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Baghdad, Iraq[anfalfaisal1205a@coadec.uobaghdad.edu.iq](mailto:anfalfaisal1205a@coadec.uobaghdad.edu.iq)**Shiffaa Mohammed Ali**Department of Industrial Management /College of Administration and Economics  
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Baghdad, Iraq[prof.Shiffaa.m@coadec.uobaghdad.edu.iq](mailto:prof.Shiffaa.m@coadec.uobaghdad.edu.iq)**Received: 4/4/2023****Accepted: 8/5/2023****Published: June / 2023**This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)**Abstract**

This research aims to identify how organizational compatibility, which represents the independent variable, affects higher performance, which is considered a dependent variable, given the importance of these variables in industrial organizations and their clear impact on their stability, survival, and growth in the light of changing environmental challenges. Where the practical research problem was represented by the weakness of awareness of the importance toward organizational compatibility and its dimensions (organizational loyalty, organizational similarity, affiliation or membership, compatibility with goals, and compatibility with values), which is meant by the individual's compatibility with the organization in which he/she works within, and its impact on high performance with its dimensions (self-directed work teams, effective recruitment, in-depth training, quality of workers, and employee motivation: rewards and incentives). To achieve the research objective, several main and sub-hypotheses have been suggested. Therefore, the research seeks to bring the attention of the leaders' company toward the importance of research variables. The analytical (descriptive) approach was relied as a research design. The questionnaire served as the fundamental tool employed by the researchers for data collection and it included 52 questions, as the questionnaire was filled out by a sample of workers in the General Company for Textile and Leather Industries / Cotton Factory, with a total of 130 individuals (male and female), the most important research results are the existence of a correlation and impact of organizational compliance on high performance with its five dimensions.

**Paper type:** Research Paper**Key Words:** Organizational compliance, High performance

## 1.Introduction

The roles played by business organizations in general and industrial organizations in particular have been expanded, as the development of the skills and capabilities of the worker and the improvement of performance has been linked to competitive changes to accomplish the aims of the organization and adapt to the requirements of the times. It is very important through the worker's adaptation to his/her work environment, which has a great impact on achieving the goals of the organizational success and improving his/her performance. The high performance has considered as the driving force to achieve the best results that contribute to improve the image of the organization and increasing its profits, by achieving harmony and compatibility between both the individual and organization. Therefore, two topics of organizational compliance and high performance are among the important issues that concern organizations in general and industrial organizations in particular. Hence, the importance of this study is to know the extent of the impact of the worker's harmony with the work environment and thus how this is reflected on their performance.

### 1.1. Literature review

#### 1.1.1 The concept of organizational compatibility

The concept of organizational compatibility depends on the working individual's feeling that he/she is an integral part of the organization he /she works through his /her membership and affiliation with it and his/ her understanding of organizational values and goals. This enables them the overlap between the identity and image of individuals with the identity and image of the organization, there are many studies that dealt with this topic. For example, Nafei (2018) explained it as the similarity of the goals and values of the worker with the organization and with his/ her sense of loyalty and desire to belong the organization in which he/she works. While Ahmed (2022) considered it as the extent of proportionality between the working individual and the organization in which he/ she works, and it occurs when the two parties (the worker - the organization) share key characteristics and qualities, or both. In addition, Alslanty and Hassouna (2022) considered it as a perceived agreement that occurs between both the worker and the organization, and considering the success or failure of the organization as a personal success or failure attributed to its employees. The topic takes importance due to the following parts:

#### 1. The importance of organizational compliance

The regulatory compliance's importance can be highlighted as follows:

1. Raising the morale spirit and morale of the workers, as a consensus assists finding motivation and enthusiasm for development (Saleh and Salman, 2015).
2. Offering the worker's positive impartiality in his/ her attitudes and feelings towards the organization to investigate its aims and put the interest of the work ahead of the personal interest (Faraj, 2019).
3. Enhancing self-esteem through the employee's self-esteem being closely linked to the structure of the organization and the compatibility of the worker with his/ her employer. Who accepts the status of the organization and its successes and partially defines himself according to the characteristics of the organization in which he/ she works.

#### 2. Organizational compliance cases:

Saleh (2014) explained that there are four cases of organizational compatibility, namely:

1. Strong organizational compatibility: Some working individuals are strongly compatible with the organization in which they work, so they are positively associated with the implementation and completion of expected tasks and responsibilities in addition to motivation, performance with the behaviors and values of workers in a way that benefits both the worker and the organization
2. Paradoxical organizational compatibility: is to find a state of balance between the worker's acceptance of a certain set of the characteristics of the organization and the rejection of another group, as it is negatively reflected in the failure to achieve organizational compatibility.

