



The Interactive Role of Organizational Culture in the Relationship Between Organizational Commitment and Outstanding Performance : An Analytical Study of the Opinions of A Sample of Employees in the Diwan of the Directorate of Education in Dhi Qar

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Abstract: This study sought to achieve a set of objectives, the most important of which is preparing a theoretical framework for the research variables through which it clarifies the role of interactive organisational culture and its impact on the relationship between organisational commitment and outstanding performance, building a hypothetical model between the study variables and explaining the effect between these variables, identifying the impact of organisational culture dimensions on exceptional performance, determining the effect of organizational commitment on outstanding performance. The study used statistical tools to analyse and process data and information, including the (SPSS) program and the questionnaire. The study community was adopted, represented by (Dhi Qar Directorate Office). The study sample was all employees in the Dhi Qar Education Directorate Office, where the sample numbers were (1200) and (290) were distributed using the Morcan model. The total number of valid questionnaires for analysis was (257) questionnaires.

Keywords: Interactive Organisational Culture, Organisational Commitment, Outstanding Performance

1. INTRODUCTION

The acceleration of influential and contemporary changes in the future of organisations imposes conflicts on them, which threatens their existence and forces them to take the necessary measures to confront these challenges through a conscious scientific approach to search for the best ways through which to invest the human element as the real wealth through which it seeks to achieve the organisation's goals efficiently and effectively. Hence, organisations' interest in organisational culture came because of its essential role in shaping the worker's habits, values, attitudes, and ways of dealing with other people, as organisational culture in its various types and components aims to enhance behaviour, solve internal and external problems, and how to deal with decisions through the characteristics it possesses that make it continuous and inherited across generations.

2. RESEARCH METHODOLOGY

Research Problem

- a. Is there an interactive role for organisational culture in the relationship between organisational commitment and outstanding performance in the Dhi Qar Education Directorate Office under study?

- b. Is there a relationship between organisational commitment and outstanding performance in the Dhi Qar Education Directorate Office under study?
- c. Is there an impact of organisational culture on outstanding performance in the Dhi Qar Education Directorate Office under study?
- d. Is there an impact of organisational commitment on outstanding performance in the Dhi Qar Education Directorate Office under study?

The importance of the research

- a. Shedding light on organisational culture in employees' outstanding performance in the Dhi Qar Education Directorate Office.
- b. Simplifying concepts and explaining the study variables represented by (organisational commitment, organisational culture, outstanding performance).
- c. The variables of the current study play an essential role in the success of organisations.
- d. The study contributes to the availability of scientific material that researchers can use to develop modern organisational commitment and culture strategies and their impact on outstanding performance in the Dhi Qar Education Directorate Office under study.

Research objectives

- a. Preparing a theoretical framework for the research variables through clarifying the interactive role of organisational culture and its impact on the relationship between organisational commitment and outstanding performance.
- b. Building a hypothetical model between the study variables and clarifying the impact between these variables.
- c. Identifying the impact of organisational culture dimensions on outstanding performance.
- d. Identifying the impact of organisational commitment on outstanding performance.

Research scale

Table (1) Research scale

Variables	Dimensions	Scale
Organisational Commitment	Organisational Culture	Mahmoud & Abdel, 2016
	Organisational Loyalty	
	desire to continue working	
	Responsibility	
Organisational Culture	Organisational Values	Al-Taie, 2015
	Organisational Beliefs	
	Organisational Attitudes	

	Organisational Expectations	
Outstanding Performance	Task performance	Al-Ghanimi, 2016
	Contextual performance	
	Organisational citizenship behavior	
	Deviant work behaviour	

Source: Prepared by the researcher based on what was mentioned in previous literature

