

Received: May 2023 Accepted: June 2023

DOI: <https://doi.org/10.58262/ks.v11i02.030>

The Effect of the Organizational Behavior on the Performance Quality an Exploratory Study

Soulaf Abdalqadir Hameed Alsady ¹, Hind Naeem Hoshi ², Almansour Ajeel Farhan Mansour Alsadoon³

Abstract

Purpose: the study aims to identify the effect of Organizational Behavior (OB) on Performance Quality (PQ), and to determine the nature of the correlation relationship between the two variables. **Design/methodology/approach:** we using the descriptive analytical method was adopted. The research community consisted of all workers, administrators, and technicians in the factory on which the study was conducted, as (186) questionnaires were distributed and all of them were retrieved and analyzed by using the (SPSS) program and using a group of statistical methods to test hypotheses. **Findings:** The research found a group of results, and the most important are strong and statistically significant correlation was established between the dimensions of OB and the PQ, supported by the result of the correlation (0.840) and statistical significance (0.001). This shows that the dimensions of OB affect the PQ with a high percentage of working individuals. **Research, Practical & Social implications:** the workers the factory, which is working hard to enhance the job satisfaction of its workers, as it is reflected on the PQ at work, and meeting the needs of consumers, since consumer satisfaction results from the worker satisfaction. **Originality/value:** The study specializes in addressing the issue of OB as a reformist approach in enhancing the PQ in Factory for vegetable oils (FVO) in Iraq.

Keywords: *Organizational Behavior, Performance Quality, Job Satisfaction, Organizational Loyalty, Organizational Conflict, Internal Operations.*

1.0 Introduction

In explaining OB, scholars have divided into three sections; The first is represented by the rationalization or maturity theory that shows the behavior and relationships of the workforce within the organization in light of the official situations they occupy within the organization (Marcus & Schuler, 2004). As for the second section, it represents the school of human relations that explains the behavior of workers as psychological considerations that form the background against which workers communicate and unite among themselves during work (Walumbwa & Schaubroeck, 2009). The third section sees that the human behavior in the organization is not determined by the internal factors only, but also by other factors, which their source is the external environment that surrounding it, especially society (Kollmuss & Agyeman, 2002; Afaneh et al., 2023).

¹ College of Nursing, Misan University, IRAQ. Email: Soulafah@uomisan.edu.iq Orcid: <https://orcid.org/0000-0001-7668-4144?lang=ar>

² College of Admin & Economics, Misan University, IRAQ. Email: hind@misan.edu.iq Orcid: <https://orcid.org/my-orkid?orcid=0009-0003-7982-2321&justRegistered=true>

³ IRAQ. Email: almansour.ajeel@gmail.com Orcid: <https://orcid.org/0009-0008-9367-7569>

Performance is the main axis that its solutions focus on the efforts of all organizations as it constitutes their most important objectives (Albderi et al., 2023; Bermejo-Berros, 2022). Organizations that expect to perform their functions efficiently and effectively that relate to the human resource and its ability and desire to work, as it is the influential and effective element in the use of available material resources. Hence, the importance of studying OB is appeared (Cascio & Boudreau, 2010). The process of studying the determinants and dimensions of human behavior in organizations participates in achieving a group of objectives, whether for organizations or workers. Accordingly, the study of OB is concerned with the interpretation and administration of workers behaviors in organizations, such as: performance quality, decision-making, cooperation, coordination, commitment to work objectives, creativity, innovation, organizational culture and others. Based on what was mentioned, the research problem represented by the possibility of the effect of dimensions of OB on the PQ. The researcher adopted the theoretical and practical methods in achieving the research answers. FVO was chosen as a site for conducting the research processes.

The research problem lies in that the researcher tried to study one of the important aspects in administration, organization and social psychology, which is the OB of the workforce in FVO, because the environment in which the worker works in is changeable. The interaction of the individual and his acceptance for himself and his dealings with others has become very difficult and requires great psychological energy in order to face the problems and stressful daily events that negatively affect the PQ at work effectively. From the above, the researcher intends to represent the research problem in the following main question: To what extent is the OB related to in enhancing the PQ of a sample of workers in FVO?. Finally, the research included four topics: the first topic represents the Literature Review, the second topic represents scientific methodology, the third topic is the analytical and test the relationship between the variables, and the fourth topic represents the conclusions.