3. Organizational mismatch: Boutros (2021) saw it as the worker's incompatibility or opposition to some or all of the characteristics of the organization. The mismatch is directly related to some negative behaviors such as absenteeism or being late for work.

### 3. Organizational compliance dimensions

Include:

1. Organizational loyalty: it is the employee's feeling of commitment towards the organization in which he/ she works without restrictions or conditions and works to achieve the goals of the organization.
2. Organizational similarity: it is a similarity among the beliefs, goals, and beliefs of individuals with other individuals in the organization.
3. Belonging: it refers to the motivation that directs the employee to need stay in the organization, and it is where he feels for an individual that he/she is part of the organization and believes in its goals, and works to establish good relations with his/her colleagues at work in order to accomplish the objectives of the organization (Salah and Salman, 2015).
4. Compatibility with the objectives: the symmetry and conformity of the goals of organizational individuals with the organizational aims (Ahmed, 2022).
5. Compatibility with values: special provisions and principles for workers through which they look at the relationships and attitudes surrounding them or basic beliefs that guide human behavior in decision-making to direct and modify behavior and beliefs (Abdul Rahim, 2014).

#### 1.1.2 The high performance concept:

High performance refers to a variety of administrative strategies aimed at promoting employee loyalty and building trust among different levels of the organization. Such measures are essential for implementing and facilitating the provision of appropriate infrastructure for organizational development. There are many studies that dealt with this topic, for example, Musa and Ali (2015) considered it as a perceived agreement that occurs between the worker and the organization, or the success or failure of the organization as a personal success or failure attributed to its employees. While, Kloutsiniotis and Mihail (2020) explained it as the extent of proportionality between individuals and the organization in which he/ she works, and it occurs when at least one of the two parties gives the other party his needs, or when the two parties (the worker – and the organization) share key characteristics and qualities, or both. In addition, Shi (2020) explained it as the similarity of the goals and values of the worker with the organization and with his sense of loyalty and desire to belong to the organization in which he works. He also mentions that excellence enables the worker to develop his/ her skills and abilities. This subject, includes the following:

#### 1. The importance of high –performance:

There are many reasons to study the characteristics of high-performance systems:

1. The existence of a clear line of vision between the strategic goals of the organization and objectives that are related to departments and divisions.
2. The employees know what is expected of them? what are their duties and responsibilities? they must perform to achieve their goals, which are part of the organizational goals.
3. There is a matching between the harmony of workers and the tasks assigned to them.
4. The administration knows all its needs for the purpose of improving its performance, as it sets goals and monitors performance to achieve its goals (Al- Saadi and Al- Obaidi 2018).
5. It is considered a center for the success or failure of organizations (Al-Azzawi and Abdullah, 2020).
6. The relationship of work performance to the achievement of the organization's goals through the application of a series of procedures (Muhammad and Muhammad, 2014).

## 2. The objectives of high performance

The objectives of the high-performance management system can be included five points:

1. Individuals take responsibility for their learning in order to develop their skills.
2. The benefits of individual learning become organizational benefits when the organization itself can provide the culture and conditions for translating individual learning into organizational thought and practice.
3. Instilling a culture of continuous learning can be achieved through benchmarking and identifying faster ways of work.
4. Instilling appropriate values for employees by means such as “service-oriented values”, professionalism, and democracy in the workplace (Hamed, 2020).
5. Developing employee performance (Ali and Dawood, 2022).

## 3. Characteristics of high performing organizations

Industrial organizations that adopt the principles of high performance have a set of characteristics, which are as follows:

1. The strategic approach.
2. The leadership approach.
3. The organizations' customer approach.
4. The structure of operations in organizations.
5. Values and beliefs in organizations (Al-Dabbagh and Ali, 2018).

### 4. The dimensions of high performance:

There are many and varied models of high-performance dimensions and the most crucial ones are outlined below:

