

(The role of organizational behavior on the relationship between organizational governance and the quality of performance of health sector employees: a field study)

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Abstract

The health sector is considered one of the important sectors in public institutions, as the world is interested in this sector and the vital artery of the country passes through it. Accordingly, this study has focused attention on this sector due to the lack of studies in this field, The health sector includes a workforce that must be highly skilled and experienced in the field of specialization. This is what this study focused on in terms of the behavior of workers in this sector. This study focused on three basic variables in the health sector: organizational behavior, organizational governance, and performance quality, due to their great importance in improving the performance quality of this sector. as a random sample of workers in the health sector was collected 177 questionnaire , The tool used in collecting data is the questionnaire, and the data collected was analyzed through SPSS version 25 and through the Amos SEM structured equations program version 25. The results showed that there is a statistical relationship with a positive moral effect between organizational behavior, organizational governance, and performance quality. In addition, organizational behavior directly affects organizational governance and performance quality with a moral effect with a statistically significant moral effect..

Key Works: organizational behavior, organizational governance, and performance quality, health sector , SEM - Amos

1- INTRODUCTION

The health sector is considered one of the important and essential institutions that is considered an important center of attraction for workers due to its great importance among public institutions and the scientific efficiency it contains in various aspects, all of which contribute to providing services. All countries of the world are keen to maintain the sustainability of this sector and to keep pace with continuous development through developing human resources, developing the mechanisms used, and adapting the work environment in a manner consistent with keeping pace with technological development. According to (Agarwal,2014; Armstrong,2005; Arnold,1982)As the countries of the developed world contribute directly and indirectly to establishing an internal system with wide flexibility in the health sector, which ensures the provision of high-quality services to citizens and the health institution and maintaining its reputation in a manner consistent with the modern methods used in the process of development and sustainability, state institutions contribute by allocating a large budget from the general budgets.It is dedicated to the health sector for the purpose of working to support this sector with competencies, mechanisms and modern equipment and working on expansion through building laboratories and hospitals. Recently,according to (lee 2010; Longenecker 1990) the private sector has competed with the public sector in terms of providing services and attracting customers. Organizations are working to care for the health sector through workshops, conferences and awareness programs, as there is great cooperation between these organizations and the health sector, which increases the strength of the sector and the development it is witnessing in various fields. The importance and interest in the health sector has increased due to the deterioration of this sector in recent years as a result of economic and social conditions, wars, according to (Kasemsap 2018; Kersley,2013) the level of education and the level of cultureThe spread of serious diseases at a rapid rate, and therefore the countries of the world have focused great attention on this sector. The workforce in various institutions is an important element and the vital artery of institutions, as studies have focused on various fields related to the nature of human resources work from different perspectives, including the scientific, economic and cultural perspectives. Human resources or the workforce contribute greatly to the success of public institutions, including the health sector, as it is considered the major factor for the success of these sectors, as it represents the scientific aspect and influences the development of public sectors due to its skills and

pioneering methods that contribute to establishing and accordingly human resources are represented by leadership and working individuals and the level of skills they possess, which enhances the success of these organizations and performs their work in various fields. Many studies have focused on how to maintain these successful resources in their work by conducting awareness and cultural campaigns, seminars, conferences and workshops, which contribute directly and indirectly to the development of human resources, which leads to an increase in the level of motivation to accomplish the tasks assigned to them, which leads to the success of the organization as a whole, based on scientific foundations. The process followed is the modern mechanisms in dealing with the volume of work and the nature of the procedures followed.