The hypothetical research plan

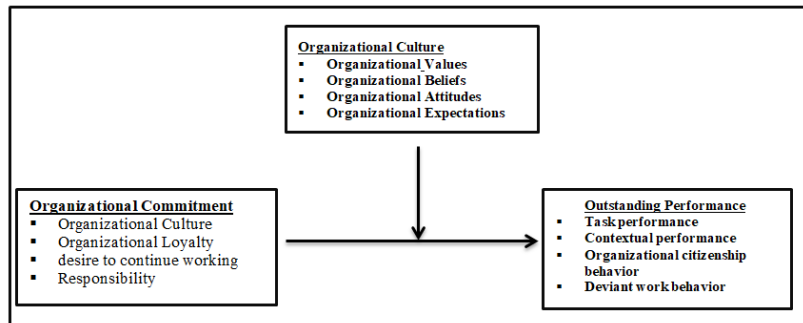


Figure (1) Hypothetical diagram model

The research sample

To achieve what the study seeks and reach an essential aspect in fulfilling the requirements of the applied aspect of the study, the researcher chose the study community represented by the Diwan of the Dhi Qar Education Directorate due to the urgent educational need in Iraq in general and in the governorate in particular, where all employees in the Diwan of the Dhi Qar Education Directorate were chosen. The study sample was represented by (290) out of a community numbering (1200) and based on the table designed by Morkan, which showed the appropriate sample size for each community, and based on that, (290) were distributed, of which ((277) were retrieved, i.e. ((13 questionnaires were not retrieved, and ((20 questionnaires were not valid for analysis so that the total number was (257).

Organizational Commitment

a. The concept of organisational commitment

Researchers agreed on the definition of organisational commitment, as it was defined as the worker's desire to remain in the organisation, and it expresses the psychological state that characterises the relationship between the worker and the employer and also expresses the organisational goal and the strong desire to maintain the organisational position (Hassouna, 2021). The organisational commitment was defined as the psychological structure of the responsibility that the worker bears towards his message

to the organisation, as it expresses the extent of the worker's psychological connection to the organisation and his desire to remain and continue in it as a result of his acceptance of the organisation's vision, mission and goals and the constant pursuit of making more effort to achieve organisational goals and solve the problems facing the organisation (Sigit et al., 2022). It is a set of behaviours that appear in the form of the worker's contentment with the organisation's goals and values and willingness to make an additional effort for the sake of the organisation (Robbin & Judge, 2008). It is the process in which the goals of employees and the goals of the organisation match and similarity. Organisational commitment is a psychological factor that links employees in the organisation by closely connecting with what the organisation seeks (Nagar, 2012). It is a distinctive psychological state of the relationship between members or employees. It also impacts employees' decisions to practice membership in organisations. Organisations need to retain and attract talented employees because companies realise that only employees who commit are willing to stay in their relationship with the organisation and try to improve their relationship with the organization to achieve its goals (Al-Sayani, 2015).

b. The importance of organisational commitment

- 1) Increase organisational loyalty and modify performance in line with the organization's policy, and deal better with situations and reduce problems that occur between employees and management, thus achieving organizational stability (Abd-Elmageed, 2021).
- 2) Create social relationships between employees in the organization and its customers and improve the quality of service, which leads to an increase in national income (Ashiri, 2022).
- 3) Develop a sense of self-worth, enhance career advancement, increase employee motivation, and provide talents and skills (Bousadia, 2018).
- 4) Organizational commitment achieves harmony and compatibility between employees and the organization.
- 5) Organizational commitment is one of the basic indicators for assessing many behavioral aspects regarding the rate of employee turnover.

c. Dimensions of organizational commitment

- 1) Organizational culture: It is a set of values and concepts that are created and developed within work groups in the organization and explained to employees to determine their way of thinking, perception and feeling towards the internal and

external work environment and determine their behavior and affect their work performance and productivity in the organization (Robbins & Judge, 2011: 109).

- 2) **Organizational loyalty:** It is the strength of the employee's identification with his organization and his connection to it and it is the employees' unwillingness to leave the organization in which they work in order to obtain various gains from rewards and incentives and their social status and professional freedom (PermauPan et al, 2013: 91).
- 3) **Desire to continue working:** The organizational commitment dimension is represented by the desire to continue working in the organization. It means the degree of desire of employees in this case, measured by the investment value in the organization, which the employee can achieve if he continues working in the organization, compared to what he will lose if he decides to leave the organization or join other entities (Obeidat et al, 2014: 11).
- 4) **Responsibility:** It is the responsibility towards the organization and means the employee's sense of commitment to staying in the organization in exchange for the good support that the organization provides to its employees and allows them to participate and interact positively. Responsibility also means in a general sense that it is accountability or dependency. It may be difficult to challenge the concept of administrative responsibility or measure it due to conflicting opinions about it, but its meaning can be limited to two important meanings, which are legal responsibility and moral responsibility (Kaur et al, 2010: 142).