2.0 Literature Review

Behavior in language is a source, and it means the biography and actions of the individual. As for idiomatically, it is defined as all the activities and actions of the individual, whether those actions are visible or not (Chan-Olmsted & Wang, 2022; Francisco et al., 2023). The word (OB) is used for evidence of all forms and patterns of organizational movement, for example, actions, behaviors, expressions, directions, attempts to influence and other actions applied by the individual that charged with the organization. These all fall within what we indicate to by the word (OB), which represents by a continuous series of actions and reactions that emerge from others in their attempts to achieve objectives and satisfy the evolving and changing desires through their responses to the organizational influences that they receive from other organizational elements within organizations, such as leaders, bosses and supervisors (Al-Thabit, 2017). The development in the study of human behavior in organizations in general has passed through several stages: since the beginning of mankind, it has sought to clarify behavior, and religions have emerged in order to explain human behavior and regulate the relationship between them. Through the development of human sciences, including psychology and sociology, a new science began to emerge, which is the science of OB, which provides knowledge and skills that every human needs in particular, and every manager wants to achieve his objectives through others. The study of human and OB needs to explain and clarify the human and organizational variables that overlap together. Because of this interaction, the behavior of individuals in business organizations emerged. OB is a process of communicating behavior (Resen et al., 2023; Jeyaraman et al., 2022). In fact, the nature of OB is complex as a result

of the various factors overlapping and mixing, which is represented by the interaction of environmental factors with individual dimensions and organizational design. Therefore, it is noted that there is a process of describing OB that relates to studying the behavior, directions and performance of workers, and the effects of the environment on the organization and its workforce and its objectives, as well as the effects of human resources on the organization and its effectiveness (Muhammad & Rashid, 2022). The study of OB in organizations captured the attention of scholars, especially after the change in the perception of workers within organizations, as it was considered one of the complementary elements of the productive process in the organization, and this interest increased more in the study of human behavior in organizations at the beginning of the seventies. Quality is defined as the degree to which the product meets the needs of consumers, or it is providing the defect-free services that conform to the specifications of other standards and criteria. Quality plays a set of services that contribute a great role to the success of organizations in an environment characterized by complexity and intense competition, as it is the key to reach markets and attract consumers (Al-Bahadili, 2020; Hansen & Nindartin, 2022).

The concept of performance is one of the concepts that has received attention and research in the field of administrative studies in general, and human resources studies in particular, due to the importance of this concept at the level of individuals working in organizations (Ali et al., 2023). Therefore, it has received and continues to gain increasing attention by researchers, thinkers and practitioners in the field of administration, on the basis that performance is the main motivator and motivation in the existence of organizations. It is also considered the most contributing factor in achieving the objectives of these organizations, which is survival and continuity (Mabil, 2019; Alkorta, 2023)

Today organizations, whether global or local, are exposed to a set of circumstances and challenges, including increased competition and fluctuations in consumer tastes, whose awareness has become capable of choosing the best service after adopting quality as a standard (Al-Khoury et al., 2022). This is what organizations must do, and adopt quality as a basis in their performance, which is reflected in the production of their products (Hussein et al., 2023). The PQ is one of the main pillars that organizations are interested in, as it plays an important role in the various stages of the audit process carried out by senior administration in organizations, as it is one of the important elements that are reflected through scientific qualification, professional expertise, a broad awareness of behavioral sciences and the use of quantitative methods (Jex & Britt, 2014; Ho & Bautista, 2022).

Dimensions and scales have become a technique that gives theories the nature of practice and testing to prove the validity of the adopted hypotheses, as well as they indicate the path of relationships between the dimensions of the studied phenomena and their connection with closer phenomena and are based on quantitative or perceptual criteria that can be measured in a specific way. The opinions of researchers vary in their approach to these dimensions, and this is the result of their different theoretical and scientific knowledge, some of them dealt with them in an accurate and detailed manner, and some of them summarized them (Talab & Flayyih, 2023; Tang et al., 2023). PQ has a number of dimensions that determine how it can be measured. The current research focused on four dimensions, which are as Financial Dimension; This dimension is represented in the administration of financial resources and an important factor in the success of the organization, in order to know how to attract money and how to invest it as well as possible as it is a vital matter, but the big mistake is that some organizations pay attention to financial results in whole or in part and neglect other points of view. Internal Operations Dimension includes all the internal activities through which the organization achieves the needs and desires

of consumers. The importance of this dimension appears in the success of the organization and its distinction from others in achieving the needs of consumers. The question here is "what should the organization be distinguished for?" This dimension is measured by the effectiveness of the administrative aspects, productivity control, service provision and the use of technology, as it pertains to everything related to the internal environment of the organization (Dawood & Obaid, 2021; Ramdev, 2023). Success Dimension is defined as the organization's ability to execute the necessary tools to meet the expectations and satisfaction of its various partners. Or it is the organization's ability to achieve its long-term objectives, by keeping pace with developments and adopting values and philosophy that enable it to achieve its strategic objectives and working to achieve the objectives of human resources and the organization. The researchers differed in providing a specific concept of success. The reason for this is due to two important things: the first is the factors that cause success, and the second is the scales that used to measure success, as some of them see that efficiency and effectiveness are two criteria for measuring the success of the organization by seeking to continue its activity in order to achieve its objectives. Creativity Dimension is one of the competitive priorities that achieve leadership for organizations based on adaptability and response to internal and external environmental factors. This is what motivates many organizations that seek success and progress based on this priority. Creativity is defined as a broad concept that includes everything that is new and different that distinguishes the organization from others, and gives it support in the competitive position and improvement of performance, whether creativity is in the field of products or methods of administrative, financial, marketing or production performance. It is also known as a complex process that is easy to identify due to its main importance in achieving organizational success, but it is difficult to manage, as the intensity of global competition and the shortening of the product life cycle lead to the necessity of creativity (Shiltagh & Al-Attar, 2021; Murcia & Velastín, 2023).

