



The Effect of Organizational Culture on Employee Motivation in Al-Alawi Children's Hospital

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Abstract: 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.

Key words: Employee motivation, Organizational culture, Working methods, Measuring motivation, Organization, Hospital, Public Corporation.

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.

Recommendations :

- 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, quarreling with co-workers, or 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 behavior Organizational culture.

Conclusions :

- The results show a high level of adherence to organizational norms at Al-Alawiyah 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.

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 Corona virus 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 (organization culture), 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, the fourth section includes a review of practical conclusions and recommendations.

Organizational culture :

The concept and definition of organizational culture

We Arabs are returning, in many ways, to the nature of the incubation environment that embraces us and our parents, instilling in them the values, attitudes, and concepts that make up their personality. And it affected their value structures and therefore their behavior. Organizational behaviorists 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.Martinet, 1992:292).

Organizational culture refers to the events that occur in the organization and affect the behavior 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 behavior We'll see that the school personality is no longer the person who emerges with the new behavior after graduating from college. Then suppose they each got a job in a different country and met years later. Will the behaviors 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 in 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 (Dictionnaire, 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 behaviors learned by people in any society, from adults to young people". The random dictionary defines 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 behaviors expected from its members (Al-Qaryouti, 2008: 373).

It is also defined as "a cognitive framework consisting of attitudes, values, behavioral 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.

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 behavioral difference can partly be explained by the knowledge of human motivations, which is the subject of researchers in the behavioral 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.

3.1.1. 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, for the purpose of accurately defining 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 in order 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 personal oral interviews with the members of the researched sample, and it was employed in formulating the study problem, and benefiting from it in the practical aspect, and in 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 (1) illustrates this.

Table (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 (AL-raf(2011 , Alazawi (2009,	4 4 4 4	Organizational values Organizational beliefs Organizational xpectations Organizational norms	Organizational culture
Athanassopoulos, et al ,2001:964	4 4 4 4	Justice Good timing Censorship continuity	Motivate employees

3.1.2. 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-Alawiyah 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:

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

Table(2)

N	Community size			
z	0.95 and equal 1.96	The standard score Corresponding to the level of significance		
d	0.05 Error ratio and 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 (.....) 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).

Table (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 (4) that the study sample tends to be male in 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 (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 labor force of the productive age that includes the young group and the age group close to retirement age and a labor 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 (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 (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 (6): The study sample according to its academic achievement

Combined percentage	percentage	Repetition	gender
60.4	60.4	64	Man
100	39.6	42	Women
	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 (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 (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 with the age groups in terms of career progression, but the study sample suffers from old age and needs rejuvenation.

Table (8) Study sample by years of service

Combined percentage	percentage	Repetition	Years of service
0.9	0.9	1	(1-5)
2.8	1.9	2	(6-10)

18.9	16	17	(11-15)
47.2	28.3	30	(16-20)
85.8	38.7	41	(21-25)
100	14.2	15	More then 25
	100%	106	The total