Organizational Culture

a. The concept of organizational culture

Organizational culture refers to the expression of the values of influential employees in an organization. These values may affect the tangible aspects of the organization and the behavior of employees, and also determine the approach adopted by employees in their decisions and management of their subordinates in their organizations (Shafritz et al, 2015: 292). Organizational culture is a system of meanings, symbols, customs, traditions and practices that develop and stabilize over time and become a special feature of the organization, as it creates a general understanding among members of the organization about the tasks and characteristics of the organization (Peters, 2015: 28). It is the values, reports and rules that members of the organization share, knowing that each business organization has its own culture that expresses its personality. Organizational culture does not come from a vacuum, but rather appears first from the employees in the

organization, as they are primarily part of the social and cultural fabric in which the organization exists, as they bring with them their values and customs that contribute to influence through organizational culture (FRC, 2018: 5). It is the efforts aimed at designing, redesigning and implementing the necessary plans and programs to detect warning signals, prepare, prevent, contain workers, and restore activity and education from expected crises (Salih & Hla, 2016: 123).

b. Types of organizational culture

- 1) Strong culture: It is the culture in which managers and leaders care about customers, shareholders, and employees with a noticeable interest (Valencia et al, 2010:466).
- 2) Weak culture: It is the culture in which managers only care about themselves, direct work, or technology, and their interest in employees and customers is little (Sadegh et al., 2012).
- 3) Bureaucratic culture: In this type of culture, responsibilities and authorities are determined, so work is organized, coordination takes place between units, and the authority is hierarchical and based on control and commitment (Seen, 2012).
- 4) Creative culture: It provides an encouraging work environment that helps creativity, and its workers are characterized by boldness and risk-taking in making decisions and facing challenges (Tian et al., 2018).
- 5) Achievement culture: It focuses on goals, as employees have a shared commitment and strong enthusiasm to achieve the organization's goals (Chen & Huang 2009).
- 6) Supportive culture: One of the most important features of this type is that employees deal with it as human beings and not as machines (Wang et al., 2004).
- 7) Role culture: It focuses on the type of job assignment and then job roles more than employees and is interested in rules and values (Muhammed et al, 2022).

c. Dimensions of organizational culture

- 1) Organizational values: These are values that are not fixed and permanent because a percentage of these values have become entrenched in our lives and have deepened and cannot change (Pasaribu, 2009). Organizational values are the basic pillar of any organizational culture, so they are the essence of the philosophy of any organization that seeks to achieve its goals efficiently and effectively, meaning that they reflect the feelings and attitudes of employees towards the organization (Rusly, et al., 2014).
- 2) Organizational beliefs: They refer to shared ideas about the nature of work and social life in the work environment and how to accomplish organizational tasks and

tasks. These beliefs are represented in participating in the decision-making process and contributing to teamwork and its impact on achieving the organization's goals, noting that they refer to the conceptual ideas that employees hold towards something, as they express the extent of their understanding of the truth and beliefs that are built on the basis of knowledge and ideological opinions (Harel, et al., 2020). 3.3.3 Organizational trends: Organizational trends are one of the elements of organizational behavior because the worker comes to the organization loaded with ideas, values, and trends that must leave their mark on his behavior at work, as trends change with changing circumstances and experiences through learning and even as a result of observing the behavior of others, so administrative organizations focus on positive trends towards work (Kwamena, 2013).

- 3) Organizational expectations: They are a set of expectations set by employees or the organization during the work period and are represented by psychological contracting in addition to other expectations such as the expectations of managers from subordinates, colleagues from other colleagues, and subordinates from managers, which are represented by mutual respect (Lin, 2007).

Distinguished performance

- a. The concept of distinguished performance

Distinguished performance of employees refers to the practice in managing the organization and as the best practice in managing the organization to achieve positive results for the organization (Sternad et al, 2019: 34). Distinguished performance was also defined as the organization's ability to reach and maintain high levels of performance thanks to the efforts of its employees that meet or exceed all stakeholders and excel over its competitors (Lee, 2018: 1). It is the result of the organization's workforce, so when there are creative employees in the organization, it may make the organization distinct and creative from other organizations, noting that the organization's distinction comes from the distinction of the knowledge that distinguishes the employees (Kotler, 2000: 40). Distinguished performance refers to satisfying stakeholders and providing the necessary resources to implement various operations and providing successful administrations that can develop effective strategies to implement their goals (Noe et al, 2006: 38). While (Bardwell & Calydon, 2010: 38) was defined. Distinguished performance is the highest performance when compared with competitors or with other organizations similar in work, and the sustainability of distinguished performance is the ability of the organization to sustain its superior performance over a period of time not less than three years. According

to what is shown in the concepts above, the researcher defined distinguished performance as the highest levels of performance that the organization is unique in and represents the result of the individual efforts of the organization's employees who provide ideas and innovations characterized by modernity, creativity and distinction, which leads to achieving distinguished performance for the organization.

