

THE COMPLEMENTARY RELATIONSHIP BETWEEN ORGANIZATIONAL DNA AND AUTHENTIZOTIC ORGANIZATIONS AND IMPACTS IN ORGANIZATIONAL EMBEDDEDNESS: AN ANALYTICAL STUDY OF THE OPINIONS OF AS SAMPLE OF LECTURERS AT THE UNIVERSITY OF DIYALA

Lecture: Mohammed Mahmood Thamer
Iraqi Ministry of Education / Research and Studies
mm230085pad@st.tu.edu.iq

Professor: Ahmed Ali Hussain
Iraqi Ministry of Higher Education: Tikrit University: College of Administration and
Economics: Department of Business Administration.
ahmed44@tu.edu.iq

Abstract

This study aims to identify the role played by the complementary relationship between regulatory genes and affinity organizations and their impact on organizational stability. An Iraqi university, the University of Diyala, was chosen as a field of study through a sample of (304) lecturers from the total study population of (1459). A questionnaire valid for statistical analysis was distributed. Conducting personal interviews with leaders in the field of work. To achieve the study objectives and hypotheses, a hypothetical scheme was developed through which the nature of the logical relationships between the study variables and their dimensions was determined. Descriptive statistics, inferential statistics and tests were also used. The statistical analysis program (AmosV.26) (SPSSV.29) was used to test the study objectives and hypotheses. The study came out with a set of conclusions that matched its hypotheses, the most important of which were:

1-Achieving organizational Embeddedness at the University of Diyala from the study sample is linked to strengthening and reinforcing the relationship between organizational dna and the Authentizotic organizations, as the impact increases through them in achieving stability first, and then focusing on providing all elements of academic work that enhance the level of competitive strategic performance second.

2-At the university level, where the relationship and influence between the variables are strong, this result confirms the importance of the variables in the universities of the study sample. The study concluded with a set of recommendations and proposals that educational institutions see as necessary to adopt.

Keyword: Organizational DNA, Authentizotic organizations, Organizational Embeddedness

Introduction

Higher education organizations, including the University of Diyala, are a center of scientific, cultural, and civilizational radiation that seeks to develop society economically and culturally through its basic functions and services that it performs and provides to beneficiaries. The University of Diyala, as one of the higher education organizations, is a cultural and scientific beacon that strives to contribute to the development of society at various economic and cultural levels. It has adopted the study of organizational genes (organization DNA) by focusing on the basic characteristics that enable the organization to face challenges. This prompted researchers to study (Authentic organizations) in an effort to identify the nature of this variable and the characteristics that distinguish organizations. In this context, contemporary organizations face many issues that directly affect the organization. Therefore, many studies related to organizational behavior in general and related to ambition, self-realization, and success at work in particular have proven this. Therefore, (Organizational Embeddedness) appears as an important organizational concept, which focuses on the existence of sources of strength in the individual that enable him to employ them when facing difficult and stressful situations, which facilitates the individual's transition to a new stage. Despite the difficulties that the researcher faced throughout the study preparation period, represented by the breadth of the study field, this current study comes to constitute a valuable scientific addition and a distinguished intellectual contribution to enriching the study variables theoretically and in the field, especially the topic of

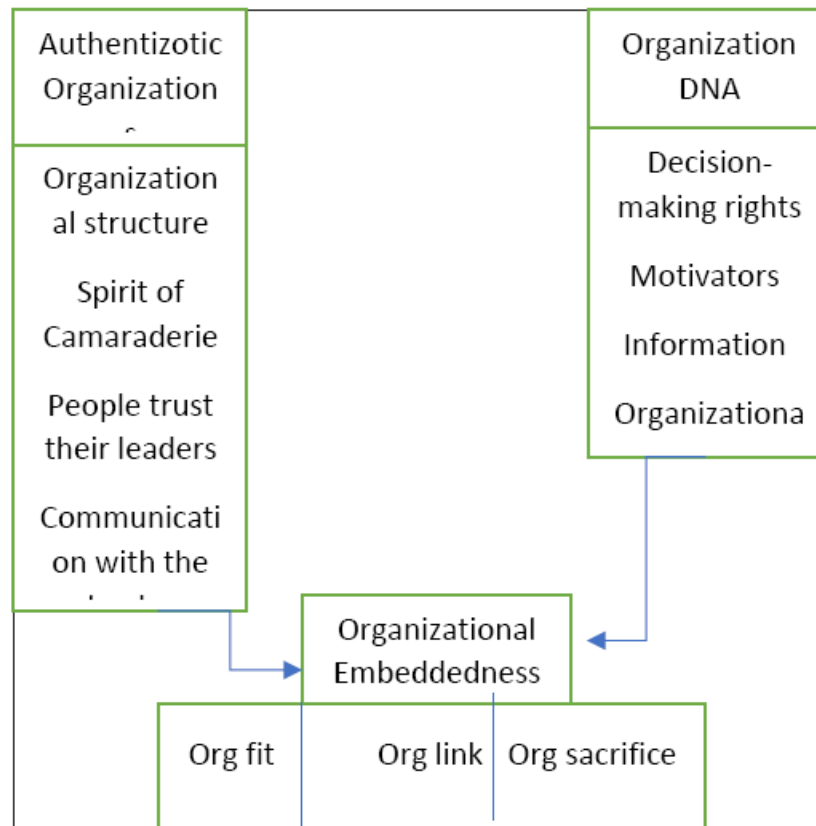
(Complementary Relationship Between Organizational DNA And Authentizotic Organizations and Impact In Organizational Embeddedness)

which has not been previously addressed in the local environment, whether theoretically or practically, as the current study was applied in one of the most important vital and important sectors of the country, which is the higher education sector, which is one of the most important pillars of strength in societies for any country. In light of these data, the number of colleges at the University of Diyala was determined To achieve the objectives of the study, it was divided into four chapters. The first chapter dealt with the methodological framework of the study, including three topics. The first of them was concerned with reviewing a number of previous studies related to the subject of the study, while the second was concerned with the methodological framework of the study, while the third topic dealt with describing the study community and its sample.

Hypotheses

As conceived, organizational embeddedness reflects employees' decisions to engage broadly and directly, and conveys conceptual insights beyond leaving due to dissatisfaction. More appropriately, organizational embeddedness is a retention (or "withdrawal resistance") construct. If organizational embeddedness is a retention (withdrawal resistance) construct broadly and if it captures a significant portion of the "in and out" decision, it should predict not only employee turnover, but also other withdrawal behaviors, such as decreased organizational citizenship behavior, decreased performance, and increased absenteeism. Moreover, the explained variance in these withdrawal behaviors should exceed the variance explained by job satisfaction and organizational commitment.

The extent of the availability of the complementary relationship between the organizational DNA and the original organizations and its impact on organizational inclusion: An analytical study of the opinions of a sample of faculty members at the University of Diyala?