The hypotheses represent the answer to the main question presented in the research problem, and the process of proving or rejecting these hypotheses, that is, the validity or invalidity of the answers expectations, will be carried out through the execution of analysis procedures and statistical processing for them. The first main hypothesis: There is a statistically significant correlation relationship at a significant level of (0.05) between OB and the PQ of factory workers as a sample for the research. From this hypothesis the following sub-hypotheses emerge:

H1: *There is a statistically significant correlation relationship between the dimension of job satisfaction and the PQ in its dimensions.*

H2: *There is a statistically significant correlation relationship between the dimension of organizational loyalty and the PQ in its dimensions.*

H3: *There is a statistically significant correlation relationship between the dimension of the organizational conflict and the PQ in its dimensions.*

The second main hypothesis: There is a significant effect of statistical significance for OB in the PQ of workers in the factory as the research sample. From this hypothesis the following sub-hypotheses are derived:

H4: *There is a significant effect with statistical significance for the job satisfaction dimension in the PQ of the workers as the research sample.*

H5: *There is a significant effect of statistical significance for the dimension of organizational loyalty in the PQ of the workers as the research sample.*

H6: *There is a significant effect of statistical significance for the dimension of organizational conflict in the PQ of the workers as the research sample.*

3.0 Methodology

3.1 Sample

The human resources that work in FVO were selected as a research society, as it is one of the factories that affiliated to the Iraqi Ministry of Industries and Minerals. The number of the society individuals reached 360. 186 questionnaires were distributed to a random sample of the research society. This method gives all the research items the same opportunity to be among the research sample, and this gives the objectivity of the research tool.

3.2 Study Model

In light of the research problem and its objectives and by relying on a number of researchers' opinions in previous studies that reviewed the two independent variables (OB) with its dimensions (job satisfaction, organizational loyalty and organizational conflict), and the dependent variable (PQ) with its dimensions (financial performance, internal operations, success and creativity), and the hypothesis of the research can be clarified in Figure (1).

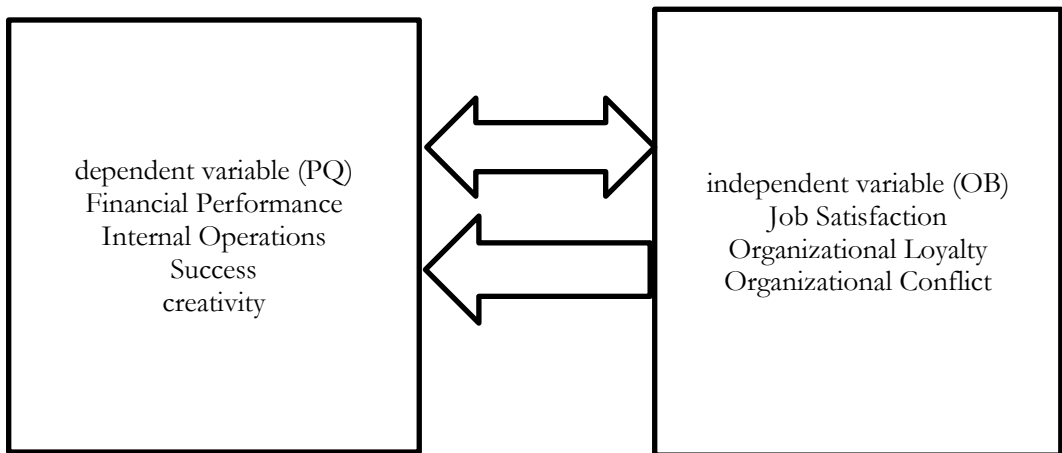


Figure (1): Study Model

4.0 Results and Discussions

4.1 Descriptive statistics

4.1.1 Organizational Behavior variable

Table (1) below documents the analysis of the dimensions of OB, and after analyzing each question in terms of Means, standard deviation (S.D), Relative Importance (RI), and when calculating the most percentages for each question, we found that the paragraphs of the first independent dimension (job satisfaction) were in agreement with the S.D values for all questions without number (1). This means that it is close to the general average of the dimension, which indicates that there is agreement in the answers regarding this dimension. In general, the Scale of this dimension was generally positive. The highest agreement was on the first paragraph, which states that “there are rewarding and good incentives for the additional work that I do in the factory,” with an arithmetic mean in the form (4.20), a S.D of (0.803) and a RI of (84%), which explains that the administration in the factory is concerned with the process of achieving job satisfaction for its workers.

