The first main hypothesis of the research stipulated (organizational culture affects its dimensions (symbols, organizational values, organizational beliefs,	Complete acceptance	5

	organizational expectations, rituals) statistically significant effect on the dimensions of the organization's performance		
	The first sub-hypothesis: the organizational culture dimensions (symbols, organizational values, organizational beliefs, organizational expectations, and regulatory rites and rituals) are statistically significant effect in the efficiency	Partial acceptance	4
	The second sub-hypothesis: the organizational culture with its dimensions (symbols, organizational values, organizational beliefs, organizational expectations, rituals, and organizational rituals) have a statistically significant effect on effectiveness.	Partial acceptance	3
The second main hypothesis	The first sub-hypothesis: The personality pattern (A) significantly affects the performance of the organization	Complete acceptance	1

**The fourth axis: conclusions and recommendations practical research findings are summarized as follows:**

1 - The performance of the Central Bank of Iraq in general in terms of effectiveness is characterized by positive relations and interaction with society and there is high confidence in the work of the Central Bank of Iraq.

2- The limited application of efficiency dimension in the Central Bank of Iraq has shown as a result of the weak awareness of the Central Bank in continually seeking technological developments to automate its business, which made efficiency practice to meet the challenges and overcome them limited, in light of current efforts characterized by weak willingness to perform tasks.

2- The limited application of the organizational culture in the Central Bank of Iraq emerged as a result of a weakness in the management of the central bank in realizing the concept of organizational culture and understanding, which made the practice of organizational culture to meet the challenges and overcome them is limited, in light of the current efforts characterized by weak willingness to perform tasks. The most prominent recommendations of the research were as follows: 1- It is imperative that the Iraqi Central Bank pay attention to efficiency through: -

A- Promoting a culture that urges dedicating efforts and directing it towards goals, as it is the way to build the future of the central bank.

B- Clarify the goals and tasks before proceeding with their accomplishment.

C- Promote ways to harmonize the goals of individuals with the goals of the organization.

W - The necessity of working to adopt the central bank for the standards or indicators of organizational efficiency adopted locally and internationally in order to increase its efficiency in the performance of its business

C- Linking rewards to achieving goals and making them a standard for uniting efforts.

3- The need for the Central Bank of Iraq to pay attention to the issue of organizational culture and its understanding of the correct image, the image that was absent from the administration and employees working in the Central Bank, and which the researchers touched during scientific research through personal interviews with its members, because the

subject of organizational culture is a broad and comprehensive subject due to The important elements contained in this topic surround the employee during his work and are in harmony with his senses, emotions, thoughts and feelings.

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