Organizational integrity and its impact on enhancing organizational performance through psychological capital: an analytical study on a sample of employees of the general company for the oil industry in Maysan governorate

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Abstract
This research aims to know the impact of organizational integrity with its dimensions represented by (critical tasks, leadership supervision, focus on the process, focus on ensuring efficiency, human resource burden, communication and trust, education and continuous improvement, change) and its role in enhancing organizational performance in its dimensions represented by: (organizational, social) through psychological capital with its dimensions (self-efficacy, hope, optimism, and flexibility), in the general company for oil industry in Maysan governorate, as the research problem lies in the extent of the researched company’s interest in organizational integrity, the organization’s performance and psychological capital by deporting them. In addition to the extent of the relationship between them, and the importance of the research in diagnosing the impact of organizational integrity in its dimensions in enhancing the performance of the organization in its dimensions through psychological capital, and for the success of this research. A sample of employees in the general company for the oil industry in Maysan governorate was selected, and the researchers adopted on the questionnaire as a tool for data collection and to accomplish this research and achieve the objectives it seeks, (155) questionnaires were distributed, the researchers obtained (150) questionnaires, which are valid for statistical analysis. The statistical program (SPSS v.23) was used. The research reached a set of conclusions, the most important of which is that organizational integrity is one of the contemporary and important topics in the field of organizational behavior as a management philosophy used by organizations to achieve their goals.

KEYWORDS
Organizational integrity, Organizational performance, Psychological capital

1. Introduction

Companies that depend in their work on the application of organizational integrity among their employees are successful companies, because organizational integrity, which was confirmed by many researchers, is one of the most important effective methods that enable it to add value to the set of measures that are based on the search for an appropriate climate that contributes to achieving occupational safety. A group of researchers emphasized that the performance of the organization represents the keys to success in the business environment because it reflects the extent of the ability to take advantage of the range of opportunities in the environment that It is characterized by turbulence, as well as the analysis of psychological capital factors and how these factors are indicators of performance and integrity in organizations (Abdullah et al., 2021). To ensure efficiency, human resource burden, communication and trust, education and continuous improvement, change) in enhancing the performance of the organization in its dimensions represented by (the organizational, social dimension) through psychological capital (efficiency, hope, optimism and flexibility) in the researched company because of its important role played by the industry sector in the country, which is necessary to work on giving organizational integrity the greatest importance as it affects the development of work in companies and then enhance the performance of the organization. Through the important role played by psychological capital in the positive impact on the performance and work trends of individuals, which contribute to achieving competitive advantage?

2. Research Methodology

First: - Research problem: The research problem can be summarized through the following questions:
(1) Does the company in question have a clear picture of the concept and dimensions of organizational integrity?
(2) Does organizational integrity have a role in enhancing the organization's performance for the company under study?
3) Is there a tendency for the researched company to adopt the dimensions of organizational integrity?
(4) Is there a relationship between organizational integrity and the performance of the organization and the psychological capital of the company in question?
(5) Is there a tendency for the researched company to take care of its psychological capital?

Second: - Importance of the research: The importance of the current research can be summarized through a set of the following points:
(1) Recognizing the concept and importance of organizational integrity and its impact on enhancing the performance of the organization for the company in question.
(2) The company in question adopts the concept of organizational integrity, which contributes to developing its position among other companies.
(3) Knowing the dimensions of organizational integrity adopted by the company in question, and identifying the important points thereof.
(4) Presenting a set of important conclusions reached by the research and working to identify the most prominent recommendations that correspond with it.
(5) Knowing the relationship and impact between organizational integrity, organizational performance, and psychological capital.

Third: - Research Objectives: The current research seeks to achieve a set of objectives, the most prominent of which are the following:
(1) Determining the relationship between organizational integrity, the performance of the organization and the psychological capital of the company under study.
(2) Clarify the role of organizational integrity and its impact on enhancing the performance of the organization for the company in question.
(3) Working on diagnosing the extent to which the research company is able to adopt the dimensions of organizational integrity.
(4) Knowing the level of organizational integrity of the employees of the company in question.