b. Objectives of distinguished performance

Distinguished performance is very necessary in organizations and cannot be dispensed with to achieve the best satisfactory results in organizational management, according to the point of view of (Goetsch & Davis, 2014). He explained several objectives, the most important of which are:-

- 1) Encouraging the organization's management of employees to self-develop their performance and sustainable growth.
- 2) How to create a common understanding of what needs to be improved in performance.
- 3) Measuring performance against jointly agreed upon goals.
- 4) Creating a good relationship and encouraging communication between leaders and employees regarding enhancing their performance.
- 5) Focusing on continuous improvement and reinventing core capabilities.
- 6) Making great efforts towards developing long-term human resources.
- 7) Speed and ability to adapt to changes occurring in the environment.

c. Dimensions of Distinguished Performance

- 1) A Task performance: It is the behaviors that contribute to the basic operations in the organization that provide indirect support to the basic and technical operations of the organization. These behaviors are represented in producing products, selling goods, obtaining inventory, managing subordinates, and providing services (Adams, 2010 Webster &). It means the work performance activities that contribute to the technical essence of the organization either directly through its use in the technological process of the organization or indirectly through maintaining the technical requirements of the organization or serving it (Kahya, 2007: 515). Task performance involves completing the duties and tasks specified in the job description or behaviors that contribute to the maintenance and transformation activities of the organization (Jankingthong & Rurkkhum, 2012: 116).

- 2) Contextual performance:- It is the activities that contribute to the effectiveness of the organization through many methods that work to form the organizational, social and psychological context that serves as a catalyst for important activities and operations, or it is the activities that do not contribute to the technical essence of the organization, but rather support the social and psychological environment of the organization through which the organization's goals arise (Edwards et al, 2008: 445). Contextual performance also refers to the behaviors that contribute to the organization's culture and climate and the context through which transformational and maintenance activities are implemented. Contextual performance includes two aspects, the first aspect: relates to facilitating personal relationships that describe behaviors directed personally toward coworkers that contribute to achieving organizational goals and include encouraging cooperation, respecting others and building effective relationships, while the second aspect: relates to dedication to work that describes the motivational actions toward self-discipline such as working hard, taking initiatives, following rules and policies and supporting organizational goals (Borman et al, 2001: 52).
- 3) Organizational citizenship behavior: Citizenship behavior often determines the extent to which employees are fit to remain in the organization or not, and thus they are subject to administrative streamlining processes. In this way, managers notice the amount of readiness that employees have and to do more work than is required of them. This readiness may be the result of threatening factors, as employees fear dismissal, redundancy, and expulsion, so they exaggerate their performance rates (Rasheed and Matar, 2014: 94). Organizational citizenship behavior is a group of voluntary actions and initiatives of an informal nature to express organizational loyalty to the organization to help employees, which are often formal and performed by employees voluntarily in official work and personal matters, and to express suggestions and opinions about developing and advancing the organization (Al-Taie and Jawad, 2014: 87).
- 4) Deviant work behavior:- There are many studies that have addressed the subject of deviant work behavior as consisting of two dimensions: organizational deviance, which includes taking the organization's property without permission and performing low-quality work, and deviance in personal relationships, which includes acting unethically towards others, absenteeism, theft, and safety violations (Dalal, 2005). Deviant work behaviors are represented by the aim of helping other

workers and harming them, respectively, as there should be a strong inverse relationship between organizational citizenship behavior and deviant work behavior (Sackett et al, 2006: 443).

Data analysis

a. Coding and Description of Research Variables

Variables are considered one of the basic elements in any scientific research, as they play a pivotal role in developing hypotheses and analyzing results. Understanding and accurately describing variables contributes to enhancing the credibility and reliability of the research. This research deals with a group of variables that affect organizational culture, commitment and outstanding performance in institutions. Accordingly, Table (2) represents the mechanism on which the research relied to code and describe variables.

Table (2) Coding of Variables

Variables	Dimensions	Paragraphs	code	
Organizational Culture	Organizational Culture	5	ORCU	OCUV
	Organizational Loyalty	5		OCUB
	desire to continue working	5		OCUA
	Responsibility	5		OCUE
Organizational Commitment	Organizational Values	5	ORCO	OCOC
	Organizational Beliefs	5		OCOL
	Organizational Attitudes	5		OCOD
	Organizational Expectations	5		OCOR
Outstanding Performance	Task performance	5	OUPE	OPTP
	Contextual performance	5		OPCP
	Organizational citizenship behavior	5		OPCB
	Deviant work behavior	5		OPDW

b. Testing the normality of the measurement tool

The results of Table (3) indicate that the data included in the analysis of the variables under study follow the normal distribution. This allows the possibility of generalizing the results reached by the study to the studied community. Accordingly, the null hypothesis was accepted, which states that the data under study follow the normal distribution at a significance level greater than 0.05. In contrast, the alternative hypothesis, which states that the data do not follow the normal distribution at a significance level less than 0.05, was rejected. These results confirm the reliability of the data used in the study, which enhances the ability to use appropriate statistical methods to analyze the relationships between variables. They also reflect the importance of adhering to the standards of statistical analysis to ensure the accuracy and reliability of the results, which contributes to achieving the research objectives more effectively.