Table (1) of the results of the paragraphs analysis of the second independent dimension (organizational loyalty) shows that the clear direction is the approval of all paragraphs. The highest average paragraph was the sixth paragraph which states, “I feel a moral and ethical duty towards my work in the factory in which I work,” with a Mean of (4.23), a S.D of (0.819) and a RI recorded (85%). This indicates that the administration in the factory has a high interest in developing and strengthening organizational loyalty among workers. It also extracts from Table (1) results after (organizational conflict). The agreement on all the paragraphs by workers and the Scale was positive. The eleventh paragraph, which states, “Some workers in the factory tend to control and dominate others,” was the highest rate among all paragraphs, with a Mean of (4.26), a S.D of (0.801) and a RI of (85%).

Table (1) Results of the Descriptive Statistical Analysis of the Dimensions of the Independent Variable (OB)

No.	Paragraphs	Mean	Scale	RI	S.D
Job Satisfaction	There is a reward and good incentives for the additional work that I do in the factory.	4.20	Strongly Agree	%84	0.803
	There is a willingness to move out of the factory if I have a better job opportunity.	3.20	Agree	%64	0.950
	I feel happy when I go to my workplace in the factory every day.	4.05	Strongly Agree	%81	0.856
	I am appreciated and respected by my co-workers as well as by my bosses.	4.00	Strongly Agree	%80	0.914
	I feel comfortable with the conditions around my work environment.	4.11	Strongly Agree	%82	0.847
X1	The General Average of the Job Satisfaction Paragraphs	3.91	Agree	%78	0.874
Organizational Loyalty	I feel a moral and ethical duty towards my work in the factory in which I work in.	4.23	Strongly Agree	%85	0.819
	I do most of the tasks, because I am required to work out of loyalty to the factory.	3.91	Agree	%78	0.947
	I feel proud when I talk about my work in the factory in front of others.	4.13	Strongly Agree	%83	0.754
	I would be happy to spend the rest of my life in the same factory.	4.05	Strongly Agree	%81	0.890
	I feel a strong sense that connects me to my work in the factory.	4.20	Strongly Agree	%84	0.813
X2	The General Average of the Organizational Loyalty Paragraphs	4.10	Strongly Agree	%82	0.844
Organizational Conflict	Some factory workers tend to control and dominate others.	4.26	Strongly Agree	%85	0.801
	There is an intense competition for the available human and material resources.	4.05	Strongly Agree	%81	0.840
	There are bad personal relations between workers.	4.17	Strongly Agree	%83	0.844
	There is a lack of cooperation, harmony, team spirit and lack of discipline in the factory.	4.06	Strongly Agree	%81	0.891
	There is a clear contrast between the personal objectives of the workers and the objectives of the factory.	4.21	Strongly Agree	%84	0.856
X3	The General Average of the Organizational Conflict Paragraphs	4.15	Strongly Agree	%83	0.846

Source: Prepared by the researcher according to the data of the SPSS program.

4.1.2 Performance Quality variable

It is noted through Table (2) the analysis of the PQ dimensions after analyzing each paragraph in terms of Means, S.D and RI. When determining the largest percentage for each of the paragraphs of the first dependent dimension (the financial dimension), which were in agreement, it was found that the S.D of the total paragraphs are less than one, and this documents the extent of homogeneity of the answers of the sample members regarding the paragraphs of the financial dimension. In general, the direction for these answers was positive, and the largest percentage of agreement on the eighteenth paragraph was among all the paragraphs that states "there is financial support for the establishment and design of programs and modern technologies to enable the factory to increase the chances of success in its business" with a Mean of (4.21), a S.D of (0.744) and recorded RI (84%). This helps in improving the financial performance in the factory and the speed of completion of financial and accounting transactions in the specified times. It is also inferred from Table (2) that the analysis of the paragraphs of the second dependent dimension (internal operations) shows that the Scale is agreement, and the S.D was less than one, which is close to the average, and confirms the existence of almost general agreement regarding the answers of workers in the factory. It recorded the highest level of response achieved by the twentieth paragraph out of all the paragraphs (internal operations) which states that "the factory takes place in continuous development processes in the business, activities and operations inside and outside the factory" with a Mean of (4.38), a S.D of (0.660) and a RI of (88%). This means that the factory is interested in developing processes, adjusting, and using appropriate measures to achieve success in internal operations. After (success), the general dimension of the answers direction is agreement, and the S.D were less than one, which confirms the presence of agreement in the answers by workers that are concentrated near the general average of the third dependent dimension (success).