Fourth: - The hypothetical scheme of the research: The hypothetical scheme includes three basic variables:
(1) The independent variable (organizational integrity), which is represented by its dimensions (critical tasks, leadership supervision, focus on the process, focus on ensuring efficiency, human resource burden, communication and trust, education and continuous improvement, change).
(2) The mediating variable (psychological capital), which is represented by its dimensions (efficiency, hope, optimism and flexibility)
(3) The dependent variable (the performance of the organization) and its dimensions (the organizational dimension, the social dimension), and the diagram in Figure (1) shows that there is a correlation and an effect between the independent variables (organizational integrity) with its dimensions and the dependent variable (the performance of the organization) with its dimensions and the mediating variable (Psychological capital) by habit.

![Diagram of the research hypothesis](image)

The source is from the number of researchers based on the administrative literature

Fifth: - Research Hypotheses: The current research is based on three main hypotheses, which were formulated as follows:
A- The first main hypothesis: (there is no statistically significant correlation between organizational integrity and the performance of the organization in its dimensions).
B- The second main hypothesis: (Organizational integrity does not affect the promotion of the organization’s performance of the company in its dimensions).
C- The third main hypothesis: (there is no statistically significant correlation between organizational integrity and organizational performance through psychological capital in its dimensions).

Sixth: Methods of collecting data and information in the process of collecting data and information, theoretically and in the field, the researchers relied on a set of tools, including the following:
(1) Theoretical side: In this research, a group of Arab and foreign books, periodicals, magazines, scientific research, theses and university theses that are related to the current research topic, as well as the use of the Internet, were relied upon.

(2) The field side: The researchers relied on a number of tools and means necessary for the field side, the most prominent of which are the following:

(A) The questionnaire form: It consisted of two main axes, as it included in its first axis general information that pertains to the research community, as for its second axis it consists of variables: Organizational integrity, organizational performance, and psychological capital, and each of them consists of a number of sub-dimensions.

(B) The validity and reliability of the research measurement tool: These tests aim to examine and test the data collection tool and its goal is to ensure its accuracy in providing the information necessary to test the research hypotheses, and as follows:

- The apparent validity of the research measurement tool: Validity is that the research scale actually measures what was set to be measured, in other words, does the scale measure the phenomenon under study and not something else (Sekra na, 2003: 206), and content validity (Content Validity), which is a measure my judgment (Judgmental) depends on the researcher’s precise determination of the variables of the research topic, and this certainly depends on the amount of information he studied regarding the topic (Cooper & Schindler, 2014:257).

- Stability of the research tool’s measurement: Through testing the stability of the scale, researchers seek to make sure of its stability and not contradicting itself, that is, the scale will give the same results if it is re-applied to the same sample, meaning that stability means stability and consistency (Mehmood, Mohd-Rashid, Ong, & Abbas, 2021 & Sekra na ,2003). One of the most important scales used in measuring the stability of the resolution and the most famous is the (Cronbach's Alpha) scale. If the value of the mentioned test is less than (0.60), this is an indication of the weakness of the stability of the scale used, while the stability of the scale is acceptable in the event of exceeding (0.70), while its stability ratio is good if it reaches (0.80) or more (Sekra na, 2003).

Seventh: Research community and sample:
The research community of (160) workers in the general company for the oil industry in Maysan Governorate was tested, as the researchers chose the sample according to the nature of the research variables, namely the independent organizational integrity and dependent on the performance of the organization, and the mediator of psychological capital, hence the selection of the sample, as the sample size reached (150) workers, and they constitute (91%) of their total (160).