2- LITERATURE REVIEW

2.1 ORGANIZATIONAL BEHAVIOR

The concept of achievement motivation is interpreted from different perspectives depending on the specialty. In the administrative field, (Dong et al., 2024), indicated that it is the stage at which the employee reaches the stage of self-sufficiency or what is known as the essential stage in which the employee feels that all his needs have been met. This makes the employee more determined to accomplish the largest possible number of tasks, which contributes to raising the employee's productivity for the better. Accordingly, there is no specific concept of achievement motivation, which depends on the researcher's point of view and according to what he deems appropriate for the case. (Magis-Weinberg et al., 2021) that motivation is an innate internal factor that the employee involuntarily enjoys, which contributes to moving feelings towards completing work in the best possible way, and that achievement motivation is the general concept of the employee's motivating motive, but in a different framework, according to (Herrbach, 2006) which contributes to giving a positive image of the employee. (Yang et al., 2023) pointed out that achievement motivation is considered one of the important stages that contribute to the success of the organization, and that successful organizations always have one of their goals in how to bring the employee to this stage, which is called the stage of success that the organization reaches, which is considered the stage of real success because it contributes to directing the employee towards completing work with high quality and the largest possible quantity, and this is what was confirmed through previous studies and through field research at various levels and fields. (Wang, 2022) The achievement motive was defined as the process through which the employee achieves advanced stages efficiently and in large quantities. This comes through the employee or workers reaching the stage of self-sufficiency, Hussain et al.; 2014 the innovation in organization strongly relationship with job satisfaction i.e. according to (Firmansyah, 2020) the workers reach the stage of complete satisfaction with their needs, as increasing the wages or salaries of workers is considered one of the most important components that contribute to the satisfaction of workers with their work. In addition to that, the interaction between the boss and the subordinate is also considered one of the factors and components of success, and therefore it has a great impact on the psychological aspect of workers or employees, which contributes to the process of job satisfaction or what is known as achievement motivation. Dong et al., (2023) where he pointed out the nature of administrative work, which is considered the basis for the success of the workforce or the workforce in the organization, as it is considered the vital artery on which the organization depends for its success, as he pointed out that the workers in the organization are the basis for success in various fields, and this was confirmed through various studies and conferences that emphasized the importance of workers. Accordingly, according to (Cameron, 2003; Nweke, 2023) paying sufficient attention to this element and meeting their needs is considered one of the basic components that success depends on, and the workers reaching the stage of job satisfaction is considered a great achievement, as this will be reflected in the workforce with what they will provide in terms of achievement at work, which will lead to productive energy with the skills and experiences that workers possess.

2.2 QUALITY OF PERFORMANCE

This field focused on human resources management and linking it to the idea of sustainability, as this topic has been a subject of disagreement for many researchers over the past decades. In recent years, the idea of sustainability in various fields has become a topic of great interest to various researchers according to the specialization and field. (Sirotkin, et al., 2023) (Nur, 2019) came in management to focus on human resources and their role in the success of organizations. This was very clear in productive organizations and sectors that provide services. Accordingly, sustainability is linked to human resources management by preserving them, and this was confirmed by researchers (Renwick et al., 2013; Jackson et al., 2011). Alagele 2018 empowerment is important to employment loyalty. In addition, the ethics of human resources in terms of commitment and accuracy in work, which develops the basic and scientific skills and experiences in the work of employees (Mason & Simmons, 2011, Shen & Benson, 2016). In addition to that, the focus on the social responsibility of the organization's employees and its role in maintaining the continuity of work in the right and positive direction, which in turn is considered a personal characteristic of employees in public sector institutions, which contributes directly and indirectly to developing and maintaining skills and capabilities through the idea of sustainability that has been focused on by researchers in this field (Jackson et al., 2014; Newman et al., 2016; Okasheh, 2017; Ugurlu, 2019). Hussain 2012 leadership leading to improve performance. In addition, commitment is considered an important element in human resources management, as it adds an important

advantage to the performance of employees and the tasks they perform through the services they provide in production and service projects (Aust et al., 2020). It is clear from the literature or studies and research that all the concepts that have been addressed are considered basic concepts in human resources management and the importance of preserving them and their association with the idea of sustainability (Bush, 2020). It is clear from the above that sustainability tools depend on a set of concepts centered on the basic elements represented by job commitment and actual performance of workers and social responsibility represented as a basic characteristic of workers in the work environment and strategic leadership represented as an according to (Utin ,2019) important element of the basic quality elements that contribute to the formation of the personality of workers in terms of ideas, plans and strategies represented in arranging and developing basic skills and experiences that all contribute to drawing up policies, goals and plans set by organizations with the idea related to sustainability and through maintaining them from the tasks and ideas that contribute directly and indirectly to developing skills and the nature of administrative work.

