

Reflecting the Organizational Strategic Culture Structure in Performance

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Abstract

Objective: This study aims to examine the relationship between organizational strategic culture structure and performance.

Theoretical framework: The study is based on the theoretical framework of organizational culture and strategic management. Organizational culture refers to the shared values, beliefs, and behaviors that shape the way employees think and act within an organization, while strategic management involves the formulation and implementation of strategies to achieve organizational goals.

Method: This study utilized a mixed-methods research design. Data was collected through surveys and interviews with [insert number of participants] employees from [insert organization(s)]. Data was analyzed using regression analysis to test the hypothesized relationships between organizational strategic culture structure and performance.

Results and conclusion: Findings revealed a significant positive relationship between organizational strategic culture structure and performance. The study concludes that organizations can benefit from aligning their strategic culture structure with their overall strategic goals to enhance performance.

Implications of the research: The findings of this study have important implications for organizations seeking to enhance performance. Organizations can benefit from developing a strategic culture structure that aligns with their overall strategic goals, and from promoting a culture of performance throughout the organization.

Originality/value: This study contributes to the literature on organizational culture and strategic management by examining the relationship between organizational strategic culture structure and performance. The study highlights the importance of considering the impact of organizational culture on strategic management and organizational outcomes.

Keywords: *Organizational strategic culture structure, performance, organizational culture, strategic management.*

1. Introduction

Organizational culture, structure, and strategy are critical components of an organization's performance. However, the relationship between these elements is often complex and can be difficult to manage effectively. When these components are not aligned, it can lead to inefficiencies, lack of clarity and direction, and a lack of employee engagement and motivation.

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This analysis seeks to explore the relationship between organizational culture, structure, and strategy, and their impact on organizational performance. Specifically, the analysis will examine the potential impact of culture, structure, and strategy on employee behavior, decision-making processes, and resource allocation. It will also consider the potential challenges and risks associated with misalignment between these elements.

By shedding light on the interplay between culture, structure, and strategy, this analysis aims to help organizations develop a strategic and integrated approach to performance that leverages the potential benefits of these elements while mitigating the associated risks and challenges. This may involve developing a strong organizational culture that supports the strategic objectives of the organization, designing a structure that enables efficient and effective decision-making and resource allocation, and developing and implementing a strategy that is aligned with both culture and structure.

Overall, the analysis highlights the importance of aligning organizational culture, structure, and strategy to achieve optimal organizational performance. By adopting a strategic and integrated approach, organizations can create a culture of performance excellence that drives success and enables them to achieve their goals and objectives.

2. Methodology

The process of verifying the compatibility of the strategic choice, according to the logic of the organizational cultural fabric and its impact on organizational performance, requires identifying the nature of the intellectual problem to occur, and its importance and importance, and this is what the first topic understood. The second one is for the statement of the model, its intellectual relationships, and its hypotheses. While the third aimed at presenting the procedural definitions of the variables and the methods of measuring them, and the fourth section ended with clarification of the limits of the research and the methods of collecting and analyzing information.

2.1. The Problem

The research problem can be diagnosed through two levels of questions. The first level explores the course and horizons of the theoretical logic of the integrated approach in the values of organizational culture through its dimensions, theories and characteristics in the first chapter, so that the counterparts of the second chapter confirm the concept of strategic choice and organizational performance as a concept and their relationship with the cultural fabric, and adopt the second level of questions. Perceptions that have been subjected to investigation and testing are based mainly on realizing the relationship of the particular to the general in explaining the phenomenon of harmony, as follows:

- Is the organizational cultural fabric linked with the strategic choice in substantially significant relationships?
- Does the diversity of organizations in their cultural fabric differ in their strategic choices?
- Do organizational cultural fabrics and strategic choices affect performance, in the sense that organizations with harmony between their cultural fabric and strategic choice are the best performers?
- These questions will be the subject of analysis and discussion in the coming chapters.

2.2. The method

The research adopted the integrative approach in interpreting the strategic shifts of the organizations through their cultural fabrics and the horizons of integration lie through the research adopting the pluralistic approach as adopting the historical diagnostic approach in tracking the path of strategic choices and the qualitative descriptive approach in

diagnosing the nature of the organizational cultural fabric, strategic choices and performance of the research sample organizations, and a quantitative analytical approach in Explanation. model relationships. As for the comparative approach of Wasif in two directions, the first adopted the points of convergence and agreement between the theoretical accumulations and what was embodied in the applied results. The second explained comparisons at the level of organizations in a single industry sector.

2.3. The importance

The importance of the research is embodied in its theoretical and experimental philosophical content. Being one of the critical topics that the 1990s research began to focus on in an attempt to initially discover the behaviors of the cultural fabric and determine how it is compatible with the strategic choice, this subject did not receive an experimental study, which gives the research added importance. Adopting the research as a theoretical and practical guide in the values of how Muslims can achieve their compatibility with strategic choices, which reduces the costs of wasting their social energy due to the ambiguity and uncertainty that the organization can face due to its lack of knowledge of its cultural pattern. Adopting research as a practical means for diagnosing the educational culture and knowing the prevailing values, symbols and practices in the organization, as a method that supports the assessment of the self-motivating force of the organization towards its adherence to the current strategy and follow-up to the extent of its cultural change that comes to adopt new strategic changes, and in a way that makes the diagnosis of the resistance force to strategic change possible, as it can be adopted The cultural fabric as a control tool for examining the organizational cultural environment and following up on its internal harmony.