3. The intellectual and conceptual foundations of the research variables

3.1 Organizational Integrity

1- The concept of organizational integrity:
The philosophy of organizational integrity focuses on the process of extending the positive moral values that they pass on, which are reflected in the work of the institution and work to show the accepted principles that contribute to the leadership of the institution and work to renounce subversive behaviors that feed administrative corruption. Therefore, the views of researchers on the concept of organizational integrity varied according to their trends. and their different specializations, and Table (1) presents some of the researchers’ contributions to this concept according to temporal precedence.
Table (1)
Some contributions of researchers to the concept of organizational integrity

<table>
<thead>
<tr>
<th>No</th>
<th>Concept</th>
<th>The Researcher, Year and the Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>One of the methods of behavioral commitment, as it works to spread the exchange of trust and credibility in implementing words and translating them into actions on the ground that helps achieve common goals at the appropriate time and place.</td>
<td>Simons, 2002:19</td>
</tr>
<tr>
<td>2</td>
<td>An entry that emphasizes avoiding unwanted or illegal behavior.</td>
<td>Santoro, 2003:410</td>
</tr>
<tr>
<td>3</td>
<td>Harmonization between the promise and the action that the leader performs within the organization by adopting the correct human and professional values, as well as keeping him away from functional and social pressures and achieving the planned goal in a realistic and transparent manner.</td>
<td>Simons, 2012:3 et al</td>
</tr>
<tr>
<td>4</td>
<td>Behavior that is consistent with ethical values and standards accepted by members of the organization and represents the equitable distribution of public services in societies.</td>
<td>Younes, 2020:63</td>
</tr>
</tbody>
</table>

Source: Prepared by researchers based on administrative literature

2- The importance of organizational integrity:
Between (Hari, 2016; Kadim, Sabti, Ali, & Shliot, 2021.) that organizational integrity is of paramount importance in improving the conditions and climate of the organization, by working to establish the basic standards of organizational ethics and to show the extent to which promises and words match action, and this is the achievement of successes in eliminating the sense of pessimistic and frustrating feeling towards the leaders of the organization, and organizational integrity can achieve positive results for all parties involved in the organizational process through a set of points:
(1) Organizational integrity helps promote teamwork and cooperation that builds on trust and credibility.
(2) Organizational integrity works to reduce fraud and cases of financial and administrative corruption.
(3) The organizational flair helps to increase the rates of job commitment while working to reduce the rate of work turnover.
Hence, we can say that there is a set of motives to make this issue of organizational integrity of great importance by alleviating conflicts and tension between individuals involved in the administrative process in the organization, in order to work on improving organizational work that is built in the organization on the basis of planting trust, credibility and respect between workers in the organization and provide them with endless organizational happiness.

3- Dimensions of organizational integrity:
There are many and varied names in the administrative literature with regard to the dimensions of organizational integrity, as some researchers addressed them under the name of organizational integrity behaviors, and other researchers described them as the contents of organizational integrity, while others described them under the name of elements of organizational integrity, and the variation is due to a group of reasons and to different disciplines in the research objectives. We will explain some of the contributions of a group of researchers on the dimensions of organizational integrity, as the researcher (Imons, 1999 & Abdullah et al., 2019; Shabbir, et al., 2018) showed that there are two dimensions of organizational integrity (mutual trust - credibility in dealing), and a group of researchers agreed on the organizational integrity variable, they are (Moon & Hamilton: 2013), (Al-Tai, 2017), (Younis & Yakhni, 2020) has eight dimensions: (Critical tasks - leadership supervision - focus on the process - focus on ensuring efficiency - human resource use - communication - education and continuous improvement - change). Critical tasks, leadership supervision, focus on the process, focus on ensuring efficiency, human resource burden, communication and trust, education and continuous improvement, change) for the following reasons:

(1) As it is the most reasonable of the other dimensions
(2) It is compatible with the objectives of the current research
(3) The possibility of measuring and applying them easily, and the following is an explanation of each of these dimensions:

(1) Critical tasks: Organizations face many tasks in which these tasks are critical tasks and must be worked on in order to cope with the changes taking place in the environment. Therefore, critical tasks focus on the following: (Gali, 2015).
   (A) The company's ability to re-design its internal systems.
   (B) The organization's ability to control over the most important environment to avoid critical tasks.
   (C) The organization's ability to re-design its internal system.