3. RESEARCH PROBLEM:

Interest in the health sector has increased due to the deterioration of this sector in recent years as a result of economic and social conditions, wars, the level of education, the level of culture, and the rapid spread of serious diseases. Accordingly, the countries of the world have focused great attention on this sector. The workforce in various institutions is considered an important element and the lifeblood of institutions. Studies have focused on various fields related to the nature of human resources work from different perspectives, including the scientific, economic and cultural perspectives. Human resources or the workforce contribute greatly to the success of public institutions, including the health sector, as it is considered the major factor for the success of these sectors, as it represents the scientific aspect and influences the development of public sectors due to its skills and pioneering methods that contribute to establishing and accordingly, human resources are represented by leadership and working individuals and the level of skills they possess, which enhances the success of these organizations and performs their work in various fields. according to (Pulakos,2015; Patz,1975) Human resources management and linking it to the idea of sustainability, as this topic has been a subject of disagreement for many researchers over the past decades. In recent years, the idea of sustainability in various fields has been a topic of great interest to various researchers according to the specialization and field in management, focusing on human resources and their role in the success of organizations. This was very clear in productive organizations and sectors that provide services. Accordingly, sustainability is linked to human resources management by preserving them, which is reflected in the motivation to achieve for workers in the public sector and the services provided, specifically in the health sector. The study problem can be formulated by identifying The next question: What is the impact of organizational behavior on the relationship between organizational governance and the quality of performance of health sector workers?

4. RESEARCH OBJECTIVES:

This study contributes to highlighting the problems suffered by the health sector and finding appropriate solutions to address these problems and highlighting the role of factors or applications of sustainability quality and its important role in improving the skills of workers on the one hand and on the other hand identifying the nature of achieving motivation and what its role is in the outputs of the organization or public institutions through its impact on the level of workers in the organization. The research objectives can be formulated as follows:

- 1- Finding the relationship between organizational behavior and the quality of performance of workers in the health sector in Baghdad Governorate.
- 2- Measuring the impact of organizational behavior on organizational governance.
- 3- Measuring the relationship between organizational governance and the quality of performance.

5. STUDY HYPOTHESES

- 1- organizational behavior (OB) has a significant effect on organizational governance (OG) in health sector.
- 2- organizational behavior (OB) has a significant effect on quality of performance (QP).
- 3- organizational governance (OG) has a significant effect on quality of performance (QP).

6. RESULTS AND DISCUSSION

The health sector is considered one of the important sectors in all countries, as it is considered an effective element in the sustainability of life and has a strong relationship with all sectors. Therefore, the spotlight was shed on this sector due to its great importance in daily life, especially in light of technology. The researcher chose three main variables of great importance for the purpose of studying organizational behavior in the health sector. The variables are (organizational behavior, organizational governance, and quality of performance). Based on these variables, the researcher chose a research sample from within the health sector, a random sample based on the data that was collected, and the questionnaire was used as a tool to collect data. It was analyzed using SPSS Model 25 and Structured Equation Modeling (SEM) - AMOS Model 25. The results proved the validity of the hypotheses that were identified, which showed that organizational behavior has a significant

effect on organizational governance and the quality of employee performance, with a positive statistical significance, and organizational governance has an effect on the performance of employees in the health sector. In addition, there is a strong relationship between the three variables with statistical significance: organizational behavior, organizational governance, and employee performance.