Table (3) Testing the normality of the measurement tool

Variables		(Kol-Smi) Test statistics		Moral value (P.value)
Organizational Culture	Dimensions	0.160	0.126	P > 0.05
	Organizational Culture	0.118		
	Organizational Loyalty	0.151		
	desire to continue working	0.114		
Organizational Commitment	Responsibility	0.115	0.106	
	Organizational Values	0.133		
	Organizational Beliefs	0.109		
	Organizational Attitudes	0.106		
Outstanding Performance	Organizational Expectations	0.131	0.112	
	Task performance	0.125		
	Contextual performance	0.112		
	Organizational citizenship behavior	0.131		

c. Testing the stability of the measurement tool

The results of Table (4) show the stability of the dimensions of the organizational culture variable, that its overall stability reached 0.864, distributed over four dimensions, the organizational beliefs dimension came in first place with a stability rate of 0.906, and the organizational attitudes dimension came in last place with 0.760, to prove the accuracy, consistency and stability of the measurement tool according to Cronbach's alpha coefficient. The results also indicate the stability of the dimensions of the organizational commitment variable, that its overall stability reached 0.953, distributed over four dimensions, the organizational culture dimension came in first place with a stability rate of 0.927, and the responsibility dimension came in last place with 0.810, to prove the accuracy, consistency and stability of the measurement tool according to Cronbach's alpha coefficient. The results also show that the dimensions of the variable of outstanding performance are stable, with a total stability of 0.947, distributed over four dimensions. The task performance dimension came in first place with a stability rate of 0.861, and the contextual performance dimension came in last place with 0.800, proving the accuracy, consistency and stability of the measurement tool according to Cronbach's alpha coefficient.

Table (4) Cronbach's alpha coefficients

Variables	code		
Organizational values	0.864	0.763	0.960
Organizational beliefs		0.906	
Organizational attitudes		0.760	

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Organizational expectations		0.839	
Organizational culture	0.953	0.927	
Organizational loyalty		0.811	
desire to continue working		0.856	
Responsibility		0.810	
Task performance	0.947	0.861	
Contextual performance		0.800	
Organizational citizenship behavior		0.810	
Deviant work behavior		0.861	

d. Statistical description of the research

Table (5) shows that the organizational culture variable obtained a total arithmetic mean of 4.07 and a standard deviation of 0.51, indicating the focus of the researched sample on supporting its internal technologies towards the organizational culture. Perhaps this focus came as a result of the interest in the organizational expectations dimension (OCUE) as it obtained the highest arithmetic mean equal to 4.11 and a standard deviation of 0.59, indicating the clarity and strength of expectations among individuals in the organization. While the organizational attitudes dimension (OCUA) came in last place, as its arithmetic mean was 4.04 and a standard deviation of 0.69. This indicates that there is a greater variation in opinions about organizational trends, which means that it can be indicated that there is a need to improve this dimension or clarify visions about it. Table (5) indicates that the organizational commitment variable obtained a total arithmetic mean of 4.04 and a standard deviation of 0.65, which shows the focus of the researched sample on supporting its internal technologies towards enhancing commitment in the work environment. Perhaps this focus came as a result of the interest in the responsibility dimension (OCOR) as it obtained the highest arithmetic mean equal to 4.07 and a standard deviation of 0.75, which indicates individuals' awareness of the importance of bearing organizational responsibilities. While the organizational loyalty dimension (OCOL) came in last place with an arithmetic mean of 4.00 and a standard deviation of 0.82, which means that there is a need to improve the level of loyalty among individuals to enhance the culture of organizational commitment. Table (5) argues that the variable of outstanding performance obtained a total arithmetic mean of 4.03 and a standard deviation of 0.71, which shows the focus of the researched sample on supporting its internal technologies towards outstanding performance. Perhaps this focus came as a result of the interest in the contextual performance dimension (OPCP) as it obtained the highest arithmetic mean equal to 4.12 and a standard deviation of 0.76, while the dimension of deviant work behavior (OPDW)

came in last place with an arithmetic mean of 3.96 and a standard deviation of 0.71, which means that there is a need to improve this dimension to enhance the overall performance of the organization.