(2) Leadership supervision: an organization that has leadership with a moral philosophy that it pursues in leadership and management is an honest and successful organization, and this philosophy requires the following: (Radi & Kazem, 2015).
   (A) The leader has the ability to supervise the management of employees in accordance with the ethical principle.
   (B) The leader has the ability to prepare individuals to re-design business in accordance with the requirements of the interest.
   (C) Working on the application of ethical leadership in the company, which is one of the most important types of leadership in modern management thought.

(3) Focus on the process: Most organizations seek to focus on the administrative process and find appropriate ways to complete it through main procedures through which the work is accomplished (Al-Tai et al., 2017).

(4) Focus on ensuring efficiency: the company’s employees are its human capital, and its vital artery for the sustainability of its work. The focus must be on the human competencies working in the company, as well as the efficiency of machinery and equipment, and this depends on the following: (Al-Dhabawi, 2012).
   (A) Use the correct recruitment strategies.
   (B) Preparing a diverse training schedule to provide the individual with additional skills.
   (C) Evaluation of individuals in order to identify the least qualified individuals and work on training them.

(5) The burden of the human resource: There are cases in which the workload is wide and exhausting the workers in the company, as it is necessary to determine the levels of the human resource and
categorize it according to efficiency, skill, and mental, physical and psychological ability in order to control anxiety and fatigue and distribute the workload among workers equally (Al-Tai et al., 2017).

(6) Communication and Trust: Honest organizations require an effective and two-way communication system, in order to find quick solutions to face any problem that occurs to individuals working in the company while doing their work, and there must be trust between the two parties (Younis & Yakhni, 2020)

(7) Learning and Continuous Improvement: The training of personnel working in the company must be a systematic behavior and must be followed by the company, in order to improve the efficiency of employees in order to achieve the goal of the organization. One of these methods is to determine the training needs of individuals, which requires high levels of learning and experience. Continuous improvement plays an important role in enhancing the performance of the organization, by creating new opportunities on a continuous basis for the group and individuals. (Al-Dhabawi, 2012).

(8) Change: Organizations that rely on ethical philosophies to build honest companies, they must prepare for the processes of managing change in their activities, work and production methods in order to keep pace with the rapid environmental changes, and they must design their work in accordance with this change and work to create an honest company that society needs and in order to fight Administrative corruption (Harby, 2015).

3.2 Organization Performance

1- The concept of organizational performance:
The performance of the organization is one of the modern concepts in the field of management, and the researchers (Strong & Salma, 2006; Sabti, & Ramalu, 2021). Defined performance as working to carry out the functional burdens of responsibilities and duties by the working staff to achieve certain goals, and he defined it as the integrated system for the periodic product, 67. The work of companies in the light of their interaction with the elements of their internal and external environment, so the views of researchers on the concept of the performance of the organization varied. Table (7) shows some of the contributions of researchers to this concept according to the temporal precedence.

Table (7)

<table>
<thead>
<tr>
<th>No</th>
<th>Concept</th>
<th>The Researcher, Year and the Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It is the common denominator of the efforts made by management and employees within the framework of business organizations.</td>
<td>William, 2002</td>
</tr>
<tr>
<td>2</td>
<td>It is the achievement of organizational goals by using resources efficiently and effectively.</td>
<td>(Alwani, 2006)</td>
</tr>
<tr>
<td>3</td>
<td>The organization’s ability to create value for the parties participating in it, society, workers, customers and shareholders, and its ability to achieve a balance between the various dimensions.</td>
<td>(2007, Roussel)</td>
</tr>
</tbody>
</table>
The basis on which to judge the effectiveness of groups and individuals and means the achievement of the goal or objectives of the organization.