2.4. Hypothesis

Based on the justifications of the theoretical logic adopted in its formulation, the research model can explain the direction and type of relationships expressed in Figure (2) through three groups of hypotheses taken for which there are three hypotheses in connection, and six hypotheses in difference. As for the effect, two hypotheses were taken, and the researcher tried to provide a hypothetical cover The logic of building hypotheses is based on the following:

A- Correlation hypotheses. In building correlation hypotheses, I rely on the general content emanating from the behavior of research variables at the global level.

Hypothesis (1) - There is a relationship of significant significance between the organizational cultural fabric and performance. The hypothesis is based on an assumption supported by theoretical accumulations, which explain the relationship between the cultural fabric and performance in terms of the synergistic perspective of the overall components of the fabric and its cohesion, which can contribute to perpetuating routine, stereotyping behaviors, and unifying them towards performance. Required

Hypothesis (2) - There is a significant relationship between strategic choice and performance despite the appointment of experimental results in confirming the rationality of the hypothesis.

3. The strategic cultural fabric

The term "strategic cultural fabric" is not a widely recognized or established concept in academia or business. However, it could be interpreted as referring to the cultural values and beliefs that form the foundation of an organization's strategic planning and decision-making processes. (sackman, 2008)

In other words, an organization's strategic cultural fabric would be the set of shared beliefs, attitudes, and practices that guide its leaders and employees in making strategic

choices about the direction and goals of the organization. This could include things like a commitment to innovation and risk-taking, a focus on customer satisfaction, a preference for collaboration and teamwork, or a dedication to ethical and socially responsible business practices. (Bowman & Asch, 2006) Understanding and nurturing an organization's strategic cultural fabric can be an important factor in its long-term success. When leaders and employees share a common set of values and goals, they are more likely to work together effectively and make decisions that are aligned with the organization's overall mission and vision. Additionally, a strong strategic cultural fabric can help an organization adapt to changing circumstances and navigate challenges, as its members have a shared understanding of what is important and how to prioritize their efforts. (Hodge, Anthony, & Gales, 2006)

4. The strategic performance

Strategic performance refers to the ability of an organization to effectively execute its strategic plan and achieve its goals and objectives. It involves the measurement and evaluation of how well an organization is performing in relation to its strategic goals and benchmarks. (Daft, 2008) Strategic performance can be measured through a variety of key performance indicators (KPIs) that are aligned with an organization's strategic objectives. These KPIs may include financial metrics such as revenue growth and profitability, as well as non-financial metrics such as customer satisfaction, employee engagement, and market share. (Denison, 2012)

In order to improve strategic performance, organizations may need to adjust their strategic plans, processes, and resources to ensure that they are aligned with their goals and objectives. This may involve making changes to organizational structure, leadership, and culture, as well as investing in new technologies and capabilities that can support strategic objectives. (Brown & Laverick, 2014)

Effective measurement and management of strategic performance requires ongoing monitoring and evaluation, as well as the ability to make data-driven decisions and adapt to changing circumstances. By continuously improving strategic performance, organizations can achieve long-term success and create sustainable value for their stakeholders.

5. The relationship of the strategic cultural fabric to strategic performance

The strategic cultural fabric and strategic performance are closely related in that an organization's culture can have a significant impact on its ability to execute its strategic plan and achieve its goals.

A strong strategic cultural fabric can create a shared sense of purpose and commitment among employees, which can help to align their efforts with the organization's strategic objectives. It can also foster a culture of innovation, collaboration, and continuous improvement, which can enable the organization to adapt to changing circumstances and stay ahead of the competition.

On the other hand, a weak or misaligned strategic cultural fabric can hinder an organization's ability to execute its strategic plan and achieve its goals. If employees do not share a common set of values and beliefs, they may be less motivated to work together and may not prioritize the organization's strategic objectives. This can lead to inefficiencies, missed opportunities, and poor performance. (Hodge, Anthony, & Gales, 2006)

Therefore, it is important for organizations to understand the relationship between their strategic cultural fabric and strategic performance and to actively manage both. By

nurturing a strong and aligned strategic cultural fabric, organizations can improve their strategic performance and achieve long-term success. (Sackman, 2008)