1. Self-directed work teams: Work teams comprise a set of employees who collaborate to fulfill all or a portion of a job or task in order to deliver a product or service. Employing such teams is advantageous as it enables cost reduction without disrupting service delivery, provides reliability, and facilitates collaboration to respond to the needs of customers.
2. Effective recruitment: Effective recruitment is one of the most important dimensions that affect the growth of organizations' revenues and profit margins compared to any other job in the field of human resources because bad hiring decisions lead not only to low-performing employees but also to an increase in employee turnover (Mohammed et al, 2020). Employees have a direct impact resulting from employee replacement costs (e.g., interview and re-hiring costs, training and lost productivity, and overtime for other employees), as well as indirect effects, such as poor customer service or low employee morale.
3. In-depth training: Organizations attempt to make the most of their employees through intensive human resources training programs because it helps employees to perform their jobs better. Human resources capital is the primary source for achieving great advantage. Human capital is not duplicated or bought in the market. Training can provide knowledge of abilities and skills that enhance individual performance and ultimately lead to organizational performance. Human capital cannot be replicated or purchased from the market. However, it can equip individuals with knowledge and skills that boost their performance and contribute to the growth of the organization (Ashar et al, 2013). Where training works to find flexibility, which in turn will enable the company to face competitive changes (Abd Alrd et al, 2020).
4. The quality of employees: Quality is an administrative philosophy that has brought about a major change in the thinking and practices of managers in organizations for development and improvement in production and service performance (Dawood and Salman, 2016). Quality plans can include technology elements as well as human and can be complex at times.( Mohammed et al, 2019).

5. Employee Motivation: Organizations that created the right motivational environment saw a 75% increase in high-performing employees after just four years. Increased motivation among employees also led to lower turnover rates, improved attendance, and increased customer satisfaction, studies time and again show that most organizations fail to take advantage of the benefits of employee motivation, and there are a number of factors that affect employee motivation.

These three factors are:

- Intensity - how hard a person is trying.
- Direction - The person's effort is directed in a direction that benefits the organization.

Perseverance - how long a person can sustain the effort. (Zhu et al, 2019). Where employees have a major role in the success of the organization and reduce the threats it faces and help it in the business markets (Mohammed and Faisal ,2022).

Organizational compatibility is considered one of the main indicators of the health and effectiveness of the organization. Achieving consensus in the organization is not a problem, but the degree of compatibility is what enables judging the effectiveness and success of any organization or not, the working individual works hard to achieve a degree of compatibility with his job, sincerity and loyalty to it. The main research questions can be outlined as the following:

1. What is the reality of organizational compatibility in the researched company and its most prominent dimensions?
2. What is the reality of high performance and its most prominent dimensions in the researched company?
3. What is the effect of organizational compatibility on high performance with its most prominent dimensions in the researched company ?

The objective of this research in the practical and theoretical aspects, are as following:

1. To identify the reality of organizational compatibility in the researched company by measuring its dimensions ((organizational loyalty, organizational similarity, membership or affiliation, agreement of the individual – goals, and an agreement of the individual - values)) and defining the dimensions clearly.
2. To identify the reality of performance in the researched company and whether it achieves high performance through the dimensions that will be studied.
3. Measuring the association between organizational compliance in general and high performance in its dimensions
4. Measuring the impact of regulatory harmony in general and high performance in its dimensions.

## 2. Material and Methods

### 2.1 The study population with sample

The research was applied in the General Company for the Textile and Leather Industry - Cotton Factory, as it is considered a company affiliated with the Ministry of Industry and Minerals, where information was collected through a questionnaire and a visit to the company's headquarters, which included a sample of workers if the size of the community reached 230 which was determined according to De Moran's Table, as shown in the sample size -140-. 140-questionnaires were distributed, yet the number of those retrieved was 130questionnaires.

### 2.2 Hypotheses test

The questionnaire includes two variables (organizational compatibility and high – performance), and it contained 52 questions. The research hypotheses were six, which stated:

1. There is no statistically significant effect for the comparison of regulatory compliance on high performance in the researched company.
2. There is no statistically significant effect for the comparison of regulatory compliance on self-directed work teams.

3. There is no significant statistical effect for the comparison of regulatory compliance on in-depth training.
4. there is no statistically significant effect for the comparison of regulatory compliance on efficient recruitment.
5. There is no statistically significant effect for the comparison of regulatory compliance on the quality of employees (workforce).
6. There is no statistically significant effect for the comparison of regulatory compliance on employee motivation (rewards and incentives).

### 2.3 Measurement tools

The quantitative descriptive approach was adopted using a questionnaire that included the research variables. It describes the study samples and the factors influencing them, given that the techniques and methods provided by this approach by using the questionnaire as the main tool for analyzing the gathered data to reach the results and conclusions, which is an essential part of suggesting recommendations. A questionnaire includes two parts.

1. pertains to the demographic variables of the research sample (kind, the number of years of the worker's life, Academic achievement, number of years of service, and work title).
2. it related to research variables and is divided into organizational compatibility with its dimensions (organizational loyalty, organizational similarity, membership or affiliation, compatibility between the individuals and goals, and compatibility between individuals and values). And high performance with its dimensions ( self-directed work teams, in-depth training, recruitment the actor, the quality of the workers, and the motivation of the workers :rewards and incentives),where the five-point Likert scale was used (completely agree with the weight of 5, to completely disagree with the weight of 1. As explained below.