The highest agreement was recorded among all the paragraphs of the twenty-sixth dimension, which states that "the factory workers can execute the strategic plans with accuracy and objectivity" with a Mean of (4.23), a S.D of (0.795) and a RI of (85%). This indicates that the factory administration seeks to achieve success in its work according to the opinions of the studied sample. By analyzing the paragraphs of the fourth dependent dimension (creativity), we find that all the paragraphs came towards agreement regarding this dimension. The S.D was less than one, which indicates that the answers of the sample members were consistent and close to the general average. The question with the highest percentage of agreement among all the questions related to the dimension of creativity, which is the thirty-second that states "the factory administration provides the necessary financial allocations to support training and development programs that achieve creativity" with a Mean of (4.30), a S.D of (0.680) and RI of (85%). This indicates that the factory administration pursues to achieve creativity in its production, and adopts the creativity and proposed ideas by the workers.

Table (2) Descriptive Statistical Analysis on the Dimensions of the Dependent Variable (PQ)

No.	Paragraphs	Mean	Scale	RI	S.D
Financial Dimension	There is a growth in the revenues that achieved from the activities and works of the factory.	4.20	Strongly Agree	%84	0.788
	The accounts of activities and production works are reviewed and followed up periodically and at their specified times.	4.05	Strongly Agree	%81	0.940
	There is a financial support to establish and design programs and modern technologies to enable the factory to increase the chances of success in its business.	4.21	Strongly Agree	%84	0.774

No.	Paragraphs	Mean	Scale	RI	S.D
Y1	The money index is one of the important financial indexes that the factory pursues to achieve.	4.02	Strongly Agree	%80	0.912
	The General Average of the Paragraphs of Financial Performance Dimension	4.12	Strongly Agree	%82	0.853
Internal Operations Dimension	Continuous development processes in the factory are taking place in the business, activities and operations inside and outside the factory.	4.38	Strongly Agree	%88	0.660
	The factory relies on multiple scales of internal process success in order to improve performance-based systems.	3.90	Agree	60%	0.940
	Adjustments are made to the activities and works of the factory in case of tangible changes in government policies occurred.	4.15	Strongly Agree	%83	0.890
	The factory departments submit quarterly, semi-annual and annual reports on its activities and works on time.	4.10	Strongly Agree	%82	0.802
	The General Average of the Paragraphs of Internal Operations	4.13	Strongly Agree	%83	0.832
Success Dimension	The factory administration is keen on the progress of work in accordance with the rules and instructions.	4.22	Strongly Agree	%84	0.790
	The factory administration is introducing advanced technology in line with the development in work.	4.12	Strongly Agree	%82	0.895
	Factory workers can execute strategic plans with accuracy and objectivity.	4.23	Strongly Agree	%85	0.795
	The factory administration uses dialogue and discussions with workers to reach appropriate decisions based on the strategic vision.	4.08	Strongly Agree	%82	0.880
	The factory administration has the ability to analyze information through feedback.	4.03	Strongly Agree	%81	0.881
	The General Average of the Success Dimension	4.13	Strongly Agree	%83	0.848
Creativity Dimension	The factory administration policies support and encourage creativity in all operating departments and units.	4.11	Strongly Agree	%82	0.790
	The factory administration encourages creative and innovative competition among the work team members.	3.81	Agree	%76	1.104
	The factory administration adopts all the ideas and suggestions submitted by the workers.	2.87	Neutral	%57	1.106
	The factory administration provides the necessary financial allocations to support training and development programs that achieve creativity	4.30	Strongly Agree	%86	0.680
	The factory administration seeks to facilitate the procedures for adopting creative ideas.	4.25	Strongly Agree	%85	0.795
Y4	The General Average of the Creativity Dimension	3.86	Agree	%77	0.494

Source: Prepared by the researcher according to the data of the SPSS program.

4.2 Analyzing Correlation Relationships

In order to identify the nature of the relationships between the dimensions of OB as an independent variable and its effect on the PQ as a dependent variable, the researcher will address the results of the dimensions of OB combined and the extent of its association in the PQ, and analyzing the relationship of regression between independent and dependent variables, to test the main and subsidiary hypotheses, The first main hypothesis (there is a statistically significant correlation relationship between the dimensions of OB and the PQ). Table (3) shows the results of analyzing the values of correlation between the dimensions of OB and the PQ.