The literature tried to describe the relationship between organizational culture and performance in a different way in terms of input, measures, and results. The eighties research was characterized by a qualitative study by emphasizing the strength of culture and its relationship to the performance of financial organizations as a study (Denison, 1984. Deal & Kennedey, 1982. Mittrof & Kilmann, 1984). Pascal, 1985) and the results of their study agreed on the existence of a positive relationship between the strength of culture and financial performance, for organizations that had common values among members to a large extent characterized by a rate of return on investment twice that of companies with weak cultures (Harrison & Carroll, 2011) where it can be seen that Organizational culture is associated with high economic performance when it is a source of competitive advantage, and some research efforts have tended to study the culture pattern in terms of the type of capacity and the cultural characteristics affecting performance as a study (Johnson, 2012) for a group of American and Japanese organizations, and it was found that cultures that emphasize the values of (participation, justice and commitment) have contributed to their superiority, and some literature has taken an empirical approach in describing the relationship of culture to performance as a study (Humble, Jackson, & Thomson, 2014) for two types of culture, and the creative culture was characterized by achieving high levels of Financial performance while stagnant cultures were associated with achieving low levels of financial performance (indicated by growth in sales, profitability and return on investment) and described Humble. Jackson, Thomson. (Humble, Jackson, & Thomson, 2014)) The relationship between the educational culture in (200) American organizations and their performance, and by conducting the correlation between the performance indicator (growth) over an (11) year period, it was found that there is a positive relationship between strong cultures and long-term economic success, and the relationship was clearly explained in a study (Hofstede, Neuijer, Denise, & Geent, 2010) in terms of the congruence between culture (values) and administrative practices and their impact on performance in terms of return on assets and return on sales, where the congruence between culture and administrative practices (in terms of participation in decisions) indicated a rise in the levels of return on assets (ROA), and return on sales (ROS). The relationship of organizational culture with performance can be explained through its influence on regulating behavior and controlling cognitive and emotional processes, which cannot be monitored through standard control systems, because it affects social cohesion, and contributes to increasing intellectual and emotional stimulation, which reflects positively on motivation towards Work, where some forms of culture are linked to productivity and can contribute to increasing the productivity of workers and thus raising performance levels. Some literature described the effect of culture on performance through the spread of culture in the sense that it is seen in the same way by all members of the organization, why it is seen in a different way. The spread of assumptions and values makes individuals take close paths, so the work group will work as a single unit, which leads the organization's performance towards efficiency. As for the direction of culture, the culture of the organization can lead to behaviors that are contrary to the objectives and strategy of the organization, especially when the culture is widespread, which means that the behaviors deviate from what is required. This negatively affects performance. When the culture of the organization spread among the members emphasizes the values of preservation and high routine, while its strategy and objectives tend towards diversification and expansion, it will negatively affect performance. (Eccles, 2011)

6. The analysis

6.1. The organizational cultural fabric from the point of view of the research community:

Table: (1) Arithmetic means and standard deviations of managers' responses, and correlations for organizational model items, symbols and rituals.(N=50)									
No .	Creativity principles	Mean	Range	standard deviation	1	2	3	4	5
1	Creativity comes with high costs	2.3	1-5	1.15					
2	Those who do not advance will expire	4.04	1-5	0.85	0.587** *				
3	Better to be initiators than to be imitators	4.16	1-5	0.82	0.132	0.335**			
4	creativity	3.5	1-5	0.58	0.585				
No .	principles of Risk	Mean	Range	standard deviation	1	2	3	4	5
1	Risk is the best way to create success	3.26	1-5	1.12					
2	We are not afraid of failure when undertaking new products	3.9	1-5	0.65	0.162				
3	Trial and error is the best way to learn and experience	4.26	1-5	0.66	0.39**	0.22*			
4	Risk	3.8	1-5	0.477	0.251*	0.2*	0.27*		
No .	principles of adaptation	Mean	Range	standard deviation	1	2	3	4	5
1	Our organization is quick to respond to the needs of consumers	3.69	1-5	0.99					
2	Focusing on the internal environment is better than focusing on the external environment	3.35	1-5	1.05	0.569** *				
3	The senior management works to	3.25	1-5	1.05	0.169	0.35*	0.415**	0.495**	

	determine the method of work through advice and not through the issuance of binding instructions								
4	organizational structure pattern	3.47	1-5	1.21	0.164	0.417**	0.415**	0.495**	0.54*
No.	Leadership	Mean	Range	standard deviation	1	2	3	4	5
1	The leader's opinions and personality drive the worker to TG	3.47	1-5	1.21					
2	The leader's ability to motivate employees for new innovations	3.38	1-5	1.20	0.923** *				
3	The leader rarely uses rewards and promotions to motivate employees	2.95	1-5	1.26	0.621** *	0.522** *			
4	The leader does not rely on authority to motivate the workers	2.88	1-5	1.13	0.485**	0.499**	0.795** *		
5	Strategic leadership style	3.17	1-5	0.97	0.421**	0.502** *	0.432**	0.531** *	
No.	Ritual	Mean	Range	standard deviation	1	2	3	4	5
1	The organization holds parties to honor the workers	2.78	1-5	1.17					
2	Distinguished employees are given priority in honoring	3.21	1-5	1.24	0.732** *				
3	Management encourages employees to innovate	3.16	1-5	1.05	0.733** *	0.827** *			
4	Ritual	3.05	1-5	1.06	0.743** *	0.842** *	0.792** *		

No.	Flexibility	Mean	Range	standard deviation	1	2	3	4	5
1	Board discussions are supported by the opinions of employees	3.69	1-5	1.02					
2	The opinions of employees constitute a disturbance in the decision of the Board of Directors	3.28	1-5	1.25	0.355**				
3	The administration welcomes opinions and suggestions, even if they are inconsistent with its style	3.16	1-5	1.1	0.81***	0.4**			
4	Flexibility	3.38	1-5	0.79					
No.	Organizational construction	Mean	Range	standard deviation	1	2	3	4	5
1	Employees take care of all matters of the organization	3.26	1-5	1.16					
2	Workers are aware of the state of change in their tasks	3.23	1-5	1.22					
3	Functional tasks are clearly formulated	3.66	1-5	0.9	0.533** *				
4	Relationships control the execution of tasks	3.23	1-5	1.32	0.269*	0.47**			
5	Communication is vertical between the superior and subordinate and horizontal between the same level	3.38	1-5	1.08	0.218*	0.53***	0.533** *		

It is extrapolated from observing the arithmetic mean values of the managers' responses to the organizational cultural fabric variables, their deviations, and the general perception of the responses lies between (0.3) for the ritual variable and the highest value of the mean (80.3) for the variable risk, and with standard deviations (1,060) and (0,477), respectively. The set of indicators that were drawn from the sample responses can be listed sequentially and according to the inclusion of the variables and their paragraphs as follows:

1. Creativity principles: The arithmetic mean for this variable was (3,507) with a standard deviation of (0.585), and since the standard mean is (3), and in line with the movement of the scale in that low scores indicate values that confirm routine, while high ones support creativity. The mean value of the variable is slightly above the average, which means that there are values that support creativity at an average level. This variable was measured through three items that achieved different arithmetic means, the highest of which was at the initiative item (4.16) and the lowest, i.e. creativity expenses (2.30) and with a standard deviation of (0.82) and (1.15), respectively. The values of the correlation between the paragraphs of the variable reflected substantial relationships of varying strength between the high and medium, whose values ranged between ($***0.587=r_s=0.335** - r_s$), which explains the homogeneity and coherence of the paragraphs and their ability to express the variable creativity values. And when passing the test of homogeneity at the level of the research sample companies, it is noted that there is a convergence between the companies in the values of their arithmetic mean, as the highest mean was (3754) for (S.P.C), which is higher than the average by (0.754) in The lowest mean was (3.2) for (Sh. S. K.) and with a standard deviation of (0.536) and (0.75), respectively.

2. principles of Risk: -Achieved an arithmetic mean of (3.90) with a standard deviation of (0.47) and reflects a level above the average compared to the standard mean (3). The variable was measured in three paragraphs. The highest arithmetic mean was (4.26) at the trial and error item, which is higher than the standard mean by (26.1) and with a deviation of (0.66), while the lowest value of the mean was read at the first paragraph (3.26) with a deviation of (12.1). . The correlation coefficients of the variable paragraphs with each other varied in their significant values, ranging between ($**0.39 = r_s = 0.20 * - TS$), which reflects the coherence of the variable paragraphs. The values of the arithmetic mean achieved a variation at the level of companies, reaching the highest (3.962) in (S.P.C), which is higher than the standard average by (0.96), which indicates positive management beliefs towards confirming risk and attempt values with a deviation of (0.359), while the mean values converged. The arithmetic ratios in (S.H.H.) and (S.H.H.S.) reached (2.68) and (2.69), respectively, and this indicates that these companies are close to the low scores of the scale that reflect the confirmation of conservative values.

3. principles of adaptation: - This variable showed an arithmetic mean slightly above the mean (3.380) and a low deviation (0.71), while its paragraphs varied in their arithmetic mean and deviations between the highest mean (69.3) at the first paragraph and the lowest standard deviation (0.99), at the lowest. The mean (3.09) at the third paragraph and the highest deviation (1.03). And the correlations between the paragraphs of the scale reflected the existence of substantial relationships that varied in their significance between high and medium, as the values of the correlation coefficients ranged between ($***0.56 = TS = 0.35** - TS$), and this indicates the coherence of the paragraphs and their harmony in expressing the variable. The companies showed a slight variation in the values of their arithmetic mean. The highest mean was (66.3) for the S.P.C. It is higher than the standard mean with a deviation of (0.68). The arithmetic mean of (S.H.K) (Sh.H.S) converged, reaching (03.3) (3.21) on the cusp, and it was slightly lower than the standard mean, which means that these companies are close to the low scores of the scale, which explains their decline in distancing from Adjustment values towards dormancy.

4. Flexibility: - The arithmetic mean for this variable was slightly above the mean, reaching (3.50) with a standard deviation of (0.79). To measure this variable, three paragraphs were adopted. The first paragraph, represented by “with the participation of external members, achieved the highest mean (3.69) and the lowest deviation (1.02). In Hiri, the lowest mean was in the “New Proposals and Opinions” item, which reached (3.16) with a deviation of (1.10). The measure towards higher scores is management openness and its acceptance of the participation of external members, new ideas and proposals, while the low scores indicate the tendency of the organization’s management values towards inflexibility and rejection of new proposals. The significant ones with high and medium moral strength, whose coefficients ranged between ($r_s = 0.35^{**}$ - $r_s = 0.81^*$). The arithmetic mean in shows the companies’ difference in stature between the highest mean of (3.83) at (Sh. p. k), with a standard deviation of (0.61), and the lowest adult mean (2.94) for (Sh. H. S.) and a standard deviation of (0.52). It is superior to its standard medium, and it can reflect the general perception of these variables together through the “organizational model and its absorption of the total assortment of the previous four organizational values. Where the reading of his arithmetic means expressed a higher value than the standard mean by (0.619) and with a deviation of (0.426). The correlation between its paragraphs constituting the four variables reflects varying levels of significance that reached its ranges ($*** 0.745 = r_s = 0.203^* - r_s$), and at the same level of analysis among the variables of the organizational model scale. It is noted that there is continuity and high homogeneity between its vertebrae showed varying levels of the arithmetic mean values of the organizational model among the research sample companies. And the highest arithmetic mean was achieved for the organizational model of (S.P.C), which reached (3.954) above the standard mean with a deviation of (0.36). (Sh.S.K) and (Sh.H.S) converged in the mean values of the arithmetic organizational model, reaching (2.5) (2.96) and with standard deviations of (0.44) (0.34), respectively.

5. Organizational Structure: The arithmetic mean for this variable was (3.47), above the mean, and the deviation of its value was (1.05). The variable was measured with six items, the highest arithmetic mean was at the Clarity of Functional Tasks item (3.66) with a standard deviation of (0.90), while the lowest mean was at the Distribution of Powers item (3.23) with a deviation of (1.32). The high correlations between the items of the scale explained the existence of varying substantial relationships Significantly, its ranges ranged from ($***0.63=r_s=0.21^* - r_s$), which indicates the homogeneity and coherence of the paragraphs of the scale. (S.H.S.) excelled in its arithmetic mean above the mean (99.3) with a deviation of (0.49), while (SH.H.S.) achieved the lowest mean (2.486) and the highest dispersion of values around its mean (0.55).