6.1 RELIABILITY

TABLE 1: RELIABILITY SCORE TABLE FOR THE VARIABLES

Variables	code	
organizational behavior	OB	.80
organizational governance	OG	.77
quality of performance	QP	.81

6.2 SEM MODEL FIT RESULTS IN AMOS

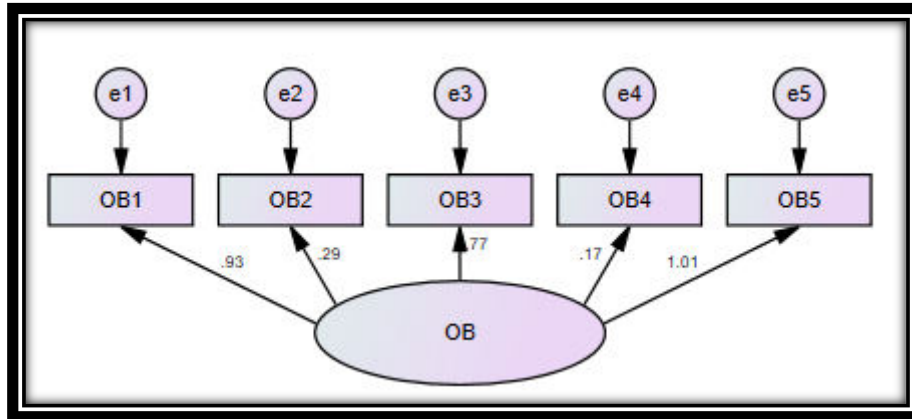


FIGURE 1: THE MEASUREMENT MODEL FOR MEASURING ORGANIZATIONAL BEHAVIOR

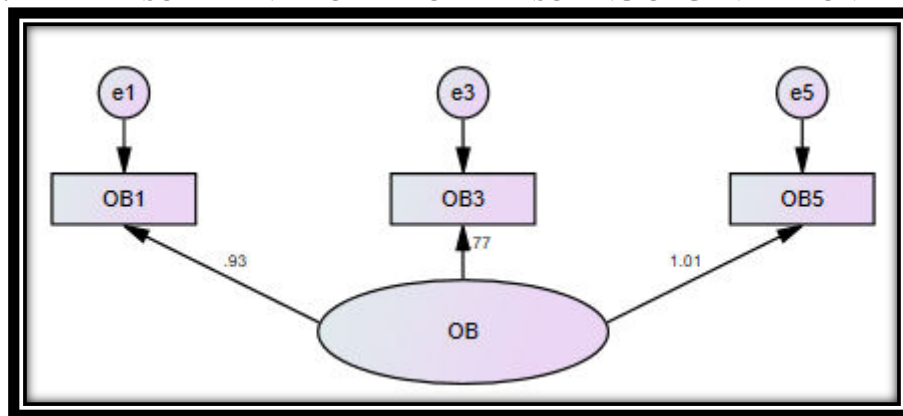


FIGURE 2: THE MEASUREMENT MODEL FOR MEASURING ORGANIZATIONAL BEHAVIOR AFTER MODIFICATION

The (5) items related to the organizational behavior variable were tested through the structural equation model using the SEM-AMOS program, and it became clear that the valid ones for analysis were (5), where the items (OB2,OB4) was deleted because the impact factor is less than 0.5, as is evident from During the results obtained, all standards were identical, as it was found that (GFI) (CFI)(IFI) was more than 0.90 according to(hair 2014).