Table (3) The Statistical Laboratory for Correlation Hypotheses

Independent Variable	R	Sig.	Sample	Researcher Interpretation	
Job Satisfaction	X1	0.832	0.001*	186	Hypothesis Acceptance
Organizational Loyalty	X2	0.830	0.001*	186	Hypothesis Acceptance
Organizational Conflict	X3	0.890	0.000*	186	Hypothesis Acceptance
OB	X	0.840	0.000*	186	Hypothesis Acceptance

*There is a significant correlation at the level (0.05)

** There is a significant correlation at the level (0.01)

Source: Prepared by the researcher according to the data of the SPSS program.

As the results explain that the analysis of correlation transactions at the total level indicates that there is a high significant correlation relationship between them reflected by the correlation coefficient of (** 0.840) and a moral significance at the level of (0.05), as the value of Sig reached (0.000). This indicates the existence of a correlation relationship between the dimensions of OB (job satisfaction, organizational loyalty, organizational conflict) combined and the PQ according to the opinions of workers and then accepting it. The first sub-hypothesis states (there is a correlation relationship with a statistical significance at a significant level (0.05) between the job satisfaction dimension and the PQ in its dimensions). It was noted from Table (3) that there is a strong correlation relationship of (0.832) and a moral significance at (0.001) between the job satisfaction dimension that is symbolized by the symbol (x1) and the OB that symbolizes the symbol (Y), and this documents the validity of the first sub-hypothesis. As for the second sub-hypothesis, which states (there is a correlation relationship with statistical significance at a significant level (0.05) between the dimension of organizational loyalty and the PQ in its dimensions). It is clear from Table (3) the existence of a moral relationship of organizational loyalty and the PQ at a value (0.830) and a moral statistical significance (0.001), and this confirms the validity of the second sub-hypothesis and then accepting it. As for the third sub-hypothesis, which states (there is a correlation relationship with a statistical significance at a significant level (0.05) between the dimension of the organizational conflict and the PQ in its dimensions). It is noted from the same table that there is a strong relationship of (0.890) and a moral significance (0,000) between the organizational conflict and the PQ, and this documents the acceptance of the third sub-hypothesis according to the opinions of the studied sample members.

4.3 Analyzing Regression Relationships

Table (4) The Statistical Laboratory for Effect Hypotheses

Variable	R ²	F	Sig.	Research Interpretation
	Performance Quality Equation			
Job Satisfaction	%77	172.30	0.000*	Hypothesis Acceptance
Organizational Loyalty	%78	145.94	0.001*	Hypothesis Acceptance
Organizational Conflict	%52	59.87	0.001*	Hypothesis Acceptance
Organizational Behavior	%54	56.87	0.000*	Hypothesis Acceptance

* There is a significant effect at the level(0.05)

**There is a significant effect at the level (0.01)

Source: Prepared by the researcher according to the data of the SPSS program.

Testing the second main hypothesis (there is a significant effect of the dimensions of OB combined on the PQ). Table (4) shows the results of analyzing the effect values between the dimensions of OB and performance quality. The results explain that the analysis of the effect

coefficients at the total level indicates the existence of a high significant effect between them, which is reflected in the regression coefficient that aims to identify the explanatory power of the model and the independent variable (OB) in the PQ through a statistical analysis (F). Through it, Table (4) shows that there is a moral significance of (56,871) for the independent variable, which is greater than the tabular F value of (3.9201) and at a significance level of (0.05). The value of the coefficient of determination was (0.54%) of the occurred changes in service quality, and from this point of view, the second main hypothesis is accepted. It is noted from the same table that the first sub-hypothesis has been accepted, which states (there is a significant effect of the job satisfaction dimension in the PQ). As the calculated value of (F) reached (172.302), which is greater than the tabular value of (3.9201) and at a level of significance (0.05), and the value of the coefficient of determination was (0.77%) of the occurred changes in the PQ. From this point of view, the first sub-hypothesis branched from the second main hypothesis is accepted. The same table also documents the acceptance of the second sub-hypothesis, which states (there is a significant effect of the dimension of organizational loyalty on the PQ). The calculated value of (F) reached (145.941), which is greater than the tabular value of (3.9201), with a significant level of (0.05). The value of the coefficient of determination was (0.78%) of the occurred changes in the PQ. From this point of view, the second sub-hypothesis branched from the second main hypothesis is accepted. It is also noted from the same table that the third sub-hypothesis has been accepted, which states (there is a significant effect of the dimension of the organizational conflict on the PQ). The calculated value of (F) reached (59.870), which is greater than the tabular value of (3.9201) and at a significance level (0.05). The value of the coefficient of determination was (0.52%) of the occurred changes in the PQ. From this point of view, the third sub-hypothesis branched from the second main hypothesis is accepted.