Table (5) Statistical description of the research variables

Paragraph	Arithmetic mean	Standard deviation	Paragraph	Arithmetic mean	Standard deviation	Paragraph	Arithmetic mean	Standard deviation	Paragraph	Arithmetic mean	Standard deviation
OCUV1	3.89	1.04	OCUE2	4.06	1.06	OCOD2	4.05	1.10	OPCP2	4.05	1.10
OCUV2	4.35	0.73	OCUE3	4.20	0.96	OCOD3	4.07	1.04	OPCP3	4.07	1.04
OCUV3	4.07	0.92	OCUE4	4.14	1.08	OCOD4	4.24	0.89	OPCP4	4.24	0.89
OCUV4	3.92	0.98	OCUE5	4.05	1.07	OCOD5	4.00	1.16	OPCP5	4.00	1.16
OCUV5	4.17	0.86	OCUE	4.11	0.59	OCOD	4.05	0.77	OPCP	4.12	0.76
OCUV	4.08	0.53	ORCU	4.07	0.51	OCOR1	4.04	0.97	OPCB1	4.04	0.97
OCUB1	4.16	0.94	OCOC1	3.96	1.14	OCOR2	4.09	1.00	OPCB2	4.09	1.00
OCUB2	4.18	0.95	OCOC2	4.16	1.00	OCOR3	4.17	0.98	OPCB3	4.17	0.98
OCUB3	4.18	0.87	OCOC3	4.00	1.16	OCOR4	4.06	1.10	OPCB4	4.06	1.10
OCUB4	4.03	0.91	OCOC4	4.04	0.97	OCOR5	3.97	1.14	OPCB5	3.97	1.14
OCUB5	3.81	1.11	OCOC5	4.09	1.00	OCOR	4.07	0.75	OPCB	4.07	0.75
OCUB	4.07	0.74	OCOC	4.05	0.67	ORCO	4.04	0.65	OPDW1	3.97	1.08
OCUA1	4.04	1.00	OCOL1	4.17	0.98	OPTP1	3.97	1.08	OPDW2	3.82	1.21
OCUA2	4.08	1.01	OCOL2	4.06	1.10	OPTP2	3.82	1.21	OPDW3	3.90	1.16
OCUA3	4.14	0.89	OCOL3	3.97	1.14	OPTP3	3.90	1.16	OPDW4	4.05	1.10
OCUA4	4.07	0.90	OCOL4	3.97	1.08	OPTP4	4.05	1.10	OPDW5	4.07	1.04
OCUA5	3.89	1.10	OCOL5	3.82	1.21	OPTP5	4.07	1.04	OPDW	3.96	0.82
OCUA	4.04	0.69	OCOL	4.00	0.82	OPTP	3.96	0.82	OUPE	4.03	0.71
OCUE1	4.07	0.94	OCOD1	3.90	1.16	OPCP1	4.24	0.89			

e. Testing the research hypotheses

H1: There is a significant correlation between organizational culture and organizational commitment, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix indicate a strong correlation between organizational culture and organizational commitment of 0.625, which indicates that there is a positive interaction between these two variables, as individuals' commitment to organizational culture reflects an enhancement in their level of organizational commitment. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.277 between the organizational expectations dimension OCUE

and the organizational loyalty dimension OCOL, indicating that positive expectations in the work environment contribute to enhancing individuals' loyalty to the institution. While the relationship between the organizational values dimension OCUV and the desire to continue working dimension OCOD reached 0.503, which indicates that the presence of clear and influential organizational values enhances individuals' desire to continue working within the institution, which indicates the importance of enhancing these values to achieve higher stability in the workforce.

H2: There is a significant correlation between organizational culture and outstanding performance, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix indicate a strong correlation between organizational culture and outstanding performance of 0.601, indicating that there is a significant positive impact of organizational culture on the ability of institutions to achieve outstanding performance, which reflects the importance of enhancing cultural values and practices within the organizational environment. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.310 between the organizational expectations dimension OCUE and the organizational citizenship behavior dimension OPCB, indicating that enhancing organizational expectations can contribute to improving individuals' behavior towards teamwork and effective participation within the institution. While the relationship between the organizational beliefs dimension OCUB and the task performance dimension OPTP reached 0.490, indicating that the beliefs rooted within the organizational culture play an important role in improving task performance, indicating the importance of enhancing these beliefs to achieve positive results in the performance of individuals and teams.