Figr (1) Study Hypothetical plan.

2-literature review:

This section reviews previous studies relevant to the topic, highlighting their main findings and contributions to the field.

A-Organizational DNA :- The study was presented by McLean, J. J (2017) where the study aimed to understand how sustainability is integrated into the DNA of organizations and explore the challenges and opportunities associated with this study, and provide recommendations for organizations seeking to become more sustainable. The sample consisted of a diverse group of participants from the City of Marion, including employees, elected officials, and community members. 2- Kahraman, Ü., & Çelik, K.: (2022) presented a study to measure the administrative style and aimed to investigate future concerns within educational organizations. Discover how organizational DNA affects management styles and organizational culture. Identify the factors contributing to identifying concerns in educational settings. And the extent to which this study is useful in supporting the theoretical aspect.

B-Authentizotic organizations: A- (Vries, M. F. K., & Rook, C. 2022) presented a study. This study aimed to shed light on the key issues related to individuals who work and the motivational needs systems that drive people, and the conditions that lead to the creation of

healthy organizations. The sample size depended on the available resources and the scope of the study. In general, a sample of (300) employees is recommended to ensure reliable results. B- Lizote, S. A., (2020) presented. It aimed to "Developing Charismatic Leadership: Getting to the Roots of Positive Forms of Leadership" and to explore the concept of Charismatic Leadership and its role in promoting positive leadership styles. Positive Leadership Outcomes: It means that developing Charismatic Organizations leads to positive outcomes, creating a better environment for both the leader and those they lead.

C-Organizational Embeddedness: Ng, T. W., & Feldman, D. C. (2013) presented and aimed to analyze the effect of job embeddedness on employees' proactive behavior and understand how employees' job embeddedness level affects their proactive behavior at work. The study sample included 264 employees from different job levels in different companies in China. The study found that there is a positive relationship between job embeddedness and employees' proactive behavior, as employees who feel more embedded in their jobs show more proactive behavior at work.

Analysis of Literature Reviews

This paragraph focuses on clarifying a set of basic factors related to the contributions of researchers and previous cognitive efforts that were addressed in the previous paragraphs, as one of the main reasons for choosing previous studies and reviewing them in any study is to clarify their relationship to the variables of the current study Previous studies indicate that the variables of the current study (organizational DNA, Authentizotic organizations , organizational Embeddedness) have received increasing attention in recent years, which indicates the importance of studying the relationship between these study variables.

3:- The study problem: a- Higher education organizations, including the University of Diyala, are characterized by a wide diversity resulting from the difference in their specialization base and internal characteristics. They are also unique from other forms of universities in that they are highly dynamic and constantly expanding in response to social and economic changes and to find a space to develop their scientific and research activities in line with scientific and technological developments in various scientific specializations on the one hand, as well as meeting the requirements of the labor market from time to time on the other hand, which helps them build a distinguished mental position. It has a stakeholder reputation and the sustainability of its work, and then obtaining the global ranking of universities. Higher education organizations are distinguished by their unique multiplicity and continuous interaction, including the University of Diyala, with unique characteristics that make it distinct from other universities in its diversity and orientation towards the labor market, which contributes to building a distinguished reputation for it and the sustainability of its work, and enables it to obtain a prestigious global ranking.

b- The diagnosis of philosophical ideas for a subject that agrees between the organizational DNA and authentic organizations and the impact on organizational inclusion at the level of higher education in Iraqi environments that have academic leaders with high specifications, which is in line with building the future and ways to confront progress in an environment characterized by change, and what has increased in the importance of analyzing and following it, we are continuing to monitor the impact and through the above, the problem of

the study, and it revolves around the communication between the differences between the study of organizational DNA and reliable organizations and the impact on organizational integration and in order to achieve accuracy in the study, the researcher decided to frame the problem in a set of questions, the most prominent of which are: Is the relationship integrated The Complementary Relationship Between Organizational DNA And Authentizotic organizations And Impact In Organizational Embeddedness: An Analytical Study Of The Opinions Of a sample of Lecturers At The University of Diyala?

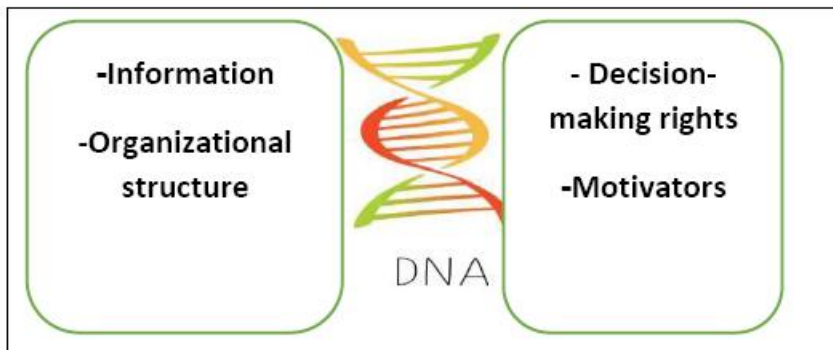
4-Conceptual background of the study variables:

Concept organization DNA : sees that another person has a genetic predisposition to high intelligence but may not achieve his full potential unless he grows up in an environment rich in stimulation, and he emphasizes that these interactions on the importance of taking into account genetic and environmental factors have allowed organizations to develop effective public health policies to face external challenges (Lee, Cron, 1991:41).

In the year (İzzet Döş, 2013:13), he presented a study describing the organizational genes as an interactive system. The study confirmed that the organizational genes are not fixed, but rather "an interactive system that includes comprehensive information about the organization, organizational structure, procedures followed, and policies And provide a definitions: (7: Al-dhan & Al-Saedy, 2014) see it as representing the basic rules that are concerned with the behaviors of the organization, which may directly or indirectly affect the organization in a clear way, which contributes to determining the distinctive characteristics of the organization, and is considered the identity of the organization that distinguishes it from others, such as the values, beliefs, and principles prevailing within the organization, which determine the behaviors and actions of its members. indicated that it is represented in the basic rules that contribute to determining the behaviors of the Org which greatly affect the common goals on a large scale to determine the distinctive characteristics of the organization's culture, and these genes contribute to determining the distinctive characteristics of the organization and direct its path towards achieving its common goals on a large scale) Govindarajan 2010:1-3). Definition: It is a set of characteristics and information that distinguishes organizations and reflects the organization's identity and unique capabilities and is essential for survival and success in a competitive and rapidly changing world. :(Eda Özdaşlı, 2020: 17) .The researcher believes that these characteristics and qualities are represented by (its values, vision, mission, and organizational culture), and these characteristics interact together to achieve a balance between the requirements of the external environment and the organization's goals, which helps it grow and adapt to surrounding changes.