6. Strategic leadership style: - The variable achieved an arithmetic mean slightly above the standard mean of (3.172) and a standard deviation (0.97), and its four paragraphs showed variation in their arithmetic mean. The highest mean was (47.3) in the first paragraph and a standard deviation (21.1), while the dependence on power item achieved a low mean (2.88) and a standard deviation (1.13). The correlations between the items of the scale reflected the presence of close significant relationships between high and medium, with a range of ($*** 0.923 = r_s = 0.485^{**} - r_s$), which indicates the coherence of the items of the variable. The movement of the scale described the high gradient towards a transformational leadership style and the low one towards a reciprocal leadership style, and the variable showed a clear variation when reading its arithmetic mean and standard deviations at the corporate level. S.S.C. has achieved clear superiority in the responses of its managers and their description of their administrative leadership style towards transformation, as its arithmetic mean reached (4.055), which is much above the average, and with the least dispersion of answers with a standard deviation of (0.424). While the lowest arithmetic mean was (2.395), and the best (less) dispersion of answers was (0.75) at (Sh.H.S.). As for (S.H.K), its arithmetic mean was (2.625) with a standard deviation of (0.66), and in the last two companies it was below the average.

7. Rituals:- The mean was slightly above the mean, reaching (3.05), with a standard deviation of the values from the mean, which amounted to (1.06). The lowest arithmetic mean for the three variable items was (2.78) in the “Evaluation of Creators” item and with the best dispersion of responses, as it reached (1.17). While the highest arithmetic mean appeared in the “Encouraging Competition” item, as it reached (3.16), which is above average. Slightly and with the least dispersion of the responses, which amounted to (1.05), which indicates a slight variation in the sample's answers about this variable. The items of the variable showed homogeneity. And a clear coherence in terms of the significant, close significant correlations between high and medium, where the ranges of correlation coefficients ranged between (***) 0.81 = rs = 0.35 ** - rs). The reading of the arithmetic mean of this variable at the level of companies is likely to vary in its levels. As the highest arithmetic mean for the variable in (PSC) was (3.574), which is above the standard mean by (0.574), and the responses showed a slight deviation from their mean by (0.70). While the two companies (S.H.K.) (S.H.S.) converged in their circles, reaching (2.77) (2.55), respectively, with a high dispersion of the responses of their managers, which amounted to (1.028) (1.265) respectively.

6.2. The level of performance from the point of view of the research community

Table: (2) The level of performance

Organizational model	Organizational construction	Strategic leadership style	ritual	symbols	cultural fabric
creativity	0.115	0.18-	0.682***	0.541***	0.273*
risk	0.297*	0.187	0.5***	0.552***	0.359*
Adaptation	0.271*	0.329*	0.42**	0.745***	0.518***
Flexibility	0.470**	0.33*	0.283*	0.744***	0.583***
organizational model	0.470**	0.262	0.283*	0.354*	0.642***
cultural fabric	0.856***	0.772***	0.642***	0.913****	

The paragraphs of the performance variable shown reflected a variation in their mean and deviations, and this discrepancy appears clearly in the arithmetic mean of the research sample companies, as follows:

1. Shareholders' satisfaction: - The paragraph showed a general mean greater than the standard average, as it amounted to (4) and a standard deviation of (0.62), and (Sh.H.R) achieved a high reading of the variable amounting to (4.33) more than the standard average and with a deviation of (0.651), while it was The lowest value of the mean for (S.H.K) was (855.3) despite being more than the mean and with a deviation of (0.717).
2. Consumer satisfaction: - It was measured in one paragraph, the general arithmetic mean of which was (3.47), slightly greater than the mean, with a deviation of (1.06). The mean values achieved convergence at the level of companies, and (S.C.C.) excelled in its average, as it reached (3.55) greater than the standard mean, with a deviation of (0.47), while the arithmetic mean was (3.50) (3.34) and with a deviation of (1.08) (1.15) for each of the companies. (Sales S.A.E.) (S.S.K.) respectively.
3. Employee satisfaction: This variable achieved an arithmetic mean of (3.11) slightly above the average with a standard deviation of (19.1). 3) (3.252), respectively, with a deviation of (1.098) (1.215). In general, these circles were slightly above the average, while the arithmetic mean in (CH.H.S.) showed a low level, reaching (2.916), less than the standard mean, with a high deviation that expressed a dispersion in the sample's answers, amounting to (378.1).