5.0 Conclusions

The single OB can be the result of multiple motives, and these motives may be convincing or not clear. There are digital forms of OB resulting from a single motive, or other reasons, including individual and personal abilities, surrounding daily conditions, learning and others. The working individual is one of the most important links in the organization, and his individual behavior within the organization affects the adequacy of its performance as a whole, so it is in the interest of the factory administration to know why, when and how the individual acts in productive work. Understanding the behavior of factory workers helps administration and the tasks of the manager or leader. Successful administration is the ability to influence workers, so we find many people interested in the behavioral side who tried to determine the leadership style that has the most effect on workers' behavior. The scientific study of OB helps in determining the types of incentives used in directing the behavior of workers at different administrative levels. The use of knowledge and experiences by individuals is reflected in the level of PQ in organizations, and then responding to work requests and productivity, as well as providing services to consumers on time. The results of the statistical analysis confirmed a high percentage of OB dimensions practices by the workers as research sample, and this confirms the high level of awareness of the variables of the targeted OB in achieving quality performance, which is a positive indicator for the benefit of the research sample individuals. The results showed that the factory administration has an interest in studying the dimensions of OB with the latest possible research methods, the greater its ability to enhance the quality of organizational performance. What confirms this acceptance is the first main hypothesis which states. Through the results of the research, it was found that there is an effect of all

dimensions of OB on the PQ, and this means that the dimensions of OB have a major role in enhancing the PQ in the FVO. The statistical results of the research showed that the dimension of organizational conflict, one of the dimensions of OB achieved the highest Mean among the three dimensions. It was found from the results of the descriptive statistical analysis that the workers as the research sample have a high interest in the dimensions of performance quality represented in (the financial dimension, internal operations, success, creativity), in order to improve the level of quality and performance in the factory in general.

References

- Afaneh, J. A. A., Alqasa, K. M. A., & Ghaleb, M. M. S. (2023). Effect of perceived service quality dimensions on customer satisfaction in Saudi retail stores: Exploring the moderating role of consumer culture. *Transnational Marketing Journal*, 11(1), 1-16. <https://transnationalmarket.com/menu-script/index.php/transnational/article/view/257>
- Alkorta, J. (2023). The Impact of Long-Term Smartphone Use on Adolescent Mental Health: A Longitudinal Study. *Archives of Clinical Psychiatry*, 50(3), 1-7. <https://archivespsy.com/menu-script/index.php/ACF/article/view/2145>
- Al-Bahadili, K. J., (2021). Personal Styles and their Effect on Achieving Guest Satisfaction: An Applied Study of a Sample of First Class Hotel Guests in Baghdad City”, *Master’s Thesis, Al-Mustansiriya University, College of Tourism Sciences, Baghdad.*
- Albderi, A. J. T., Hasan, M. F., & Flayyih, H. H. (2023). Measuring the level of banking performance according to the requirements of comprehensive quality management: an application study. *Ishtar Journal of Economics and Business Studies*, 4(1), 1–18. <https://doi.org/10.55270/ijebss.v4i1.15>
- Ali, M. A., Hussin, N., Flayyih, H. H., Haddad, H., Al-Ramahi, N. M., Almbaydeen, T. H.,... & Hasan Abunaila, A. S. (2023). A Multidimensional View of Intellectual Capital and Dynamic Innovative Performance. *Journal of Risk and Financial Management*, 16(3), 139. <https://doi.org/10.3390/jrfm16030139>
- Al-Khoury, A., Hussein, S. A., Abdulwhab, M., Aljuboori, Z. M., Haddad, H., Ali, M. A.,... & Flayyih, H. H. (2022). Intellectual Capital History and Trends: A Bibliometric Analysis Using Scopus Database. *Sustainability*, 14(18), 11615. <https://doi.org/10.3390/su141811615>
- Al-Thabit, A.S., (2017). The Elements of the Internal Environment with a Strategic Dimension and its Reflection on the Organizational Behavior of Workers in Iraqi Universities: a civilian study on Al-Mustansiriya University in Iraq", *Journal of Baghdad College of Economic Sciences*, No. 52, <https://www.iasj.net/iasj/article/127689>
- Bermejo-Berros, J. (2022). Educational influence of knowledge of the masked presence of alcohol on Instagram on behavior change. *Profesional de la información*, 31(4). <https://doi.org/10.3145/epi.2022.jul.04>
- Cascio, W., & Boudreau, J. (2010). *Investing in people: Financial impact of human resource initiatives*. Ft Press.
- Chan-Olmsted, S., & Wang, R. (2022). Understanding podcast users: Consumption motives and behaviors. *New media & society*, 24(3), 684-704. <https://doi.org/10.1177/1461444820963776>
- Dawood, F. S. & Obaid, H. A., (2021). The role of entrepreneurial management in achieving quality institutional performance An applied study in the Municipality of Baghdad. *Tikerit Journal of Administration and Economics Sciences*, 17(55 part 2). <https://www.iasj.net/iasj/article/217595> <https://doi.org/10.5281/zenodo.7074248>