4-A:- Dimensions org DNA:- Interest in studying the dimensions of organizational DNA began in the second decade of the twenty-first century, which is considered an important turning point in the life of the organization that began to realize the importance of building an identity for organizations, while (Neilson, 2006: 1-10) considered that determining these dimensions is of utmost importance as one of the basic components of the organization. The current study relied on the study (Govindarajan, 2005) to determine the dimensions of organizational genes. It has been adopted by many prominent researchers in their writings in

the fields of administrative and organizational literature, such as (C., Brooke, Dobni, 2008) and (Nafei, 2015) Dae, et, aI, 2020:302)), as the dimensions of organizational genes are (decision-making rights - information - incentives - and organizational structure). The dimensions of organizational DNA can be explained through the diagram below.



Figr (2) Dimensions org DNA.

Decision-making rights: (Sarran M, 2017:35) explains that employees influence the organization when they feel involved in it and influence its decision-making. Moreover, we should differentiate between the decision-making process and decision-making rights.

Decision-making process: is the mental process that an individual or group goes through to reach a final decision on a specific issue. This process includes several stages starting with defining the problem, then collecting information, evaluating alternatives, and finally choosing the best alternative and implementing it.

Decision-making rights: In the same context, (Steve Scheier, 2012:104) believes that the lack of clarity in the decision-making process takes more time to reach decisions for a large number of employees, and they concluded that ambiguity in the decision-making process greatly affects the efficiency of the operations carried out in the organization and also leads to inefficient performance.

2-Motivators: Holladay (2005:1-7) defined it as the means and tools that the organization uses to encourage employees to provide the best of their potential and energies in order to obtain them. Incentives are not limited to money, but rather include all means of material and moral motivation that play an important role in raising performance levels. In line with what was mentioned, Hardy (2009:22) believes that highlighting the importance of incentives through emotional readiness helps the worker increase production and readiness that prepares the worker to enthusiastically accept work and thus increase job satisfaction, which results in reducing costs. Incentives also work to support workers to align their personal and professional goals with the organization's goals

3-. Information: It is worth noting that (34:2004, Nelson et al.) indicated that it is the engine of the organization's activities and can be used to measure employee performance, as poor information affects the rest of the DNA components, especially decision-making rights and incentives. While (137-125:2014, Soroush, et al.) believe that lack of information leads to difficulty in making decisions and affects the organization, especially non-profit organizations, and lack of information leads to a decrease in productivity and profit

efficiency. (67 2015: Aishah et al.) presented that information plays an important role in coordinating all administrative processes and managers to work together intelligently and helps the worker know how to perform the various roles and tasks assigned to him, and he is the one who shapes the overall performance of the organization. Information is also found within the organization and flows quickly and effectively and affects decision-making as well as organizational performance rates and its various indicators.

4:-Submit a study (While Molina, J. L., 2001) confirmed that taking into account the scope of supervision that will be taken, we deduce the description of the organizational structure as a system that clarifies the tasks of the organization and the interactions and relationships between its units on the one hand, and the parties with the outcome and the final benefit on the other hand. While (2017:27, Ludwig & Hess) finds that the organizational map is a visual representation of the organizational structure in organizations, as the organizational map shows how roles, responsibilities and relationships are distributed between individuals and different departments in the organization. The organizational map includes several basic elements (roles and responsibilities, organizational relationships, sub-departments).

2-Authentizotic organizations :-The researcher (1999:1Kets & Balazs) introduced the term cherished organizations and expressed it as organizations full of trust that give their members a sense of completeness and life where workers feel self-realization, the ability to compete and deposit. While (Cameron., et al, 2003:11) identified the trends of cherished organizations to emphasize the need to increase social support for workers, which reflects positively on the organization and achieves better well-being for them. While the point of view of (52 El-Sayed, S. F. & m, 2023:) on the concept of cherished organizations includes organizations in which employees feel strong psychological security and support from colleagues and meet their human needs, which increases employees' ability to adapt to their jobs and increases their sense of orientation towards the team, common goals and belonging. Definition: It is a set of practices that are distinguished by their ability to meet the human needs of workers by providing a positive work environment characterized by a spirit of friendship and trust between workers and leaders.

INTREST (4:2019. Cairrao et al) indicated that one of the characteristics of the beloved organizations is the culture resulting from values and translated into behaviors, which are (joy, trust, honesty, empowerment, respect for the individual, justice, teamwork, innovation, customer orientation, accountability, continuous learning and openness to change and translated into specific forms of behaviors. (Hoxsey, D 2010:671) concluded that happy employees are not only more productive, but they are also safer in the work environment and that building an organizational culture that focuses on employee well-being and happiness can lead to improved safety and overall performance of the organization. This can be achieved by creating a positive work environment, providing continuous support, and encouraging employees to communicate and cooperate.

2-A:- Dimensions of the Authentizotic organizations: Given the novelty of the concept of the favorite organizations and the limited applied studies that dealt with this concept with the exception of some studies and survey articles and the controversy between researchers about translating some sub-dimensions of the variables and according to the researcher's knowledge and what he reached from sources on this subject, the scale of the study (77:2006,

Rego & Cunha) and (Miguel Pina e Cunha, 2007) was adopted as they are among the first and most important studies.



FIG(3) : Dimensions of the Authentizotic organizations.

1-Spirit of Camaraderie: (Rego & Cunha, 2006:77) described it as the perception of workers that the weak relationships among them make them feel that there are obstacles that prevent them from satisfying their social needs and that they do not have the necessary support from their colleagues to deal with the various challenges they face. (Alexandre, Lafon 2011:14) describes it as perceptions of familiarity greatly affect the emotional well-being of employees and post-World War I discourses also highlight the importance of bonding with an emphasis on unity, solidarity and brotherhood among soldiers, despite the complexities of the underlying social and military identity. Through the theoretical frameworks of the concept of the spirit of familiarity, this concept is consistent with the orientations of ethical leadership.

2-People trust their leaders: As described by (Ertürk, A, 2007:13.) as increasing the degree of certainty in the leader's support for subordinates in a way that increases the degree of their commitment and job loyalty. The leader must build the subordinates' confidence in their abilities and enhance their self-confidence. While (Alzaabi, H., & Khaimah, R., 2023:1793) concluded that trust is a crucial factor in enhancing leadership effectiveness, and effective leaders prioritize building trust among employees through open communication, collaboration, transparency, and feedback. Trust enables leaders to create a positive work environment, enhance employee engagement, and drive organizational success.

3-Communication with the leader: (2005:33, Aycan & Eskin) indicate the ease and frankness in communicating with leaders, the freedom to express opinions and suggestions and accept differences, which makes them feel that their leader cares and respects their ideas, which increases their sense of social support. And the feeling of employees with emotional support,

which in turn leads to increased employee happiness. The lack of open communication with leaders makes employees feel a lack of social support directed to them and a lack of opportunities to express their opinions, while the absence or weakness of open communication results in employees suffering from job burnout, pressure and stress. (2006:16, Rego & Cunha) While (Mayfield & Mayfield, 2016:13) see that improving communication in business environments requires a multi-faceted approach that includes cultural awareness, language proficiency, interpersonal strategies, organized communication processes, comprehensive practices, and effective marketing communication strategies. By integrating these elements, organizations can enhance their international interactions, build stronger relationships, and achieve better performance overall.