	r retu rns																		
con su mer sati sfac tion	Con su mer sati sfac tion by pro vidi ng suit abl e goo ds	3 · 4 7	1 - 5	1. 06	3 · 3 5	1. 0 4	3 · 3 4	1. 1 5	3 · 5	1. 0 8	0. 2 4 *								
Em plo yee sati sfac tion	Em plo yee sati sfac tion thro ugh app rop riat e mot ivat ion	3 · 1 1	1 - 5	1. 19	3 · 1 6	1. 0 9	3 · 2 5	1. 2 1	2 · 9 1	1. 3 7	0. 3 4 *	0. 4 6 * *							
The sup erio rity of the upp er ma nag em ent	Pro fit gro wth suc ces s	3 · 9 0	1 - 5	0. 72	4 · 3 5	0. 6 1	3 · 2 5	0. 7 5	3 · 8 3	0. 4 9	0. 4 5 * *	0. 3 *	0. 25 *						
	Suc ces sful sale s gro wth	3 · 8 0	1 - 5	0. 80	4 · 4 1	0. 4 8	3 · 2 5	0. 9 6	4 · 0	0. 5 1	0. 4 3 * *	0. 4 * * *	0. 19						
	The sup erio rity of the upp er ma nag em ent	3 · 8 5	1 - 5	0. 70	4 · 3 8	0. 4 6	3 · 2 5	0. 7 5	3 · 9 1	0. 4 8	0. 3 2 *	0. 1 7	3. 35 *	0. 4 1 * *					
Ad apt atio n and cre ativ ity	gro wth in the nu mb er of	3 · 2 6	1 - 5	1. 16	3 · 5 5	1. 0 4	2 · 1 6	0. 9 3	3 · 2 5	1. 2 8	0. 1 7	0. 1 8	0. 3 3 *	0. 3 3 *	0. 4 * *				

	pro duc ts																			
	Gro wth in pat ents and ide as	2 . 9 0	1 - 5	1. 0	3 . 1 6	0. 9 0	2 . 6 6	0. 8 8	2 . 7 5	1. 1 3	0. 0 2	0. 2 5	0. 35 *	0. 2 9 *	0. 0 5	0. 2 9 *				
	gro wth in tec hno log y	2 . 8 3	1 - 5	1. 12	3 . 4 4	1. 0 4	2 . 3 3	0. 7 7	2 . 4 1	1. 1 6	0. 0 5	0. 0 5	0. 02	0. 3 2 *	0. 1	0. 2 *	0. 3 7 *	0. 34 *		
	Ad apt atio n and cre ativ ity	3 . 1	1 - 5	0. 82	4 . 9 1	0. 4 6	2 . 3 8	0. 6 6	2 . 8 0	0. 7 7	0. 1 1	0. 4 7 * *	0. 2* *	0. 3 3 *	0. 3 1 *	0. 3 3 *	0. 2 9 *	0. 69 ** *	0. 7 * * *	
perfor man ce		3 . 4 9	1 - 5	0. 53	4 . 2 1	0. 4 6	3 . 2 1	0. 5 3	3 . 5 8	0. 5 6	0. 3 *	0. 6 * * *	0. 75 ** *	0. 4 * * *	0. 4 6 * * *	0. 4 2 * * *	0. 4 7 * * *	0. 46 ** *	0. 3 3 *	0. 54 ** *

Shareholders' satisfaction as one of the performance variables achieved seven significant relationships with the organizational cultural fabric variables out of the total number of relationships between them, which amount to ten relationships, and the percentage is (70%), which means a strong relationship. ($P < 0.001$, $P < 0.01$), as there were (4) relationships at a significant level (0.01) between shareholder satisfaction and creativity with a correlation coefficient value of (0.28), and with risk with a correlation coefficient value of (0.29), and with flexibility with an inverse relationship with a correlation coefficient of (0.26). -, and symbols with a correlation coefficient value of (0.30). On the other hand, there were two significant relationships at a significant level (0.05) with the organizational structure (an inverse relationship with a correlation coefficient value of 0.37) and with the strategic leadership style with a correlation coefficient value of (0.40). The relationship with the organizational model, as it reflects the total method of value variables together, has taken a positive relationship with a correlation coefficient of (0.54) and a significant level of (0.001). While the correlation of shareholder satisfaction with the total fabric was at a lower value of (0.26), with a significant level (0.1).

Consumer satisfaction showed five relationships with textile variables. The highest correlation was with rituals with a value of (0.51) and with a level of confidence (0.01), and the lowest correlation with the organizational model with a value of (0.28) and a level of significant significance (0.1). Significance (0.1), and these relationships indicate a weak level compared to the sum of the relationships.

Employee satisfaction: It was associated with five significant relationships with adjustment values (inverse with a value of 0.37) at a significant level of (0.05). With the organizational model (inverse with a value of 0.30) at a significant level (0.1) and with a positive organizational structure with a value of (0.31). Employee satisfaction was inversely associated with creativity values with a correlation coefficient value of (-0.103), and this is consistent with the results of a study.

The percentage of significant relationships between market share growth as one of the variables of superiority of senior management and the cultural fabric was (40%), as four significant relationships appeared, the first at a significant level (0.1) with adaptation values with a correlation coefficient value of (0.28) and with strategic leadership style with a value of (0.36) at the level of Significant (0.05), and with flexibility (inverse with a value of 0.26). While it appeared with a weak relationship with the total cultural fabric, as the correlation coefficient reached (0.29) at a significant level (0-1). It was not associated with a significant relationship with the organizational model.

Profitability growth as one of the paragraphs of superior management achieved four significant relationships, three of which were at a significant level (0.05) with creativity at a correlation coefficient value of (0.30). This is consistent with the results of a study (8.Manu, Sriram, 1996 P), and profitability growth achieved a direct correlation with a value of (0.29) with risk, and this is consistent with the results of (85.Kono, 1994, P). And with flexibility, there is an inverse relationship with a correlation value of (0.28), and this is not consistent with the propositions of (81.Lorsch, 1985, P), and a significant relationship appeared at the level of (0.05) with the total cultural fabric with a correlation coefficient value of (0.32).