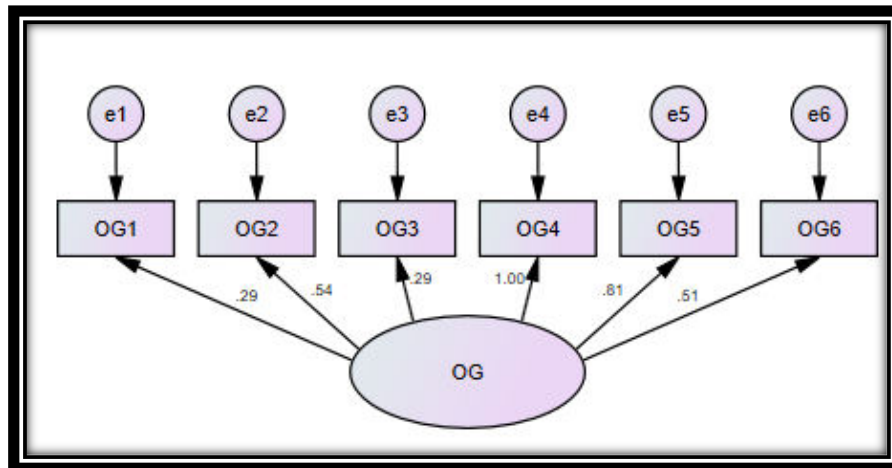


FIGURE 3: THE MEASUREMENT MODEL FOR MEASURING ORGANIZATIONAL BEHAVIOR

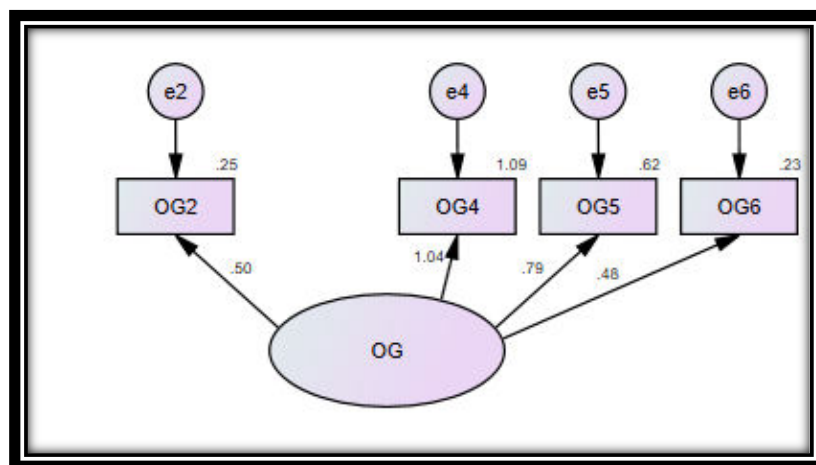


FIGURE 4: THE MEASUREMENT MODEL FOR MEASURING ORGANIZATIONAL BEHAVIOR AFTER MODIFICATION

Through the structural equations model using the AMOS - SEM program, the (6) items related to the organizational governance variable were examined, and the items (OG1, OG3) were deleted because the influence factor is less than (0.5). The results according to (hair 2021) showed that (GFI) (CFI) (IFI) was more than 0.90. Therefore, these results are considered acceptable for measuring the relationship with other variables, and the nature of the final data was relied upon to measure the relationship and influence with other variables.

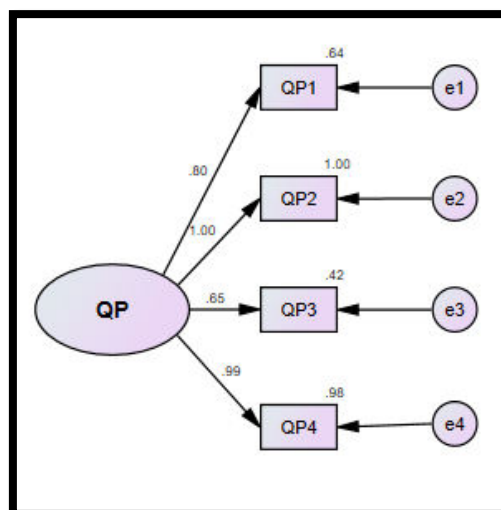


FIGURE 5: THE MEASUREMENT MODEL FOR MEASURING QUALITY OF PERFORMANCE AFTER MODIFICATION

The (5) items related to the employee performance variable were examined and tested, and the item (GP5) was deleted because its percentage is less than 0.5. As for the rest of the items, the influence factor is more than 0.5, and therefore it is considered acceptable and can be tested with the rest of the other variables. (GFI) (CFI)(IFI) was more than 0.90. It was acceptable because the percentage of results conformed to the required standards.