- Francisco, M., German, M.-G., & Carlos, F. (2023). A Robust Optimization Assessment of Inventory Routing Problems with Route Disruptions And Green Factors. *Operational Research in Engineering Sciences: Theory and Applications*, 6(1), 332-364. <https://oresta.org/menu-script/index.php/oresta/article/view/555>
- Hansen, S., & Nindartin, A. (2022). Profiling Contract Change Order Disputes: An Empirical Validation Study. *INTERNATIONAL JOURNAL OF CONSTRUCTION SUPPLY CHAIN MANAGEMENT*, 12(2), 16-31. <https://ijcscm.com/menu-script/index.php/ijcscm/article/view/157>
- Ho, Y. L., & Bautista, A. (2022). Music activities in Hong Kong kindergartens: A content analysis of the Quality Review reports. *Revista Electrónica de LEEME*, (49), 32-49. <https://doi.org/10.7203/LEEME.49.24249>
- Hussein, M. K., Ruaa Basil Noori Al-tekreeti, Hasan, M. F., & Flayyih, H. H. (2023). The Moderate Role of the Perceived Orientation of Information Technology in the Relationship between Human Capital and Organizational Innovation Mediating Orientations to Learning: Literature Review. *Ishtar Journal of Economics and Business Studies*, 4(1). <https://doi.org/10.55270/ijeb.v4i1.14>
- Jex, S. M., & Britt, T. W. (2014). *Organizational psychology: A scientist-practitioner approach*. John Wiley & Sons.
- Jeyaraman, M., Lavanya, V., & Aishafarzana, H. (2022). Third order differential subordination associated with Janowski functions. *Mathematics for applications*, 11, 45-55. <https://doi.org/10.13164/ma.2022.05>
- Kollmuss, A., & Agyeman, J. (2002). Mind the gap: why do people act environmentally and what are the barriers to pro-environmental behavior?. *Environmental education research*, 8(3), 239-260. <https://doi.org/10.1080/13504620220145401>
- Mabil, A. N. (2019). Investigating effects of accounting ethics on quality of financial reporting of an organization: case of selected commercial banks in South Sudan. *Mediterranean Journal of Social Sciences*, 10(1), 177.
- Marcus, B., & Schuler, H. (2004). Antecedents of counterproductive behavior at work: a general perspective. *Journal of applied psychology*, 89(4), 647.
- Muhammad, I. J., & Rashid, A. G. (2022). THE IMPACT OF PSYCHOLOGICAL OWNERSHIP AT WORK ON ORGANIZATIONAL COMMITMENT, AN EXPLORATORY AND ANALYTICAL STUDY AT THE UNION FOOD INDUSTRIES COMPANY LTD. SUGAR AND OIL INDUSTRY/BABYLON GOVERNORATE.
- Murcia, E. P. C., & Velastín, N. G. (2023). Aprendiendo a través de las artes plásticas y visuales: escuchando las voces de niños y niñas de 4 a 6 años. *ARTSEDUCA*, (34), 123-136. <https://artseduca.com/wp-content/uploads/2023/06/6910.pdf>
- Ramdev, R. (2023). Propositions for Sustainable Futures in Durgabai Vyam and Subhash Vyam's Bhimayana. *Cultura International Journal of Philosophy of Culture and Axiology*, 20(1), 67-80. <https://culturajournal.com/wp-content/uploads/2023/08/Cultura-20-1-6.pdf>
- Resen, E. J., AbdulRazzaq, M. S., & Abbood, H. Q. (2023). Environmental Impact Assessment for Industrial Organizations using Rapid Impact Assessment Matrix. *Ecological Engineering & Environmental Technology*, 24(2), 94-108. <https://doi.org/10.12912/27197050/156964>
- Shiltagh, S., & Al-Attar, F. (2021). The Role of Strategic Planning in Enhancing the Quality of Organizational Performance: An Analytical Study of the Views of a Sample of Employees at the Ministry of Interior/Police College”, *Iraqi Journal of Administrative Sciences*, Vol. 17, No. 70. <https://www.iasj.net/iasj/article/220476>
- Talab, H. R., & Flayyih, H. H. (2023). An Empirical Study to Measure the Impact of Information Technology Governance Under the Control Objectives for Information

- and Related Technologies on Financial Performance. *International Journal of Professional Business Review*, 8(4), e01382. <https://doi.org/10.26668/businessreview/2023.v8i4.1382>
- Tang, X., Wang, Z., Wu, M., & Li, R. (2023). Influence of risk nursing in emergency department nursing on cognitive function and first aid effect of patients. *Archives of Clinical Psychiatry*, 50(1), 17-22. <https://archivespsy.com/menu-script/index.php/ACF/article/view/1154>
- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology*, 94(5), 1275. <https://psycnet.apa.org/doi/10.1037/a0015848>