Based on the foregoing, the relationship was above average between the senior management variable and the organizational cultural fabric, as the number of relationships of significant significance (all positive) reached seven out of the total number of relationships between them, which amounted to ten relationships, i.e. 70%, and there were six relationships at the level of significance (0.1). Between the excellence of senior management and creativity with a correlation coefficient value of (0.24), flexibility with a correlation coefficient value of (0.23), organizational structure with a correlation coefficient value of (0.28), and with the total tissue with a correlation coefficient value of (0.29), and there was one relationship at a significant level (0.05) with symbols.

The growth in new products achieved five relationships, three of which were at a significant level (0.1) with adaptation at a correlation coefficient value of (0.30). And the organizational structure with a correlation coefficient value of (0.29). And with the total tissue culture, the value of the correlation coefficient (0.36). There was one relationship at a significant level (0.05) with strategic leadership, as the correlation coefficient reached a value of (0.47). This is consistent with the results of (Becker & Stalford, 1967, p.511).

The growth in patents showed only three relationships, all of them at a significant level (0.1), with adaptation with a correlation coefficient value of (0.28), rituals with a correlation coefficient value of (0.26), and total tissue with a correlation coefficient value of (0.31). The percentage of significant relationships represented approximately (30%) of the variables.

The growth in the rates of technological modernization with the cultural fabric variables was associated with six significant relationships, two of which were at a significant level (0.1) with adaptation with a correlation coefficient value of (0.29). And with rituals with a correlation coefficient value of (0.29) as well, and with a significant level of (0.05) with the total tissue with a correlation coefficient value of (0.45). While there were two relationships at a significant level (0.01) with strategic leadership with a correlation coefficient value of (0.51) and organizational structure with a correlation coefficient value of (0.40), and with symbols with a correlation coefficient value of (0.49).

The axis of adaptation and innovation as an indicator of performance, which expresses (growth of products, growth of patents, usurpation of modernization) ended with a group of ten relationships. It ranged between three weakly strong relationships at a significant level of (0.1), with creativity with a correlation coefficient value of (0.22), adaptation with a correlation coefficient value of (0.20), and with the organizational model with a correlation coefficient value of (0.25). On the other hand, adaptation and creativity

achieved two significant relationships at a significant level (0.01) with strategic leadership with a correlation coefficient value of (0.56) and the total organizational cultural fabric with a correlation coefficient value of (0.05).

The relationship between the total performance and the total ligament tissue was at an average level with a correlation coefficient value of (0.26) at a significant level of (0.1). On the other hand, the total performance achieved more significant relationships with the vocabulary of the cultural fabric amounted to (9) relationships whose explanatory power was distributed into two groups, the first at a significant level (0.05) with creativity with a correlation coefficient value (0.38) and adaptation with a correlation coefficient value (0.35) and with flexibility with a correlation coefficient (0.35) to end with the model arrangement Right as a representative of the total values with a correlation coefficient value of (0.38).

The overall performance was associated with a significant relationship with the strategic leadership style with a correlation coefficient value of (0.35) and with rituals with a correlation coefficient value of (0.42), while the relationship with the organizational structure was at a significant level (0.1) and with a correlation coefficient value of (0.30).

In general, the number of relationships between the variables of performance and the cultural fabric was (66) significant relationships out of the total number of relationships amounting to (110) relationships distributed between (36) relationships with a significant level (0.1), i.e. above half, and (22) relationships with a significant level (0.05), while it was (7) Relationships only at a significant level (0.01).

The total number of weak relationships achieved at a significant level (0.1) was less than half of the total relationships amounting to (110) relationships. The total organizational cultural fabric showed a medium significant relationship with the total performance with a correlation coefficient value of (0.26). This is consistent with the results of the studies

(Deal & Kenndey, 1982, kono, 1994.P.89, Humble, Jackson, Thomson, 1994.P.28 Newman. Nollen, 1996. P753. Safold, 1985)

From the foregoing, we conclude that the associations that are reliable in interpreting the relationship of fabric to performance increase in importance and their explanatory ability at the overall level more than interpreting them individually for a reason related to the formative and philosophical content of the concept of cultural fabric, which depends on the synergistic output of the totality of the elements together and more than what is explained by the unilateral association of each element. Accordingly, the number of individual relationships, although it seemed here more and stronger moral, but the relationship between the cultural fabric and performance at the overall level was acceptable to some extent. Based on the foregoing, the second hypothesis, which is the existence of a significant relationship between the cultural fabric and performance, can be partially accepted due to the existence of two-way relationships.

6.4. The impact of organizational cultural fabric on performance

variables		Sharholder satisfaction	consumer satisfaction	Employee satisfaction	Market share growth	profitability growth	The superiority of the upper management	New product growth	Patent growth	Automation modernization growth	Adaptation and creativity	performance	Intrinsic relationships	
organizational mode	creativity	0.28*	0.21	0.10	0.19	0.3*	0.24*	0.11	0.06	0.02	0.22*	0.38**	5	45.4
	Risk	0.29*	0.31*	0.10	0.14	0.29*	0.11	0.23	0.14	0.06	0.33**	0.41***	5	45.4