H3: There is a significant correlation between organizational commitment and outstanding performance, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix indicate a strong correlation between organizational commitment and outstanding performance of 0.940, indicating that there is a significant positive impact of organizational commitment on outstanding performance, indicating that increasing commitment among individuals can enhance the quality of performance in the organization. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.555 between the responsibility dimension OCOR and the contextual performance dimension OPCP, indicating that enhancing the sense of responsibility can contribute to improving contextual performance, reflecting the importance of the role of individuals in achieving organizational goals. While

the relationship between the desire to continue working dimension OCOD and the contextual performance dimension OPCP reached 0.952, indicating that individuals who feel a strong desire to continue working tend to achieve high contextual performance, which enhances the stability and growth of the organization.

Table (6) Correlation Matrix

	OCUV	OCUB	OCUA	OCUE	ORCU	OCOC	OCOL	OCOD	OCOR	ORCO
OCUV	1									
OCUB	.635**	1								
OCUA	.719**	.716**	1							
OCUE	.332**	.303**	.370**	1						
ORCU	.827**	.856**	.890**	.609**	1					
OCOC	.407**	.437**	.528**	.398**	.556**	1				
OCOL	.460**	.476**	.394**	.277**	.504**	.545**	1			
OCOD	.503**	.491**	.484**	.359**	.575**	.684**	.624**	1		
OCOR	.467**	.488**	.448**	.310**	.539**	.690**	.874**	.600**	1	
ORCO	.531**	.546**	.530**	.384**	.625**	.826**	.889**	.838**	.915**	1
OPTP	.484**	.490**	.407**	.333**	.536**	.566**	.800**	.892**	.652**	.846**
OPCP	.485**	.481**	.479**	.334**	.558**	.638**	.574**	.952**	.555**	.783**
OPCB	.467**	.488**	.448**	.310**	.539**	.690**	.874**	.600**	.896**	.915**
OPDW	.484**	.489**	.407**	.333**	.536**	.566**	.800**	.892**	.652**	.846**
OUPE	.533**	.540**	.481**	.364**	.601**	.680**	.846**	.929**	.789**	.940**

H4: There is a significant effect of organizational culture on organizational commitment, and the following hypotheses branch out from it:

The results of Table (7) show that organizational culture contributes to enhancing employees' capabilities towards organizational commitment. This indicates that increasing organizational culture by one unit leads to an improvement of 0.797 towards the beta coefficient, and 0.794 of the regression parameter, and a standard error rate of 0.063, which led to a critical value equal to 12.651, and as a result, this relationship contributed to improving organizational culture to explain 0.390 of the organizational commitment variable. Accordingly, the amount of impact of organizational culture on organizational commitment can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= dependent variable (organizational commitment)

a= regression parameter

β = beta value

X= organizational culture

$$Y=0.794+0.797 X$$

Let us assume that the value of (X=1) and thus the equation becomes

$$Y=0.794+0.797*1$$

$$Y=0.794+0.797$$

$$Y=1.591$$

H5: There is a significant effect of organizational culture on outstanding performance, and the following hypotheses branch out from it:

The results of Table (7) show that organizational culture contributes to enhancing employees' capabilities towards outstanding performance. This indicates that increasing organizational culture by one unit leads to an improvement of 0.836 towards the beta coefficient, and 0.623 of the regression parameter, and a standard error rate of 0.070, which led to a critical value equal to 11.943, and as a result, this relationship contributed to improving organizational culture to explain 0.361 of the outstanding performance variable. Accordingly, the amount of the impact of organizational culture on outstanding performance can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= Dependent variable (Outstanding performance)

a= Regression parameter

β = Beta value

X= Organizational culture

$$Y=0.623+0.836x$$

Suppose the value of (X=1), then the equation becomes:

$$Y=0.623+0.836*1$$

$$Y=0.623+0.836$$

$$Y=1.459$$

H6: There is a significant effect of organizational commitment on outstanding performance, and the following hypotheses branch out from it:

The results of Table (7) show that organizational commitment contributes to enhancing employees' capabilities towards outstanding performance. This indicates that increasing organizational commitment by one unit leads to an improvement of 1.024 towards the beta coefficient, and by 0.111- of the regression parameter, and with a standard error rate of 0.023, which led to a critical value equal to 44.522, and as a result, this relationship contributed to improving organizational commitment to explain 0.883 of the

outstanding performance variable, and accordingly, the amount of the impact of organizational commitment on outstanding performance can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= Dependent variable (Outstanding performance)

a= Regression parameter

β = Beta value

X= Organizational commitment

Suppose the value of (X=1), then the equation becomes:

$$Y=0.111-1.024 *1$$

$$Y=0.111-1.024$$

$$Y=-0.913$$

Hence, it is noted that the relationship between organizational culture and outstanding performance is an inverse relationship, which requires an interactive variable that contributes to improving this relationship. Accordingly, this hypothesis represents a prelude to entering into the seventh hypothesis.

