

# The Effect Of Intrinsic Capabilities On Organizational Performance A Field Study In The Electrical And Electronic Industry Sector In Baghdad

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## Abstract:

The research dealt with the impact of intrinsic capabilities on organizational performance, as it was implemented in the field in electrical and electronic industry companies in Baghdad. The researcher relied on the questionnaire list in applying his research to a total sample consisting of (general manager - department manager - division manager - factory manager) numbering 436. The research found a statistically significant effect of intrinsic capabilities on organizational performance.

## Introduction:

The rapid changes that have become a feature of the last period of the last century and the beginning of this century are considered the most important challenges facing organizations and require them to follow different methods of confrontation if they want to maintain their continuity and sustainability of their success. Rather, it is what they possess of intelligent minds that have the ability to sense opportunities and threats and invest them or avoid them in advance. From this standpoint, organizations in general, and industrial ones, in particular, seek to achieve this by ensuring the existence of intrinsic capabilities represented by the efficiency of their human capital, able and willing to learn, and armed with the ability to successfully adapt to dynamic environmental variables, through the interaction of their capabilities to reflect positively on their performance in general.

## The problem:

The problem of the research lies in the lack of interest of the companies in question to employ

their intrinsic capabilities in the correct manner in order to maximize their performance levels. The problem crystallizes in the following question: Do intrinsic capabilities effect on the organizational performance of the electrical and electronic industry companies in Baghdad?

## Research Objectives: The research objectives are the following:

- Diagnose and study the influence relationship between the research variables represented in intrinsic capabilities and organizational performance.
- Determining the basic and intrinsic capabilities of the electrical and electronic industries companies under study.
- Determining the performance level of the electrical and electronic industries companies in question.
- Presenting some results and recommendations that enable companies to achieve the required performance.

**Research hypothesis:** There is a statistically significant effect for intrinsic capabilities in

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organizational performance at a significant level of 0.05.

**Research community and sample:** The electrical and electronic industries companies in Baghdad affiliated to the Iraqi Ministry of Industry and Minerals were chosen as a field for conducting the research as they are among the main productive companies that have great weight in the industrial and productive sector in Iraq, namely (the General Company for Electrical and Electronic Industries / Al-Wazeeria, Al-Zawraa General Company, General Company for Electronic Systems).

The research sample was represented by senior management managers, department and branch managers, in addition to laboratories and divisional officials in the companies in question, which number (436) managers and officials, and given the relatively large community size, the researcher will rely on a model (Green, 1991) for the purpose of determining the sample size and the minimum required in it within Regression model through the following equation:

$$50 + 8 (P) < N$$

When this equation is used in the research, the required minimum sample size for testing the research hypotheses appears to us, which amounts to (114) observations ( $114 < N$ ).

**Data collection methods:** In collecting data, the researcher relied on the questionnaire, which is the main source for obtaining data related to the study variables

Namely, intrinsic capabilities and organizational performance, and the questionnaire was designed in the light of the research problem and objectives based on the cognitive literature that came in the theoretical aspect, and it was formulated according to (Likert) pentatonic scale.

Theoretical side

intrinsic capabilities

**The concept:** Given the importance of the topic of intrinsic capabilities, which has taken a great deal of space in the thinking and efforts of researchers, especially in recent years, and taking into account the variation in the basic intellectual processes and philosophical frameworks adopted for each researcher, this concept witnessed widespread controversy between writers and researchers that contributed to the complexity of

its meaning and made it difficult to reach A unified meaning for it (Asmaa Zekri, 2017).

It is expressed by Krajewsk & Ritzman (1996) through the unique resources and strengths that management takes into account when formulating strategy, which includes a skilled workforce, financial, marketing, or technological knowledge. (Helfat, 2003) sees that they are the basic resources that are the main operations center of the organization, and help the organization to create new products, and make it able to respond to changes in market conditions. (Kliesch, 2007) explained that the rapid change and development of new intrinsic capabilities is a prerequisite for achieving competitive advantage, and thus he called it dynamic capabilities (Al-Najjar and Saleh, 2020). (2010, Johannesson & Palona) emphasized that the intrinsic capabilities are all the resources, capabilities and competencies of the organization that help it achieve the desired goals.