<table>
<thead>
<tr>
<th>4</th>
<th>The basis on which to judge the effectiveness of groups and individuals and means the achievement of the goal or objectives of the organization.</th>
<th>(zippy, 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Individuals carry out the various activities, tasks, and works that make up their business.</td>
<td>(Abu Sen &amp; Musa, 2019)</td>
</tr>
</tbody>
</table>

Source: Prepared by researchers, based on the mentioned sources

2- The importance of the organization’s performance:
The issue of performance in strategic literature has occupied critical importance for considerations related first to being a central focus for evaluating the success and failure of the organization in its decisions and strategic plans. And the results of the transformations taking place in this organization depending on the results of performance (Siddiqi & Abdel-Raouf, 2011).

3- Dimensions of organization performance: The group and researchers’ views on naming the dimensions of organization performance varied, and it will address some contributions of a group of researchers to these dimensions according to temporal precedence, as the researchers identified (Barakat, 2005) and (Abu Sen & Ibrahim, 2015) in two dimensions (the organizational dimension and the social dimension), and among other researchers (Barhouma, 2008) and (Ismail & Fadia, 2016) the dimensions of the organization’s performance are two dimensions (effectiveness, efficiency), and it was shown (Al-Anzi, 2017) indicates that there are four dimensions: (planning, organization, direction, and control). For the following reasons:
1- Easy to apply and measure the results of the current research
2- It corresponds to the objectives of the current research.
3- The most reasonable among the other dimensions.
The following is an explanation of each of these dimensions:

1) The organizational dimension: It means that it is a set of organizational procedures and mechanisms adopted by a company in the organizational field to achieve the goals, in addition to the company’s management having criteria to measure the effectiveness of the approved regulatory measures and their impact on performance, as the measurement relates directly to the organizational structure and structure. The expected results are of a social and economic nature (Al-Dirawi & Al-Hakim, 2018), and (Abu Sin & Ibrahim, 2015) defined it as the methods adopted by the company in its organizational performance for the purpose of achieving its objectives, in addition to the company having criteria on which to base the effectiveness of the approved regulatory procedures and their impact on performance, as we indicated that this measurement is directly related to the organizational structure and not to the expected results of a social and economic nature.

2) The social dimension: performance is considered to achieve satisfaction for the company’s members at their various levels, as the level of employee satisfaction is an indication of the employees’ loyalty to the company in which they work, especially when meeting the needs of workers, as the role and importance of the social dimension is manifested in the negative impact of the company’s interest in the economic aspect only on Calculating the social aspect of human resources, and this in the long run negatively affects the organization’s achievement of its goals (Aman-Ullah, Aziz, Ibrahim, Mehmood, & Abbas, 2021 & Barakat, 2005).

3.3: psychological capital:
In recent years, organizational behavior research has seen a slight shift in looking at individuals in terms of identifying their weaknesses in an attempt to improve their positive strengths and increase prestige in the workplace (Abbas & Raja, 2011; Chalab & Yousif, 2015). Psychological capital emerged as an active field that emerged from warnings president of the American psychological association (Martin Seligman) in the late 1990s; in these warnings, Seligman called on his colleagues to expand their investigation focus to include the study of excellence, and human happiness. It seems that (Seligman) sought through his calls to encourage and stimulate the study of human strengths and positive feelings and elevate them to a position of interest and privilege that can lead to a better understanding of positive feelings (Mortazavi, 2012; Sabti, & Ramalu, 2021; Chalab, 2015). indicated that there is an increasing recognition by researchers, the positive value in human resource management by developing the positive psychological state of the individual, which is positively reflected in the individual's performance.