3.1.3. The validity and reliability of the questionnaire:

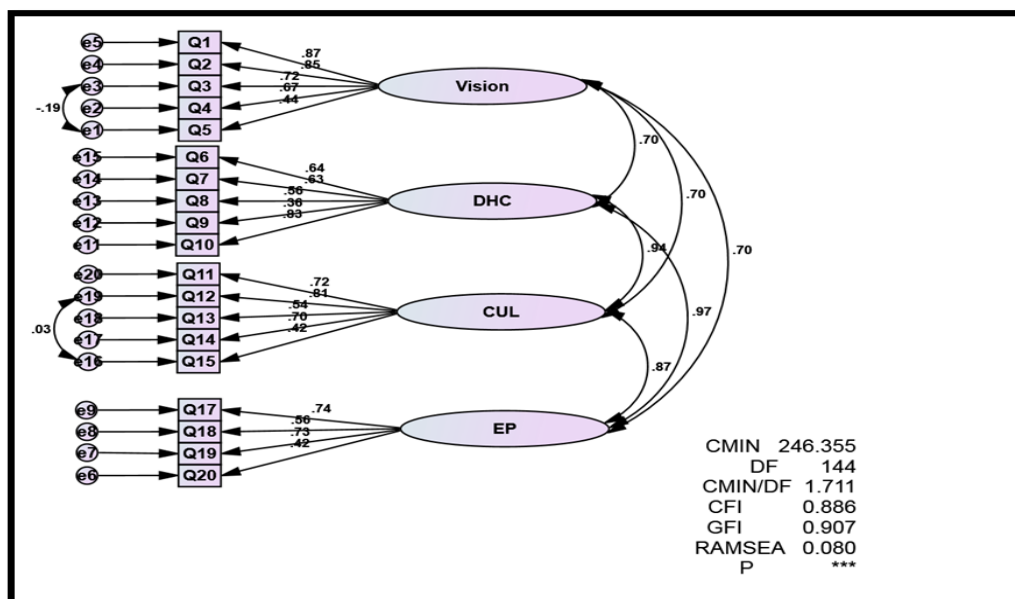
Validity is one of the necessary conditions for constructing administrative scientific tests and standards, as validity refers to the ability of the scale to measure what is intended to be measured actually. The questionnaire used in the current study, the following statistical means and methods were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

3.1.4. Measurement of apparent validity: It is also called the validity of experts and arbitrators. Researchers resort to it in order 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), In order 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 in an appropriate manner. The questionnaire obtained an acceptance degree of (43.89%).

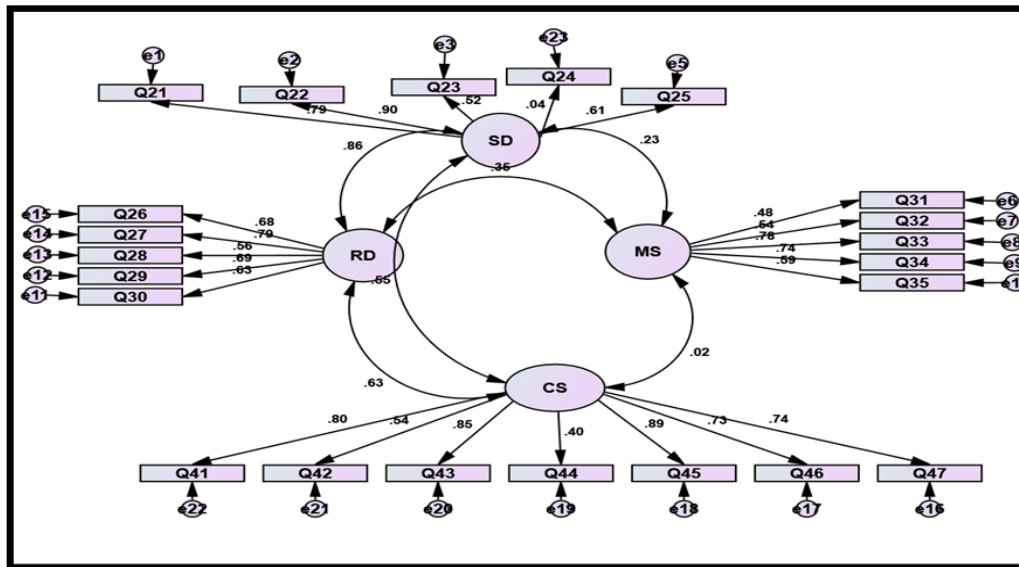
3.1.5. confirmatory and exploratory factor analysis:

Due to the fact that the scale of the study is a compilation of different previous studies, and as shown in Table (1) 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 (3.3, 3.4, 3.5), and my agencies:

Appearance (1) Emphasizing factor analysis of organizational culture



Appearance (2) Affirmative factor analysis of employee motivation



3.1.6. Methods and means that are used in the applied side:

In order to measure and test the variables of the hypotheses of the study, a group of statistical methods have 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 (R²):** It shows the amount 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. 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).

Sources:

(Maccallum & Austin, 2000: 201).

(Hadrawi et al, 2014: 6).

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