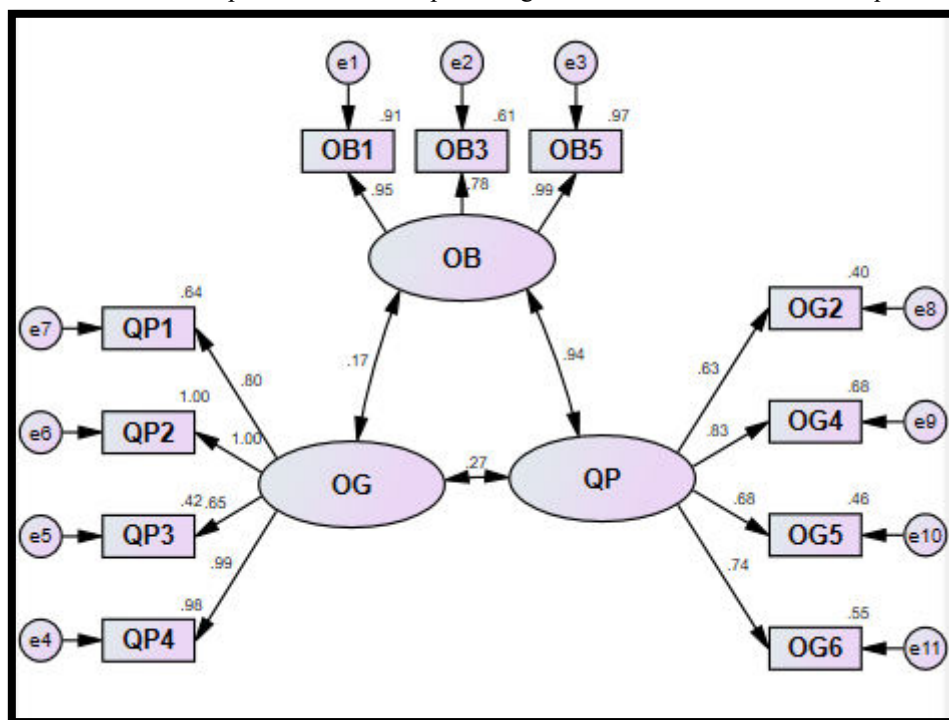


FIGURE 5: RELATIONSHIP BETWEEN ORGANIZATIONAL BEHAVIOR AND ORGANIZATIONAL GOVERNANCE AND PERFORMANCE QUALITY

Through the above figure, where the three variables (organizational behavior, organizational governance, performance quality) were tested through the structural equations model by the AMOS-SEM program to measure the relationship and influence between the three variables shown above, the results appeared and were acceptable, as it was shown that (GFI, IFI, CFI) are all consistent with scientific standards, as the results showed that there is a strong relationship with a high meaningful impact between organizational behavior and organizational governance. In addition, organizational behavior has a direct impact on organizational governance, and accordingly, the first hypothesis is considered to have been achieved, which includes:

H1: organizational behavior (OB) has a significant effect on organizational governance (OG) in health sector.

The results also showed that there is a strong relationship between the variable of organizational behavior and the quality of performance, a relationship with statistical significance. In addition, organizational behavior directly affects the quality of performance, and therefore the second hypothesis is achieved, which includes:

H2: organizational behavior (OB) has a significant effect on quality of performance (QP)

The results also showed that the variable of organizational governance has a strong relationship with the quality of performance with a large positive statistical significance. Moreover, organizational governance affects the quality of performance, which indicates the realization of the third hypothesis, which includes:

H3: organizational governance (OG) has a significant effect on quality of performance (QP).