**Table 3: Likert Scale**

1	2	3	4	5
Strongly disagree	disagree	Neutral, or impartial	agree	Strongly Agree

### 3. Discussion of Results

#### 3.1 Testing the basic hypothesis (H1), which states?

**"There is no statistically significant effect comparison of regulatory compatibility on high-performance and its dimensions in the researched organization"**

We see from Table 4 that the calculated (F) amounted to 93.449, and this indicates that it is greater than the scheduled (F) which amounts to 6.84 at a significant level (0.01), then we see the value of (R<sup>2</sup>) which amounted to 0.422. Therefore we can inquire that regulatory compliance explains (42.2%) of the items that occur in high - performance, while the rest (57.8%) is due to other items that are not included in the research plan.

Hence, we can write the regression equation for the effect of organizational compliance on high performance as follows

$$\text{High performance} = 0.862 + 0.744 (\text{organizational compliance})$$

**Table (4): The effect of organizational compliance on high performance**

High performer							morale
The variable	Model parameters		t calculated	morale	R2	F	
organizational compliance	$\alpha$	0.862	2.965	.0040			
	$\beta$	0.744	9.667	0000.	0.422	93.449	<b>0000</b>

**The source: Prepared by the researchers**

Marginal slope coefficient ( $\beta$ ), which amounted to 0.744, and indicates that it is statistical, as its calculated value (t) reached (9.667), and it indicates that it is greater than the scheduled (t) when significant (1%), which has reached (2.36). As for ( $\alpha$ ), it reached (0.862), which indicates that it is statistically significant, as the value of - t - calculated for it reached (2.965), as it indicates that it is greater than the scheduled (t) when significant (1%), which amounts to -2.36-. In the sense that when organizational compatibility is equal to zero, high performance will not be less than this value. From the previous results.

### 3.2 Testing the first sub-hypothesis

In order to examine the first sub- hypothesis ((there is no significant effect of statistical significance compared to the organizational compatibility with the self-directed work teams)), a simple linear regression analysis will be conducted, as it appears from Table 5 that the calculated (F) amounted to (66.004). It indicates that it is greater than the scheduled (F), which amounted to 6.84 at a significance of (0.01). The rest (66%) is due to other items that are not included in the research plan.

Hence we can write the regression equation for the effect of organizational compatibility on self-directed work teams as follows:

$$\text{Self-trading teams} = 1.256 + 0.654 (\text{organizational compliance})$$

**Table 5: The impact of organizational compliance on self-directed work teams**

self-directed work teams							morale
variable	Model parameters		t- calculated	morale	R <sup>2</sup>	F	
organizational compliance	$\alpha$	1.256	4.129	000.0			
	$\beta$	0.654	8.124	000.0	0.340	66.004	0000

**The source: Prepared by the researchers**

Its value is ( $\beta$ ) (0.654), and it indicates that it is statistically significant. The calculated (t) reached (8.124), as it is interpreted as greater than the scheduled (t) when significant (1%), which amounted to (2.36), as its value reached ( $\alpha$ ) is (1.256), and indicates that it is statistically significant, as the calculated (t) for it reached (4.129), as it is interpreted as the largest scheduled (t) at the level of significance (1%), which amounted to (2.36).

The null hypothesis is not accepted and replaced by the alternative hypothesis, meaning it is accepted, which states that ((there is a statistically significant effect of organizational compliance and self-directed work teams)), which indicates that the researched company whenever it sought interest in the self-directed work teams for workers, this helped:

- The company's control over the speed of business completion
- Defining and organizing tasks, which contributes positively to improving the performance of employees in order to achieve the objectives of the company.

### 3.3 Testing the second sub-hypothesis

In order to examine the second sub-hypothesis ((there is no significant statistically significant effect between organizational compliance and in-depth training)), a simple linear regression model will be conducted and it is clear from Table 6 that the calculated (F) amounted to 51.256. It indicates that it is greater than the scheduled (F), which amounted to 6.84 at a significance of (0.01). reached 71.4%, it is due to other variables that are not present in the research plan.