**The researcher believes** that intrinsic capabilities are special skills, quality and knowledge characteristics that enable the organization to excel in its performance and achieve the highest level of customer satisfaction, compared to competitors through the technological integration of processes and resources in one or more activities and coordination between these activities, and intrinsic capabilities are:

- A combination of resources, capabilities, activities, processes and knowledge within the organization.
- It is the cornerstone of building sustainable competitive advantage.
- What the organization is better than its peers.
- It contributes to a large extent in adding value to the customer.
- It came as a result of the accumulation of years of experience in the field of work and specialization.

### **Importance and objectives of intrinsic capabilities.**

(Jihad and Jatheer, 2018) indicated the importance of intrinsic capabilities through the following points:

1. A long-term strategic vision and goal on the part of the organization's leaders to create, maintain, and protect the

capabilities necessary for the success and survival of the organization.

2. An appropriate culture, focused on development, collaboration and efficiency in all parts of the organization.
3. The transfer, distribution and redeployment of resources and skills throughout the organization. Managing the intrinsic capabilities of the organization needs to be based on its alternative cost and value creation ability.
4. Willingness and commitment by the organization to share resources and skills at various organizational levels.
5. It is a fundamental key to putting employees in the appropriate and suitable place for them in line with their capabilities and potential, "the idea that they belong to any particular business or market for a particular product.

**The researcher summarizes the importance of intrinsic capabilities in the following points:**

1. It is a source of sustainable competitive advantage.
2. Contribute to the formation of flexible strategies in the success of the organization's activities.
3. It works through its investment to create an added value for the customer.
4. It supports the organization's strategic plans and gives it greater flexibility and dynamism to face challenges.

### **organizational performance.**

**Concept:** The content of the organizational performance concept varies among organizations according to their goals, orientations, and managers' understanding of that. This understanding stems from the researchers' multiple visions on this subject, where (Hammoud and Al-Lawzi, 2008) indicated that effective performance comes through studying environmental, technological and competition factors, identifying opportunities and threats, drawing up alternative strategies and strategies, and choosing the alternative that guarantees the best and highest benefit. A level of performance through three main dimensions of the concept of performance, namely:

1. Financial performance: It is the narrow concept of performance, as it looks only

at the use of financial indicators such as profitability and growth.

2. Financial performance + operational performance: This dimension adds the efficiency component that ensures the best use of available resources with the intention of obtaining returns. This dimension represents dealing with some operational indicators such as market share and introducing a new high-quality product.

**Organizational effectiveness:** This is the most comprehensive and broad concept of organizational performance, and it reflects the degree of success of the organization in achieving its goals (North Craft & Neal, 1990).

According to (Venkataraman, 1997), organizational performance is a sign of a company or organization's ability to effectively achieve independent goals. The level of employee productivity is one of the elements that can be evaluated in employee performance. Methods for evaluating organizational performance include quality, quantity, knowledge or creativity of individuals towards accomplished work that done within a specified period of time in other words, some standard parameters must be relied upon during evaluation.

Alhakem & Hassn (2011) indicated that organizational performance is comparing expected results with actual results, investigating deviations from plans, evaluating individual performance, and studying progress towards achieving goals. Therefore, measuring organizational performance can provide more assistance to managers to evaluate organizational activities. Maintaining a competitive position or outperforming competitors.

The researcher believes that organizational performance includes three specific areas of organizations' results, which are financial performance (profits, return on assets, and return on investment), product market performance (sales, market share), and shareholders' return (total shareholder return, economic value added, etc.). Organizational performance is the organization's ability to achieve its goals by using resources in a correct manner to achieve efficiency and effectiveness. We can put organizational performance as the actual outputs or results of the organization measured by its goals and objectives. Performance should not be

confused with productivity; Because productivity means the percentage of perception of the volume of work completed in a certain period of time, while performance is a broader indicator that can include productivity as well as quality, consistency, effectiveness, efficiency and other factors.