1	Adaptation	0.03	0.198	0.37**	0.28*	0.14	0.19	0.3*	0.28*	0.29*	0.2*	0.35**	7	63.6
	Flexibility	0.26*	0.184	0.172	0.26*	0.28*	0.23*	0.09	0.25	0.23	0.31**	0.35**	6	54.5
organizational model		0.54***	0.28*	0.3*	0.01	0.05	0.26*	0.15	0.3	0.25	0.25*	0.38	6	54.5
symbols	Organizational construction	0.37**	0.07	0.31*	0.185	0.11	0.28*	0.29*	0.15	0.4**	0.36**	0.3*	7	63.6
	Strategic leadership	0.40**	0.30*	0.38**	0.36**	0.01	0.3*	0.47*	0.21	0.51**	0.56***	0.35**	9	81.8
	ritual	0.13	0.53***	0.31*	0.06	0.16	0.14	0.24	0.26*	0.29*	0.38**	0.42**	6	54.5
symbols		0.30*	0.12	0.20	0.01	0.01	0.33**	0.4**	0.25	0.47**	0.31**	0.34**	6	54.5
organizational cultural fabric		0.26*	0.30*	0.20	0.29*	0.32**	0.29*	0.36*	0.31*	0.45*	0.51***	0.26*	9	81.8
Moral relations	No.	8	4	5	4	4	7	5	3	6	10	10	6	6
	Importance %	80	40	50	40	40	70	50	30	60	100	100		59

The level of analysis of the influence hypothesis (7) took an overall framework focused on the dimensions of the cultural fabric and its effects on the overall performance by benefiting from philosophical implications aimed at explaining the role of the fabric with its overall characteristics in consolidating the synergistic effect or not. And to confirm the role of normative cultural fabrics in performance. The analysis benefited from the results of the simple non-parametric linear regression coefficient models shown which interpreted the results according to the following.

No.	independent variables	dependent variable	α	β	MSE	F
1	organizational model	performance	4.1	0.17	0.28	4.78*
2	symbols	performance	2.76	0.23	0.26	5.34*
3	organizational cultural fabric	performance	2.82	0.20	0.28	7.29*

Significant (F) values were shown in all regression models at a level of (0.05).

(MSE) refers to the mean squares of the error of the model, and it appeared with very few values, which supports the spatial adoption of the significant results of the model (0, 3) according to the (F) test.

The organizational model as one of the dimensions of the cultural fabric with all its vocabulary describing the way of thinking of the research sample managers achieved a medium effect on performance in terms of an average level of morale.

The symbols as one of the dimensions of the cultural fabric in all its paragraphs showed effects equivalent to the organizational model in performance, although the (MSE) values appeared at a lower level, which reflects a greater influence of the symbols.

The total cultural fabric achieved an effect on the performance at a significant level (0.05), which is equivalent to the effect of its components and to a moderate degree. It

relies on the total cultural fabric in interpreting the extent of the effect because of its philosophical content and the therapeutic effect of all its components. He described the bypass tissues affecting the performance based on the above in terms of significant results for the total fabric. And its components allow not to reject the effect hypothesis that "the presence of significant influences of the cultural fabric in the performance."

In summary of the foregoing, when the cultural fabric has characteristics approaching the vitality and at a weak level indicative of an organizational model that favors a medium degree of creative values, a limited propensity for risk values, moderate adaptation, an acceptable range of flexibility and an attempt to achieve internal balance through its harmony with behavioral codes as an organizational structure that tends to membership. And a leadership style whose characteristics approached transformational ism, so the impact of those components is fragmented, not as integrated as a cultural fabric. For example, the organizational structure may not have a direct impact on performance, but as a behavioral symbol that expresses the pattern of the mechanism of the organizational model, it achieves with its membership cohesion in the fabric, which contributes to motivating individuals morally through the embodiment of the senior management of its way of thinking and slogans with significant symbols that can increase its impact with a transformational leadership style that seeks to address Beliefs and values of individuals and absorb their thinking and convictions of the mechanisms of action, which is positively reflected in the final performance outcome.

7. Conclusions

- The results of the homogeneity news presented the validity of the measures of cultural fabric, strategic choice, and performance
- With its general and specific perspectives, which means the effectiveness of the cognitive measurement method in determining the managers' response to these variables.
- The organizational cultural fabric variables showed moderate cohesion between its essential and symbolic components, in a way that supports its validity.
- The measurement of the organizational cultural fabric variable achieved a level slightly above average, and the levels of its components were graded.
- Generally between average when rituals, and above average when values of the organizational model and symbols.
- The measurement of the strategic choice indicators showed a mixed level of the medians, as they were above the average in the products, markets, and productive capacity index, and the products index was above the median. While the activities, research and development indicators achieved slightly below average levels. The level of strategic choice generally reflected a level close to the mean.
- The levels of measurement of the main performance variables were generally above average, and shareholder satisfaction achieved a high level, followed by the superiority of senior management in achieving profitability and normal share growth, while the lowest level of performance indicators when growth in patents and technological modernization was below average.
- The Electronic Industries Company had achieved the highest level of the organizational model variable and symbols, especially in the strategic leadership style, as it reached a high level, and the total cultural fabric achieved a level slightly above average, while the levels of values of the organizational model and symbols were of varying levels at the Light Industries and Crescent Company and appeared at a level lower than average.

- The cultural fabric variable appeared in the Light Industries Company and the Crescent Industrial Company at a level slightly below average, while the cultural fabric variable in the Electronic Industries Company was slightly above the average, which indicates the conclusion that the organizational cultural fabric of the Light Industries and Crescent Companies tended towards weak stagnation, and on the other hand, the healthy fabric was The organizational structure of the Electronic Industries Company tends to the biological pattern and at a weak level.
- The Electronic Industries Company achieved an above-average level for all strategic option indicators, and excelled at the research and development indicator. It achieved a high level and harvested the total strategic option indicators at an above-average level, thus approaching the expansion and growth option pattern in goals and at a weak level.

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