1. Dimensions of psychological capital:

Self-efficacy: Self-efficacy is one of the most important terms discussed by researchers in various fields, including the field of organizational behavior, which in one way or another contributed to the emergence of multiple concepts for this term. The concept of self-efficacy appeared at the hands of (Albert Bandura) in 1977 AD when he presented an integrated theory of this concept in which he identified the dimensions and sources of self-efficacy (Al Murad, 2008).

Hope: Hope has long been characterized by many researchers who have considered it as an important aspect of an individual's experience, but in the past few decades' attention has begun to focus on the human psychological aspect (Schmid & Lopez, 2011). In other words, hope is mentioned a lot in the components of positive psychological capital. The writers and researchers dealt with hope in some detail, and in this regard we will discuss the views on hope. (Snyder et al., 2000; Sabti, & Ramalu, 2021). refers to hope as positive expectations related to reaching a goal optimism although optimism and pessimism have a long history in philosophical thought, the history of psychological research on these two concepts is relatively recent. The interest in these two fields appeared at the end of the seventies of the last century, and the number of researches increased steadily in the last two decades at the global level.

Resilience: Resilience has become an attractive concept due to its roots in positive psychology. Instead of the traditional an etiological model that focuses on factors that predispose individuals to confront unfavorable situations, resilience researchers seek to explore the factors that encourage individuals to successfully overcome those situations (Koen, 2010). McCann et al. (2009) stated that resilience is a modern concept rooted in psychotherapy, social psychology, and ecology.

4. Practical Side

First - the validity and reliability of the research measurement tool. The stability of the scale means its stability and non-contradiction with itself, that is, the scale will give the same results if it is re-applied to the same sample, meaning that stability means stability and consistency of the scale (Sekrana, 2003; Kadim, et al., 2021). The questionnaire and the most famous is the (Cronbach’s Alpha) scale. If the value of the mentioned test is less than (0.6), this is an indication of the poor stability of the scale used, while the stability of the scale is acceptable if it exceeds (0.7), while its stability is good if it reached (0.8) or more (Sekrana, 2003). Table (2) shows the reliability and validity coefficient values for the research variables.

Table (2)
The reliability and validity coefficient values for the dimensions of the research variables

<table>
<thead>
<tr>
<th>Banishment</th>
<th>Validity</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
</table>
It is clear from Table (2) that all values of (Cronbach’s Alpha) coefficients are within the statistically acceptable limits, which means that the scale used to measure the research items has high reliability and validity, which enables the researcher to rely on the results that will be obtained to make a sound decision.

Table (3) shows the matrix of simple correlation coefficients (Pearson) that tests the first sub-hypothesis, and before entering into testing this hypothesis, Table (3) also indicates the sample size (150) and the type of test (2-tailed). And the abbreviation (Sig.), which refers to the test of the significance of the correlation coefficient by comparing the calculated (t) value with the tabular value without showing its values. If a sign (*) appears on the correlation coefficient, this means that the correlation is significant at the (5%) level, but if there is a (**) sign on the correlation coefficient, this means that the correlation is significant at the 1% level. The strength of the correlation coefficient is judged in light of the rule (Cohen, 1977:79-81), as follows:

- Low correlation: if the value of the correlation coefficient ranges between (0.10 to 0.29)
- Medium correlation: if the value of the correlation coefficient ranges between (0.30 to 0.49).
- The correlation is strong: if the value of the correlation coefficient ranges between (0.5 to 1).

The first main hypothesis: (there is no significant correlation between organizational integrity and organizational performance).

The correlation matrix table (3) shows that there are strong correlations (because its value is greater than 0.50), positive and significant at the level (1%) between organizational integrity, organizational performance and its dimension (organizational dimension and social dimension), as the values of simple correlation coefficients between these Dimensions are, respectively (0.817, 0.854, 0.784), and the correlation coefficient of organizational integrity with organizational performance was 0.874), and the results indicate acceptance of the existence hypothesis (H1) for the first main hypothesis (there is a significant correlation between organizational integrity and performance regulatory dimensions), and this indicates that the surveyed company can benefit from organizational integrity in improving its organizational performance.