H7: There is a significant effect of the interactive role between organizational culture and organizational commitment on outstanding performance, and the following hypotheses branch out from it:

In order to measure the hypothesis of the interactive role between the interactive role between organizational culture and organizational commitment, a new variable must be constructed, symbolized by the symbol (ORCUORCO). Accordingly, the results of Table (7) show that the interactive role between organizational culture and organizational commitment contributes to enhancing the capabilities of employees towards outstanding performance. This indicates that increasing the interactive role between the interactive role between the organizational culture by one unit leads to an improvement of 0.150 towards the beta coefficient, and 1.524 of the regression parameter, and a standard error rate of 0.005, which led to a critical value equal to 30.000, and as a result, this relationship contributed to improving the interactive role between organizational culture and organizational commitment to explain 0.757 of the variable of outstanding performance. This means that 00000, and accordingly, the amount of the impact of the interactive role between organizational culture and organizational commitment on outstanding performance can be determined through the following equation:

THE INTERACTIVE ROLE OF ORGANIZATIONAL CULTURE IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND OUTSTANDING PERFORMANCE : AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE DIWAN OF THE DIRECTORATE OF EDUCATION IN DHI QAR

$$Y=a+\beta X$$

Where:

Y= Dependent variable (outstanding performance)

a= Regression parameter

β = Beta value

X= Interactive role between organizational culture and organizational commitment

$$Y=1.524+0.150X$$

Suppose the value of (X=1), then the equation becomes:

$$Y=1.524+0.150*1$$

$$Y=1.524+0.150$$

$$Y=1.674$$

Table (7) Outputs of the impact hypothesis

Path		Regression parameter a	Value β	Standard error	Critical value	Value F	Value R^2	P	
ORCU	- - - >	ORCO	0.794	0.797	0.063	12.651	162.631	0.390	0.001
ORCU	- - - >	OUPE	0.623	0.836	0.070	11.943	143.656	0.361	0.001
ORCO	- - - >	OUPE	-0.111	1.024	0.023	44.522	1922.533	0.883	0.001
ORCUORCO	- - - >	OUPE	1.524	0.150	0.005	30.000	791.441	0.757	0.001

3. Conclusions and Recommendations

Conclusions

- a. The results showed a significant correlation between organizational culture, organizational commitment and outstanding performance, which contributes to creating a work environment that supports cooperation and positive interaction between teams that can enhance commitment and performance.

- b. The sample studied is keen to develop its capabilities in promoting its organizational values in a clear and joint manner, which contributes to directing employee behaviors towards achieving outstanding performance. This in turn works to improve internal communication channels that can contribute to enhancing organizational culture and increasing employee commitment.
- c. The sample studied is interested in appreciating the achievements and successes of employees, which contributes to enhancing commitment and encourages improving outstanding performance. This in turn encourages employees to participate in decision-making, enhances their sense of belonging, which increases their commitment and enhances performance.
- d. The sample studied focuses on measuring commitment by regularly measuring the level of organizational commitment through questionnaires and analyses, which helps identify areas that need improvement.
- e. The results showed the interest of the sample studied in reconsidering the construction of its organizational structure in a way that makes it flexible and responsive to changes in the organizational culture, which helps maintain high levels of commitment and performance.

Recommendations

- a. The researched sample should focus on investing in training programs to develop employees' capabilities on an ongoing basis to enhance employees' skills and increase their commitment.
- b. The researched sample should focus on building multidisciplinary work teams and promoting a culture of cooperation among individuals to achieve better results. This requires training leaders and managers on the importance of organizational culture and how to enhance commitment among their teams.
- c. The researched sample should be keen to encourage a work environment that supports innovation and creativity, which enhances employees' sense of commitment and drives outstanding performance.
- d. The researched sample should focus on conducting a periodic assessment of organizational culture through questionnaires that reflect employees' opinions, which provides insights into strengths and weaknesses, which requires the creation of cultural programs that enhance organizational values and help employees understand their role in achieving goals.

- e. The researched sample should enhance the improvement of communication channels within the organization to ensure effective communication between all levels, which enhances transparency and trust.

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