4-Educational and personal development opportunities: (2007:12, Piercy) believes that providing continuous learning opportunities is the basis for the success of learning organizations, given its importance in ensuring the long-term success of the organization through creativity and innovation and attracting and retaining individuals who want to learn and succeed, as organizational learning is considered the main component of building learning organizations. In this context, the researcher agrees with what the researcher "Prugsamatz (2010)" has concluded about the importance of learning and personal development opportunities in enhancing individuals' ability to compete and feel independent. When workers are able to realize the learning opportunities available to them, this contributes to enhancing their personal skills and abilities, which enables them to excel in the work environment and compete more effectively. Personal development opportunities also give individuals the ability to improve their skills and refine their knowledge on an ongoing basis.

5-Organizational justice: While (Fitness,2000:3) states that submission to anger is the result of unfair treatment of the leadership towards the workers, and that the workers' perception of injustice enhances the feeling of weak social support for them. While (Tatum & Eberlim,2008:37) defined the concept of organizational justice as a set of values obtained as a result of the workers' perception of the integrity and objectivity of the procedures in the organization and the procedures and policies used to make decisions in the organization. Based on the above, the researcher believes that organizational justice leads to the perceived fairness in treatment within the organization and includes different dimensions including distributive, procedural and personal justice such as job satisfaction, organizational commitment, performance and employee well-being.

6- Work-life compatibility: (Rego & Cunha, 2008:102) confirms that the lack of compatibility between the worker and the family can lead to a decrease in the quality of life and reach lower levels of happiness and psychological health, and thus lower levels of organizational satisfaction. (Deborah, Nadal, 2022:11) describes that the feeling of weak organizational support and the feeling that organizations that help workers reconcile work and family life stimulate organizational satisfaction among workers and raise the quality of work life and reach higher levels of happiness and interaction in the organization, which affects the worker's retention, which increases productivity and raises the level of performance in the organization. In other words, (a good work life and less unhappiness experienced by workers in those organizations).

In line with what was mentioned, the researcher found that there are several factors that contribute to achieving this balance between work and personal life, which can be identified as follows:

Flexibility at work: such as remote work options or flexible working hours, which allows individuals to allocate sufficient time for their personal and family activities.

Time management: Organizing daily activities and priorities helps achieve balance, such as having a specific time for work and another for family and entertainment.

Organizational support: When the organization supports balance practices, such as providing vacations and exemptions or providing mental health programs, employees feel safe and satisfied.

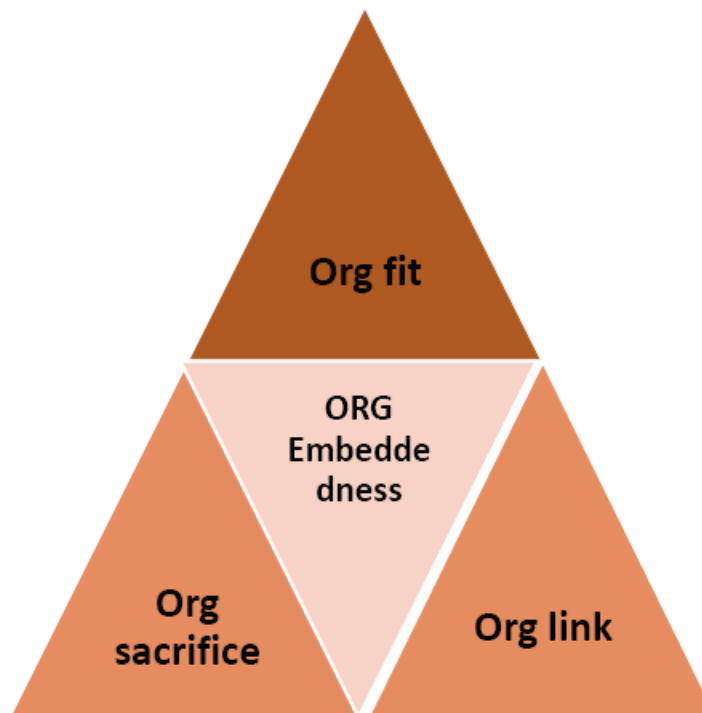
Setting clear boundaries: It is important to set boundaries between work time and personal time to avoid constant interference that may lead to burnout.

3: -Organizational Embeddedness:-(Mitchell et al., 2001: 97) presented a study that addresses the relationship between job entrenchment and the intention to stay in the organization. The concept of organizational entrenchment was developed as a type of entrenchment by Mitchell and his colleagues in the 1990s) in response to a deeper understanding of the factors that lead employees to remain in their jobs compared to the factors that motivate them.(Holtom., al et 2006:11) defined it as a wide range of influences that affect employees' decisions to stay in the organization, and these influences include factors within the work such as ties with work friends, alignment between the employee's skills and job requirements, and community service activities under the auspices of the organization.

While (Ng, T. W., & Feldman, D. C, 2007:338) indicated that the concept of organizational entrenchment is the extent to which the organization is able to retain employees across different career stages represented by the social and emotional ties that link employees to their jobs and communities).Wilson, J., 2010:16)sees that it refers to the extent of employees' attachment and commitment to their organizations and the work environment, and expresses the depth of the relationships that connect employees to their organizations, whether in terms of loyalty or a sense of belonging, so that employees feel that they are part of the organization and are willing to stay in it and support it in the long term.

Defain: It is a set of factors that enhance the extent of employees' attachment to the organization and their willingness to remain in it in the long term, based on their sense of compatibility and cohesion with the work environment and the organization's values and goals. (Ampofo, 2020:516).

3-A: Dimensions of Organizational Embeddedness: The current study relied on previous studies (2001. Mitchell et al) to determine the dimensions, which are defined by the dimensions (organizational alignment, organizational links, and organizational sacrifice) as the closest and most recent of the latest findings of studies on the subject of organizational entrenchment. The researcher presents the organizational



Fig(4): organizational Embeddedness model.

1-: Organizational Fit: (Hoffman & Woehr, 2006:391) presented the method used to measure a person's fit with the organization (subjective, perceived and objective fit) and relied on Christoph's (1996) classification of differences in measuring a person's fit with the organization into three categories: (subjective fit, perceived fit, and objective fit) relying on the characteristics of the individual and the characteristics of the organization. The organizational fit measures include asking the individual directly about the extent to which his characteristics fit the characteristics of the organization in which he works.