### **Dimensions of organizational performance:**

It becomes clear to the researcher that the importance of organizational performance comes from the fact that it represents the organization's ability to reach the results that it previously determined. Therefore, organizational performance is the measure by which the progress and success of the organization can be measured in achieving its goals and objectives and its ability to survive and grow, and that the development of organizational performance increases the confidence of stakeholders in the organization.

The researcher also believes that the balanced scorecard model (Kaplan & Norton, 2001) is considered the most common, comprehensive, and related to the research variables and dimensions, as the balanced score card consists of four sections: (Newton Jr, 2012).

1. Financial Perspective: The financial perspective measures the bottom line and the economic result emanating from the activities carried out by the organization. In turn, it focuses on the profitability measures returning to the shareholders.
2. Customers Perspective: It is possible to focus on customers. Adopting this perspective is based on identifying customers and market sectors in which the organization enters to compete, and then the mechanisms used to add value to customers and markets.
3. The internal operations perspective: focuses on defining the necessary processes and methods to achieve the goals, and the objective of this perspective is to identify the basic and main operations necessary to provide customers with products and services, achieve added value for them and satisfy their desires, and then develop measures that help ensure these well-implemented operations, and diagnose points Strengths and Weaknesses, and in turn help managers focus on important

internal processes that ultimately enable them to achieve the set goals and meet the expectations of the organization's customers.

4. Learning and Growth Perspective: This perspective focuses on that the organization can develop and, evolve its own capabilities in a way that enables it to accomplish important activities and operations. Accordingly, the learning and growth perspective is supposed to direct all operations and activities of the organization, in a way that supports the achievement of goals.

This model was focused on measuring performance, because of its importance that helps organizations achieve the following aspects: (Shiau et al, 2006), (Gumbus & Lussier, 2006)

- Translate the strategy used in the organization into operational terms.
- Working to create the appropriate environment for the integration of the organization through the strategy.
- The application of this model leads to making the strategy part of the daily activities of the employees in the organization.
- Providing the necessary and appropriate environment in order to achieve the goals and bring about the required change.
- Facilitate the monitoring procedures and the processes of implementing and evaluating the strategy.

### **practical part**

#### **Presentation of results and descriptive analysis of intrinsic capabilities**

The results appear in Table (1) the arithmetic means and standard deviations of the research sample's answers about intrinsic capabilities and their dimensions (sharing in vision, tangible and intangible resources, product industry and development, integrative dimension), where the sample vocabulary answers reflected a general arithmetic mean of (2.64), It indicates its weighted level close to the hypothetical mean of (3), and the answers were supportive of that through their consistency as the standard deviation reached (0.79). This indicates that the opinions of the sample under study are taken into consideration and are concerned with the intrinsic capability's variable, which is positively reflected in their answers. In general, and through

the results, it is clear that the companies in question possess a set of capabilities and latent experiences. Below, the researcher will present the results of the answers and opinions of the

sample in question in detail about the dimension of intrinsic capabilities and their four variables, as follows:

**Table No. (1) for the arithmetic mean and standard deviation of the intrinsic capabilities**

standard deviation	Arithmetic mean	the description	Item	Variables
1.059	2.488	There is a conception of the company's future vision, requirements and goals.	x1	Participation in the preparation of the vision
		The company's vision is clear and realistic.		
1.022	2.674	The company's vision is acceptable and supported by employees.	x2	
1.008	2.744	The company's decisions are characterized by participation between its departments and employees.	x3	
		The company is interested in involving employees in the development of the future vision		
1.149	2.860	The company's management relies on the future vision as a tool for coordinating and integrating the efforts of the employees.	x4	
1.145	3.127		x5	
1.091	2.767		x6	
<b>0.926</b>	<b>2.777</b>	<b>Total participation in the vision</b>		
1.108	2.825	The company owns various financial resources that enable it to work and compete in the markets.	x7	Resources
		The company has a good market reputation that helps it to get the available opportunities.		
		The company possesses the expertise, skills and knowledge necessary to achieve high performance.	x8	
1.035	2.430	The company's resources and expertise are characterized by scarcity, value and strength in the labor market.		
		The human resources in the company have the sufficient ability to consult and coordinate on decisions and productive work.		