Table (3)
Matrix of correlation coefficients between organizational integrity and organizational performance in its dimensions

<table>
<thead>
<tr>
<th>Organizationa l integrity</th>
<th>Social dimension</th>
<th>Organizational dimension</th>
<th>Organizational performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>0.854**</td>
<td>0.784**</td>
<td>0.874**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Created by researchers

After the researcher tested the first main hypothesis, he tested the second main hypothesis

The second main hypothesis: (there is no significant correlation between psychological capital and organizational performance).
The correlation matrix table (4) shows that there are strong correlations (because its value is greater than 0.50), positive and significant at the level (1%) between psychological capital, organizational performance and its dimensions (the organizational dimension dimension).

The values of the simple correlation coefficients between these dimensions were, respectively (0.817, 0.854), and the correlation coefficient of psychological capital with organizational performance reached (0.874), and the results indicate the rejection of the null hypothesis (H0) and acceptance of the existence hypothesis (H1). Regarding the first main hypothesis, meaning (there is a significant correlation between psychological capital and organizational performance in its dimensions), this indicates that the company under study can benefit from psychological capital in improving organizational performance.

Table (4)
Matrix of correlation coefficients between psychological capital and performance

<table>
<thead>
<tr>
<th>Psychological capital</th>
<th>Social Dimension</th>
<th>Organizationa l Dimension</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0.817**</td>
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<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher

Second: To test the hypotheses of the effect between the research variables
In conducting the test, the researcher relied on the use of the Multiple Regression Analysis and the Backward method, and one of the most important advantages of this method is that it deletes dimensions that have a non-significant effect on the dependent variable (Field, 2009). The influence power of the independent variables in the dependent variable will be measured by measuring the significance of (t) values calculated for the multiple regression coefficient, and the coefficient of determination (R²) was used, which measures the explanatory power of the independent variables in the dependent variable, and through the statistical program (SPSS V.23).

The third main hypothesis states that (there is no significant effect of organizational integrity on organizational performance).

Table (5)
Testing the effect of dimensions of organizational integrity on organizational performance by the method of regressive elimination

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t. stat</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.310</td>
<td>0.092</td>
<td>3.392</td>
<td>0.001</td>
</tr>
<tr>
<td>Critical mission</td>
<td>0.335</td>
<td>0.061</td>
<td>0.355</td>
<td>5.459</td>
</tr>
<tr>
<td>Leadership supervision</td>
<td>0.223</td>
<td>0.060</td>
<td>0.233</td>
<td>3.737</td>
</tr>
</tbody>
</table>
It is evident from Table (5) that:

1- The value of the regression coefficient of critical tasks on organizational performance is (0.335), which means that organizational performance will increase by (0.335) if critical tasks are increased by one unit in the studied lab. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (5.459), which is a significant value at the mentioned level.

2 - The value of the leadership supervision regression coefficient on organizational performance is (0.223), which means that organizational performance will increase by (0.223) if the leadership supervision increases by one unit in the studied laboratory. Note that this effect was significant at the level (1%) because the calculated value of (t) for the regression coefficient amounted to (3.737), which is a significant value at the mentioned level.

3 - The value of the process focus regression coefficient on organizational performance is (0.327), which means that organizational performance will increase by (0.327) if the process focus is increased by one unit in the studied laboratory. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (6.372), which is a significant value at the mentioned level.

4- The value of the regression coefficient of concentration on efficiency on organizational performance is (0.338), which means that organizational performance will increase by (0.338) if the focus on efficiency increases by one unit in the studied laboratory. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (5.451), which is a significant value at the mentioned level.

5 - The value of the regression coefficient of the human resource burden on organizational performance is (0.325), which means that the organizational performance will increase by (0.325) if the human resource burden increases by one unit in the studied laboratory. Note that this effect was
significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (5.459), which is a significant value at the mentioned level.