2-: Organizational link:((Ring, 2013:34) presented them as the relationships that link individuals within the organization, as well as the ties that arise between individuals and the organizational structure to which they belong, and these ties can be affected by multiple factors. (Sherman, T. K, 2014:18)expressed the organizational ties that an individual creates with the organization about the strength of the relationship between them, as the stronger these ties are, the greater the likelihood of the individual's commitment to work in the organization. These bonds also reflect the extent of the individual's connection to the organization and his pride in it, which directly affects the continuity of work and the individual's job satisfaction.

3-: Organizational sacrifice: It was presented by (Pierre-Guy, et al., 2004:96) as the extent to which employees in the organization are willing to make personal sacrifices (such as time, effort, resources, and psychological health) for the greater good of the organization or team. These sacrifices go beyond the usual contribution to work to include additional efforts that may negatively affect the well-being of individuals or their personal interests, but they are made out of loyalty to the organization or the group to which they belong. (Hoogervorst et al., 2012:891) see sacrifice as a set of positive relationships between the leader and

employees and creates a sense of belonging. The leader may choose to give up his personal gains to ensure the success of the project. This leadership behavior reflects the essence of leadership, as sacrifice is seen as a means to achieve greater and sustainable success for all.

4:-relation:- Based on the above, the researcher concluded that there is an integrative relationship between three variables, as organizational genes are one of the basic concepts that control the expression of the characteristics and values that form the organization's identity and guide its behaviors. They are similar to the organization's DNA, as they determine how it operates and interacts with its internal and external environment. These genes are not limited to being a set of written policies, but rather represent an integrated dynamic system of values and principles that are reflected in all aspects of work, from decision-making to the interactions of individuals within the organization. On the other hand, beloved organizations are considered a distinguished model for institutions that go beyond the boundaries of traditional performance to become a source of inspiration for others. These organizations combine originality and innovation with a focus on meeting the needs of employees and achieving their institutional goals at the same time. Their environments are characterized by flexibility and the ability to adapt to changes, which makes them capable of achieving sustainable impacts at the industrial and societal levels. The relationship between organizational genes and beloved organizations is evident in the integration between the core values expressed by organizational genes and the cultural and administrative frameworks adopted by beloved organizations to enhance inspiring work environments. Through the interaction between organizational genes that serve as a guide for behavior and performance, and the distinctive strategies adopted by cherished organizations to balance employee well-being with organizational goals, a work environment is created that is capable of achieving high levels of organizational embeddedness. Organizational embeddedness, in turn, represents a measure of the extent of employee commitment and belonging to the organization. By promoting the values of organizational genes within the cherished work environment, levels of job satisfaction and emotional engagement are improved, leading to sustained performance and increased employee loyalty. This interaction between organizational genes and cherished organizations enhances employee commitment, making the organization more stable and resilient in the face of challenges.

VALUE	N,P	Main dimensions	v
0.783	5	Decision-making rights	Org DNA
0.732	5	Motivators	
0.764	5	Information	
0.756	5	Organizational structure	
0.789	5	Spirit of Camaraderie	Authentic Organizations
0.747	5	People trust their leaders	
0.745	5	Communication with the leader	
0.790	5	Educational and personal development opportunities	
0.726	5	Organizational justice	Organizational Embeddedness
0.760	5	Work-life compatibility	
0.734	5	Org fit	
0.780	5	Org link	
0.785	5	Org sacrifice	
0.935	65	Totl	

4- Measure:- In line with the study methodology, the study community members (1459) included all the teaching staff of the colleges, as they possess knowledge, experience and awareness of the reality of the behavior of their administrative leaders, including heads of scientific departments, assistants and deans of colleges towards them, and the extent of the interest and keenness of those administrative leaders in providing a suitable and appropriate work environment for the teaching staff and applying the principles of justice, objectivity and transparency in dealing with those staff. The size of the community is equal to (1459) at a 95% confidence level? By applying Stephen Thompson's equation, the sample size equals = 304 According to the previous equation to calculate the sample size that was applied to know the number of questionnaires that will be distributed to the sample individuals surveyed for the community as a whole, below is the number of questionnaires for each of the university presidency and colleges affiliated to the University of Diyala. The five-point Likert scale (1,2,3,4,5) was used (completely agree, agree, somewhat agree, disagree, completely disagree) as the (neutral paragraph was replaced and a paragraph was added to somewhat agree) from this scale to obtain more accurate and objective results and to avoid the dispersion of the answers of individuals in the study community. Use the researcher Coefficient Reliability Analysis Coefficient Reliability Analysis A comprehensive overview of the Coefficient Reliability Analysis is a statistical method used to evaluate the consistency and reliability of a measurement tool or scale. In simpler terms, it determines the reliability of the scale. In the method of (Cronbach's Alpha) in measuring the reliability of the questionnaire because it is the appropriate method for descriptive and objective statements, and as shown in Table (1-4) the values of the reliability coefficients for the main and sub-dimensions and for all paragraphs of the questionnaire By reviewing the values of the stability coefficients for the main and sub-dimensions, the first independent, the second independent, and the dependent (as well as for all the questionnaire paragraphs, we note that they range between (0.726 to 0.935), which are acceptable value

4-a:-internal consistency: Participated in integrating the differences between the phrases and the phrases and the researcher tested the parties between the study by measuring the correlation relationships between them with the consistency of the consistency between the phrases and the total phrases, the timeline (1-5) the extent of the parties' consistency for the three axes (. ORG DNA, Authentizotic organizations, Organizational Embeddedness

ORG DNA internal consistency (table :1)

Link	N	Link	N	Link	N	Link	N
.331**	X16	.607**	X11	.432**	X6	.364**	X1
.397**	X17	.318**	X12	.512**	X7	.262**	X2
.418**	X18	.570**	X13	.362**	X8	.456**	X3
.482**	X19	.527**	X14	.538**	X9	.395**	X4
.504**	X20	.364**	X15	.513**	X10	.462**	X5

Authentizotic organizations internal consistency (table:2)

LINK	N	LINK	N	LINK	N	LINK	N	LINK	N	LINK	N
.533**	X46	.427**	X41	.506**	X36	.547**	X31	.489**	X26	.279**	X21
.570**	X47	.446**	X42	.548**	X37	.503**	X32	.476**	X27	.460**	X22
.523**	X48	.527**	X43	.492**	X38	.267**	X33	.453**	X28	.473**	X23
.508**	X49	.401**	X44	.455**	X39	.514**	X34	.363**	X29	.449**	X24
.421**	X50	.450**	X45	.475**	X40	.531**	X35	.308**	X30	.356**	X25

Organizational Embeddedness internal consistency : table :3

Link	N	Link	N	Link	N
0.673**	Y11	0.487**	Y6	0.651**	Y1
0.535**	Y12	0.518**	Y7	0.510**	Y2
0.579**	Y13	0.520**	Y8	0.585**	Y3
0.397**	Y14	0.617**	Y9	0.608**	Y4
0.118	Y15	0.600**	Y10	0.556**	Y5

That all expressions (X1-X20) are significantly associated at a significance level of less than 5% with the ORG DNA axis.