7. CONCLUSION

The health sector is considered one of the basic institutions represented by the actual services provided by it and by the high-level scientific skills and competencies that this sector possesses. Due to the importance of this sector and its connection to other sectors, this sector was highlighted in this study, where three main variables were chosen (organizational behavior, organizational governance, performance quality), as these variables represent the essence of the content on which it depends. Data was collected through a questionnaire as a main tool for collecting data by selecting a random sample of workers in the health sector. The data was analyzed by entering it into the SPSS Model 24 program and analyzed using the AMOS-SEM structural equation model. The results were obtained, as it became clear that there is a strong relationship between the variables (organizational behavior, organizational governance, performance quality) with a positive statistical significance. In addition, organizational behavior directly and indirectly affects organizational governance and performance quality.

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APPENDIX

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
OB1 <---	OB	1.000				
OB3 <---	OB	.739	.045	16.378	***	par_1
OB5 <---	OB	.977	.027	36.136	***	par_2
QP4 <---	OG	1.000				
QP3 <---	OG	.649	.054	12.043	***	par_3
QP2 <---	OG	1.016	.012	82.825	***	par_4
QP1 <---	OG	.788	.042	18.637	***	par_5
OG2 <---	QP	1.000				
OG4 <---	QP	1.685	.183	9.186	***	par_6
OG5 <---	QP	1.338	.178	7.498	***	par_7
OG6 <---	QP	1.391	.168	8.277	***	par_8

Standardized Regression Weights: (Group number 1 - Default model)

		Estimate
OB1 <---	OB	.951
OB3 <---	OB	.783
OB5 <---	OB	.987
QP4 <---	OG	.991
QP3 <---	OG	.648
QP2 <---	OG	.998
QP1 <---	OG	.799
OG2 <---	QP	.634
OG4 <---	QP	.825
OG5 <---	QP	.682
OG6 <---	QP	.743

Scalar Estimates (Group number 1 - Default model) Maximum Likelihood Estimates Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
OB1 <--- OB	1.000				
OB3 <--- OB	.739	.045	16.378	***	par_1
OB5 <--- OB	.977	.027	36.136	***	par_2
QP4 <--- OG	1.000				
QP3 <--- OG	.649	.054	12.043	***	par_3
QP2 <--- OG	1.016	.012	82.825	***	par_4
QP1 <--- OG	.788	.042	18.637	***	par_5
OG2 <--- QP	1.000				
OG4 <--- QP	1.685	.183	9.186	***	par_6
OG5 <--- QP	1.338	.178	7.498	***	par_7
OG6 <--- QP	1.391	.168	8.277	***	par_8

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
OB1 <--- OB	.951
OB3 <--- OB	.783
OB5 <--- OB	.987
QP4 <--- OG	.991
QP3 <--- OG	.648
QP2 <--- OG	.998
QP1 <--- OG	.799
OG2 <--- QP	.634
OG4 <--- QP	.825
OG5 <--- QP	.682
OG6 <--- QP	.743

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
OG <--> QP	.163	.053	3.066	.002	par_9
OB <--> OG	.204	.088	2.336	.019	par_10
OB <--> QP	.666	.094	7.095	***	par_11

Correlations: (Group number 1 - Default model)

	Estimate
OG <--> QP	.265
OB <--> OG	.168
OB <--> QP	.941

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
OB	1.403	.154	9.134	***	par_12
OG	1.051	.106	9.896	***	par_13
QP	.357	.073	4.874	***	par_14
e1	.147	.022	6.782	***	par_15
e2	.484	.050	9.687	***	par_16
e3	.035	.017	2.113	.035	par_17
e4	.020	.006	3.084	.002	par_18
e5	.613	.061	10.052	***	par_19
e6	.004	.006	.606	.544	par_20
e7	.369	.037	10.029	***	par_21
e8	.531	.056	9.429	***	par_22
e9	.475	.103	4.609	***	par_23
e10	.737	.113	6.515	***	par_24
e11	.562	.086	6.515	***	par_25

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
OG6	.552
OG5	.465
OG4	.681
OG2	.402
QP1	.639
QP2	.996
QP3	.420
QP4	.981
OB5	.974
OB3	.613
OB1	.905