6- The value of the communication and confidence regression coefficient on organizational performance is (0.315), which means that the organizational performance will increase by (0.315) if communication and confidence increase by one unit in the studied laboratory. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (5.439), which is a significant value at the mentioned level.

7 - The value of the learning and continuous improvement regression coefficient on organizational performance is (0.235), which means that organizational performance will increase by (0.235) if learning and continuous improvement increases by one unit.

in the research laboratory. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (3.599), which is a significant value at the mentioned level.

8- The value of the regression coefficient of change on organizational performance is (0.339), which means that organizational performance will increase by (0.339) if the change is increased by one unit in the studied laboratory. Note that this effect was significant at the level (1%) because the calculated value (t) of the regression coefficient amounted to (5.449), which is a significant value at the mentioned level.

9- The value of the coefficient of determination (R2) is (0.77), which means that the multiple regression model explains (77%) of the changes that occur in organizational performance, and the remaining percentage is due to other factors not included in the model.

10- The calculated value of (F), which measures the significance of the regression model, is (160), which is a significant value at the level of (1%).

From the above analysis, the researcher finds the validity of the existence hypothesis (H1) for the third main hypothesis, meaning (there is a significant effect between organizational integrity in its dimensions in organizational performance in its dimensions), and this indicates that the laboratory can benefit from organizational integrity if it wants to improve organizational performance. Note that the multiple regression equation takes the following form:

Organizational performance = 0.310 + 0.335 critical tasks + 0.223 leadership supervision + 0.327 process focus + 0.338 competence focus + 0.325 human resource burden + 0.315 communication and trust + 0.235 learning and continuous improvement + 0.339 change.

5.Conclusions

1- Organizational integrity is one of the contemporary and important topics in the field of organizational behavior as a management philosophy used by organizations to achieve their goals.

2- There are many factors that affect the growth of organizations, especially the industrial sector, some of which are inside the individual and depend on his psychological characteristics, and some of them are external that come from the conditions and environment in which the laboratory operates.

3- It was found through the theoretical framework of the study that adopting the concept of psychological capital in companies helps in improving the performance of workers and developing their abilities and skills in order to provide services of a distinguished level of quality.

4- There is a high desire and motivation among the study sample to mobilize organizational support, provide the necessary resources, and obtain approvals from peers or supervisors to support new creative ideas that help enhance organizational performance.

5- The study sample has the ability to transform ideas into useful applications within all work roles or departments and try to be the first to enhance organizational performance.
6- The level of organizational performance in the general laboratory (the study sample) was at a good level.
7- The sample possesses a great deal of organizational integrity and seeks to support it, wherever it is found, its creativity and its ability to transform it into useful products and its encouragement.

6. RECOMMENDATIONS
1- Working on developing the laboratories to become pioneering in their performance by showing the productive alternatives to the workers and the methods and convictions they practice now, even if these methods achieve the required results currently.
2- Encouraging employees to engage in creative behavior and to invest their mental and intellectual abilities in line with the developments of the era of globalization. And fueling the creative performance of the organization, by linking it to the reward system in order to encourage them to high performance.
3- Twinning between Iraqi organizations and international organizations with the aim of raising the creative abilities of workers, solving problems and presenting ideas that are compatible with the developments taking place, and the intensity of competition between the organizations.
4- The need to reconsider the method of selecting employees with scientific qualifications and to remove the phenomenon of politicization when choosing in order to raise the level of integrity and performance.
5- The necessity of expanding the training plan to get acquainted with the latest scientific and technological developments in the developed countries and to benefit from them in applying the same experience in the customary organizations.
6- Finding a program to motivate employees who contribute to creating, developing or presenting new ideas that add value to improve work.
7- The necessity for all Iraqi organizations to adopt the concept of psychological capital as a basic solution to eliminate deviant behavior (deficiency in behavior), as the latter is a pillar of administrative and financial corruption.

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