All statements (X21-X50) are significantly related at a significance level of less than 5% to the axis of Authentizotic . organizations. It is also noted that most of the statements (Y1-Y15) are significantly related at a significance level of less than 5% to the organizational Embeddedness axis

4-B: Model quality test:: Table (4): Sample adequacy test (KMO)

)Sig.()Bartlett's()KMO() Determinant(s	Variables
0.000	226.140	0.698	0.472	XX1	Org DNA
0.000	551.960	0.771	0.159	XX2	Authentizotic organizations
0.000	198.510	0.620	0.517	Y	Organizational Embeddedness

4-C: -Confirmatory factor analysis: Confirmatory factor analysis was adopted in order to identify the quality of the theoretical or hypothetical model of the study, and the results of the analysis that were reached through the (AMOS Ver.20) program can be observed as follows: First: The joint variance of the dimensions and expressions of the regulatory gene variable.

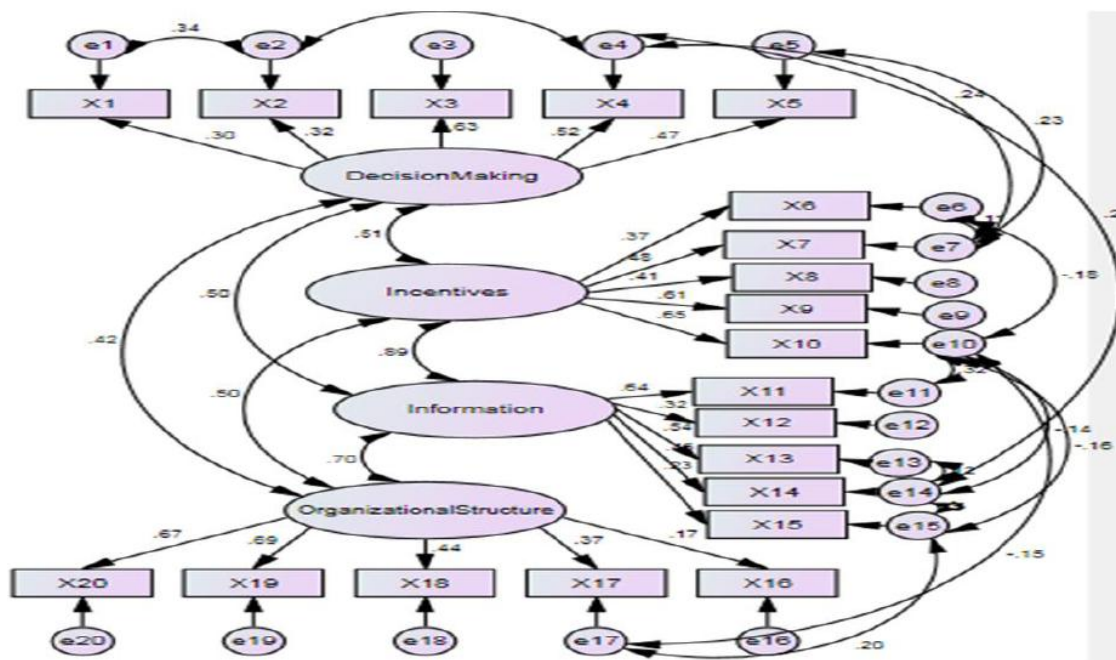


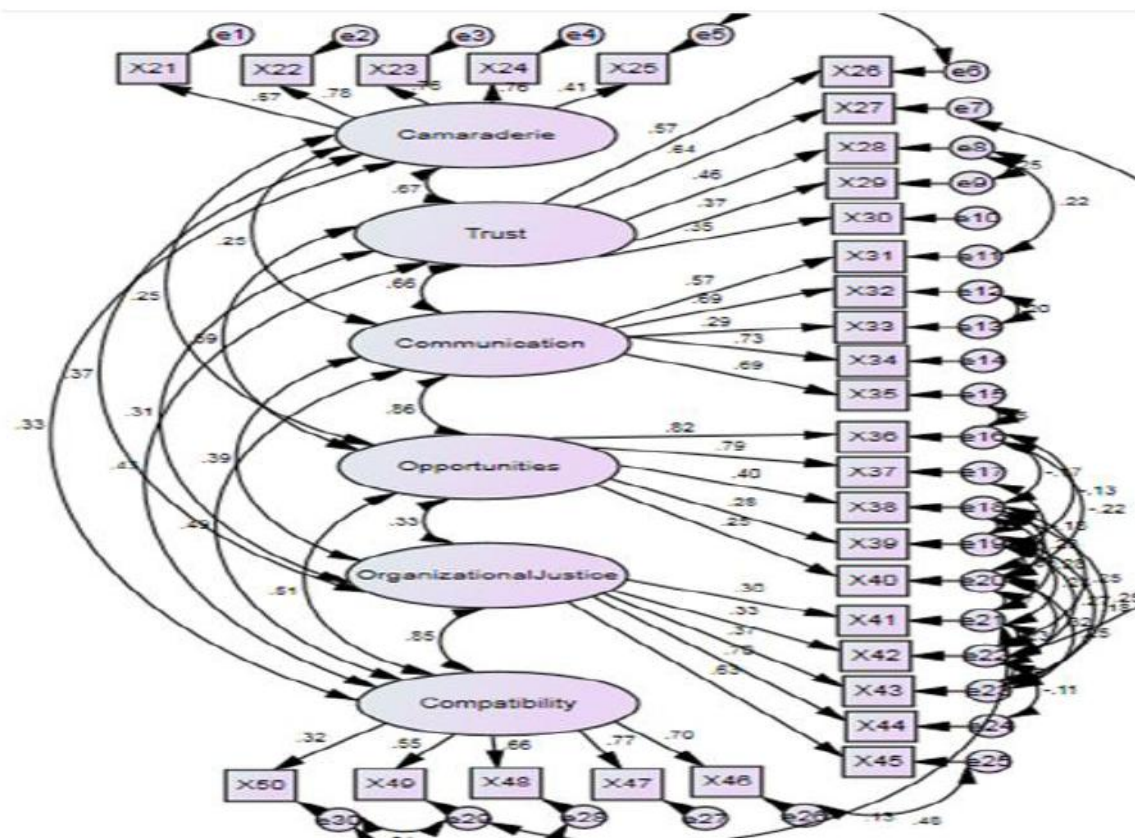
Figure (5): The common variance of the dimensions and expressions of the org DNA variable.