So we can write the regression equation for the effect of organizational compatibility on self-directed work teams as follows:

$$\text{In-depth training} = 0.832 + 0.767 (\text{organizational compatibility})$$

**Table 6: The impact of organizational compliance on – in - depth training:**

In-depth training							morale
The variable	Model parameters		t-calculated	morale	R2	F	
organizational compliance	$\alpha$	0.832	2.057	.0420			
	$\beta$	0.767	7.159	00.0	0.286	51.256	<b>0000</b>

**The source: Prepared by the researchers**

The value of ( $\beta$ ) is (0.767), and it indicates that it is statistically significant, where the calculated t-value for it is (7.159), as it indicates that it is greater than the scheduled t-value when significant

,(%1) which amounted to 2.36, and it was found that ( $\alpha$ ) in the equation is 0.832, and indicates that it is statistically significant, as the calculated (t) reached 2.057 and indicates that it is greater than the scheduled (t) at a significant level (5%) which amounts to 1.66, that the organizational compatibility is equal to zero, so the in-depth training will not be less than this value, which indicates that the organizational compatibility has an effect on the dependent variable ((in-depth training)).

### 4. Conclusions

1. That the organizational compatibility equal to zero, the self-directed work teams may not be less than this value, which indicates that regulatory compliance has an effect on the dependent variable ((self-directed work teams).
2. The employees of the company offer an interest to work on personal interests.
3. The null hypothesis is not accepted and replaced by the alternative hypothesis, meaning it is accepted, which states that ((there is a statistically significant effect of organizational compliance on self-directed work teams)), which indicates that the researched company whenever it sought interest in the self-directed work teams for workers, this helped:

- . The company's control over the speed of business completion
- Defining and organizing tasks, which contributes positively to improving the performance of employees to achieve the objectives of the company.
- 4. The organizational compatibility is equal to zero, so the in-depth training may not be less than this value, which indicates that the organizational compatibility has an effect on the dependent variable ((in-depth training)).
- 5. The employees are always ready to exert greater efforts to achieve the success of the company and consider this success as an achievement for them and not for the company only.
- 6. There are common positive characteristics and attributes for the company's employees that the employees invest in to serve their company.
- 7. The company defines a set of clear goals that it seeks to achieve through its employees.
- 8. The employees of the organization feel enthusiastic about achieving the company's goals because they consider their personal goals.
- 9. The employees' values are identical to the company's values.

### 5. Further work

1. Conducting a survey to determine which of the organizational compliance dimensions in the organization has the most impact on the respondent, on high performance.
2. Conducting a similar study within the framework of organizations similar to the one under study to highlight the importance of the dimensions that were addressed in the variables of the current study.
3. Studying high performance and the possibility of achieving it with other variables such as service leadership or original leadership.

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## تأثير التوافق التنظيمي في الاداء العالي: بحث تحليلي في الشركة العامة لصناعات النسيج والجلود/مصنع القطنية

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### مستخلص البحث

يهدف البحث الحالي إلى التعرف على مدى تأثير التوافق التنظيمي الذي يمثل المتغير المستقل في الأداء العالي والذي يعتبر متغيراً تابعاً لأهمية هذه المتغيرات في المنظمات الصناعية وتأثيرها الواضح على استقرارها وبقائها ونموها في ظل التحديات البيئية المتغيرة. إذ تمثلت مشكلة البحث العملية في ضعف وقلة الوعي بأهمية التوافق التنظيمي والذي يقصد به توافق الفرد مع المنظمة التي يعمل فيها بأبعدها (الولاء التنظيمي، والتشابه التنظيمي، والانتماء أو العضوية، والتوافق مع المنظمة التي يعمل بها والأهداف والتوافق مع القيم)، وتأثير الأداء العالي في أبعاده (فرق العمل الموجهة ذاتياً، والتوظيف الفعال، والتدريب المتعمق، وجودة العاملين وتحفيز الموظفين (المكافآت والحوافز). لتحقيق هدف البحث عدد من الفرضيات الرئيسية والفرعية تم اقتراحها. لذلك سعى البحث من أجل توجيه انتباه قادة الشركة إلى ضرورة الاهتمام بمتغيرات البحث. تم الاعتماد على المنهج التحليلي (الوصفي)، تم توظيف الاستبانة كأداة أساسية لجمع البيانات والمتضمنة (52) سؤالاً، إذ تم توزيع الاستبيان على عينة من العاملين في الشركة العامة للصناعات النسيجية والجلدية / مصنع القطن، وعددهم الإجمالي (130) عاملاً من الذكور والإناث، ومن أهم نتائج البحث وجود ارتباط وتأثير للتوافق التنظيمي في الأداء العالي بأبعاده الخمسة.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: التوافق التنظيمي، الاداء العالي .

\*البحث مستل من رسالة ماجستير