4-C-A

The common variance of the dimensions and expressions of the org DNA variable Figure (5) shows the results of the confirmatory factor analysis of the first independent variable (org DNA), as the results fixed in front of the curved arrows show the values of the common variances between the four dimensions of regulatory genes (a. Decision-making rights, b. Incentives, c. Information, d. Organizational structure), as it is noted that the highest variance result was between dimension (b. Incentives) and dimension (c. Information), with a value of (0.89), while the lowest variance result was between dimension (a. Decision-making rights) and dimension (d. Organizational structure) with a value of (0.42), and these values are considered high compared to the standard value of saturation of 0.45, for most relationships, and thus it can be concluded that there are high levels of homogeneity between the four dimensions of the first independent variable of the current study.

Second: The common variance of the dimensions and expressions of the variable of the organizations Figure (3) shows the results of the confirmatory factor analysis of the second independent variable (Authentizotic organizations), as the results fixed in front of the curved arrows show the values of the common variances between the dimensions of the favorite organizations (a. The spirit of familiarity, b. Trust in leaders, c. Open communication with the leader, d. Opportunities for education and personal development, e. Organizational

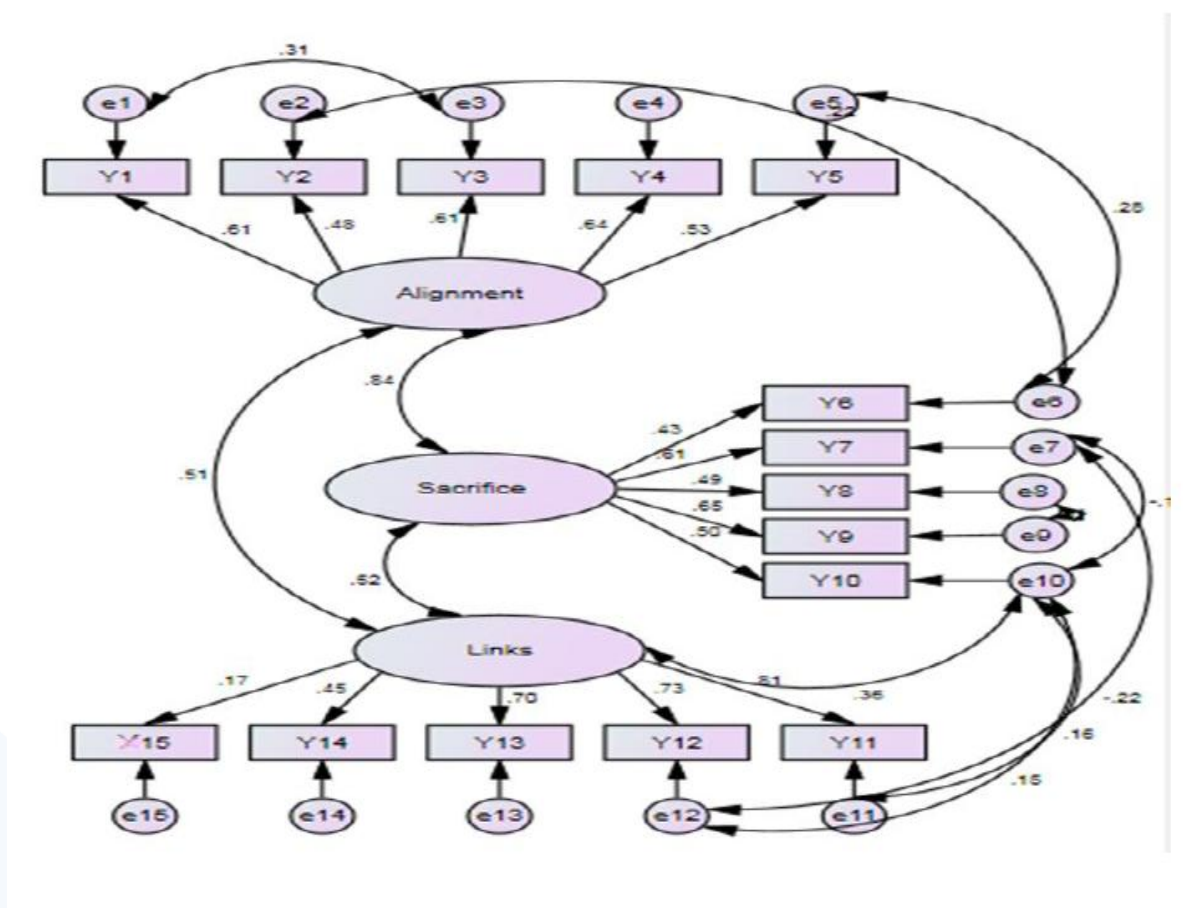
justice, and f. Compatibility between work and personal life), as it is noted that the highest variance result was between dimension (c. Open communication with the leader) and dimension (d. Opportunities for education and personal development), with a value of (0.86), while the lowest variance result was between dimension (a. The spirit of familiarity) and dimension (c. Open communication with the leader) with a value of (0.25), and these values are considered high compared to the standard value of saturation of 0.45, and thus it can be concluded that there are high levels of homogeneity between the six dimensions of the second independent variable of the current study.



Figur:(6) of the dimensions and expressions of the variable of the Authentizotic organizations (shows the results of the confirmatory factor analysis).

4-C-B:-The common variance of the dimensions and expressions of the variable of the favorite organizations Figure (3) shows the results of the confirmatory factor analysis of the second independent variable (the favorite organizations), as the results fixed in front of the curved arrows show the values of the common variances between the dimensions of the favorite organizations (a. The spirit of familiarity, b. Trust in leaders, c. Open communication with the leader, d. Opportunities for education and personal development, e. Organizational justice, and f. Compatibility between work and personal life), as it is noted that the highest variance result was between dimension (c. Open communication with the leader) and

dimension (d. Opportunities for education and personal development), with a value of (0.86), while the lowest variance result was between dimension (a. The spirit of familiarity) and dimension (c. Open communication with the leader) with a value of (0.25), and these values are considered high compared to the standard value of saturation of 0.45, and thus it can be concluded that there are high levels of homogeneity between the six dimensions of the second independent variable of the current study. Third: The common variance of the dimensions and expressions of the organizational entrenchment variable Figure (4) shows the results of the confirmatory factor analysis of the dependent variable (organizational entrenchment), as the results fixed in front of the curved arrows show the values of the common variances between the three dimensions of organizational entrenchment (a. Alignment, b. Sacrifice, c. Links), as it is noted that the highest variance result was between dimension (a. Alignment) and dimension (b. Sacrifice), with a value of (0.75), while the lowest variance result was between dimension (a. Alignment) and dimension (c. Links) with a value of (0.44), and these values are considered high compared to the standard value of saturation of 0.45, and thus it can be concluded that there are high levels of homogeneity between the three dimensions of the dependent variable of the current study.



Figur:(6) of the dimensions and expressions of the variable of the organizations
Embeddedness (shows the results of the confirmatory factor analysi

D:- Quality of fit: Table (5) shows the quality of fit indicators for confirmatory factor analysis that support the compatibility of the theoretical model with the applied model of the current study. The details of these indicators are as follows: Table (7): Calculated and standard quality of fit indicators

A. value	3	2	1	S	Statement
0.000	0.000	0.081	0.050)RMR(Root Mean Square Residuals
0.90≤	1.000	0.902	0.919)GFI(Goodness of Fit
0.90≤	0.960	0.905	0.915)TLI(Tucker-Lewis
0.08	0.039	0.054	0.050)RMSEA(Root Mean Square Standard Error

Source: The table was prepared by the researcher based on the AMOS program.

E:- Descriptive analysis of variables and dimensions Table (8) shows the descriptive analysis of the levels of agreement on the availability of the three study variables (org DNA, preferred organizations, organizational Authentizotic). In this analysis, the researcher relied on the arithmetic mean, standard deviation, lowest and highest value, as well as the relative importance and intensity of agreement. Table (8): Description of study variables and dimensions

intensity of agreement	relative importance	highest value	Minimum value	Standard deviation	average	IS
High	76.68%	5.00	2.00	0.541	3.834	x1x1
High	77.07%	5.00	2.20	0.611	3.853	x1x2
High	76.26%	5.00	2.40	0.562	3.813	x1x3
High	75.83%	5.00	2.40	0.574	3.791	x1x4
High	76.46%	5.00	2.75	0.417	3.823	XX1
High	76.32%	5.00	2.00	0.710	3.816	x2x1
High	76.26%	5.00	2.00	0.621	3.813	x2x2
High	74.96%	5.00	1.40	0.701	3.748	x2x3
High	75.80%	5.00	1.40	0.659	3.790	x2x4
High	75.39%	5.00	1.20	0.696	3.770	x2x3
High	75.16%	5.00	1.20	0.707	3.758	x2x4
High	75.65%	5.00	1.80	0.480	3.782	XX2
High	74.78%	5.00	1.40	0.688	3.739	yy1
High	76.96%	5.00	2.00	0.615	3.848	yy2
High	75.64%	5.00	2.00	0.667	3.782	yy3
High	75.78%	5.00	2.27	0.521	3.789	Y

Table (9): Multicollinearity problem test:

VIF(Tolerance(S
1.232	0.811	x1x1
1.500	0.667	x1x2
1.698	0.589	x1x3
1.682	0.595	x1x4
1.751	0.571	x2x1
1.685	0.594	x2x2
1.738	0.575	x2x3
2.086	0.479	x2x4
1.801	0.555	x2x3
1.654	0.605	x2x4

Source: The table was prepared by the researcher based on the (SPSS) program

It is noted from Table (8) that the (VIF) values are much less than the maximum acceptable value of (10), which means that multicollinearity does not represent a problem in this study, and this is also what was confirmed by the (Tolerance) values that were greater than (0.1).

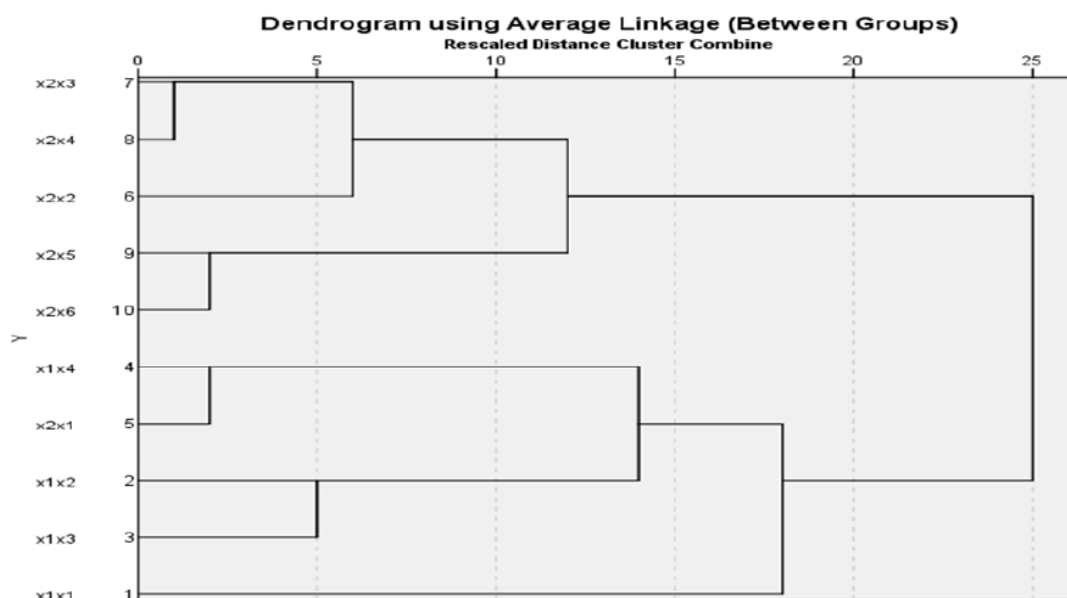


Figure (6) shows the five clusters within the binary tree (Dendrogram) that ensures integration between the dimensions of the first and second independent variables.

Source: Figure prepared by the researcher based on the (SPSS) program Figure (6) shows that the first cluster recorded the highest distance in its connection with the other clusters, which included the relationship between the second cluster and the third cluster, while it

recorded the lowest distance between the two dimensions (C. Open communication with the leader, D. Educational opportunities and personal development) within the fourth cluster, which included, in addition to these two dimensions, the dimension (B. Trust in leaders).

Conclusions:

1- Enhancing Organizational Embeddedness: Achieving organizational Authentizotic at the University of Diyala is linked to strengthening the relationship between organizational DNA and organizational Authentizotic. It appears that focusing on this relationship enhances organizational and competitive performance.

2- The importance of the relationship between variables: The strength of the relationship between organizational DNA and organizational Authentizotic confirms the importance of their role in universities, which supports the sustainability of organizational performance and enhances integration in the work environment.

3- The study added intellectual value: The study provided a theoretical and practical contribution by studying the complementary relationship between organizational DNA and organizational Authentizotic and their impact on organizational Embeddedness, which is a new topic that has not been previously addressed in the local context.

Recommendations:

1. Improving the organizational environment: Providing a work environment that enhances trust between employees and leaders, while enhancing organizational justice and compatibility between work and personal life.

2. Focusing on motivation and information: Increasing attention to incentives and organizational information, as the study showed their significant role in improving organizational Embeddedness and enhancing commitment.

3. Enhancing learning and personal development opportunities: Working to provide continuous opportunities for learning and development, which contributes to raising the efficiency of employees and increasing their connection to the organization.

4. Benefit from organizational DNA: Using organizational genes as a framework to analyze and organize relationships within the university in a manner consistent with the needs of employees and the goals of the institution.

5. Deepening the study of Authentizotic organizations: The need to expand the study of favorite organizations and work on applying their practices to improve job performance.

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