.7650	2.046	The human resources in the company are distinguished by their capabilities to create positive working relationships and to create a productive work climate.	<b>x9</b>	
.8860	2.593		<b>x10</b>	
.9610	2.395		<b>x11</b>	
.9730	2.314		<b>x12</b>	
<b>.7040</b>	<b>2.434</b>	<b>total resources</b>		
1.226	2.755	The company seeks to provide products with specifications not offered to the customer by competing companies.	<b>x13</b>	Industry and product development
		The company works to communicate with its customers through sales outlets or other means in order to improve the product according to their needs.		
1.140	2.604	The company pays sufficient attention to advance after-sales services and possible facilities to win the customer and create a competitive advantage.	<b>x14</b>	
		The company supports creativity, innovation and invention to enhance its productive reality.		
		The company provides its customers with on-site maintenance service through Online booking and contact with existing centers for this purpose.		
1.201	2.779	The company works on linking global development and the customer's desire to manufacture a product that matches the specifications of the Iraqi market.	<b>x15</b>	
1.162	2.732		<b>x16</b>	
1.162	2.883		<b>x17</b>	

1.087	2.686		x18	
1.009	2.740	Total industry and product development		
1.053	2.616	The objectives of the functional and production departments and the company's branches are integrated towards achieving the planned objectives.	x19	integrative dimension
1.015	2.709	The company adopts innovative work patterns and contexts in the field of integration among all its departments.	x20	
		The integration of functional competencies and productivity is the basic principle in the formation of work teams within the company.		
		The company is interested in coordinating its various activities across its divisions and production branches.		
1.001	2.441	The company adopts the method of cooperation and synergy across functional and production departments and branches in order to create an added value for the customer.	x21	
1.046	2.569	The Company encourages behaviors that facilitate the integration and employment of available knowledge, experience and skills.	x22	
1.065	2.686		x23	
.9960	2.825		x24	
.8520	2.641	The total integral dimension		
0.794	2.648	Total of dimensions of intrinsic capabilities		

Source: Prepared by the researcher based on the results of the (SPSS) program.

**Table No. (2) Dimensions arrangement of intrinsic capabilities**

hypothetical mean	arrangement	Arithmetic mean	The dimension	No.
3	the first	2.777	Participation in the preparation of the vision	1
3	The second	2.740	Industry and product development	2
3	the third	2.641	integrative dimension	3
3	the fourth	2.434	Resources	4

Source: Prepared by the researcher based on statistical results (spss).

- It is clear from Table No. (2) the level of arrangement of the dimensions of intrinsic capabilities in terms of the answers of the research sample, where it came after (Sharing in Vision - Industry and Development of Product ) in the first and second order and with an average of (2.77) (2.74), respectively, which is the closest to the hypothetical arithmetic average (3) This indicates that they are the most contributors to supporting variable intrinsic capabilities and are of paramount importance to raising the performance of the companies in question by involving employees more in the vision and goals of the company. and the administration's reliance on the future vision as a tool for coordinating and integrating work, and there is also an agreement on the need to provide products with advanced specifications that meet the customer's desires and conform to the renewable international specifications, and to provide after-sales services in order to give an added value to the customer with the importance that the company pay more attention to the issue of creativity and innovation for what This enhances its productive reality.
- While the answers about (the integrative dimension - resources) were at the third and fourth level, and at a lower level, their arithmetic mean was (2.64) (2.43), respectively. This gives an indication that the companies in question need to raise interest in their tangible and intangible resources, develop them and benefit from them. As it is known to everyone in the Iraqi industrial arena, there is a large part of the resources that are idle and untapped, and the answers also agreed that there is a weakness in the

integration and synergy between departments and branches of production and others, and if it is found, it does not rise to the required level that achieves the company's high performance that achieves the desired goals.

### **Presentation of results and descriptive analysis of organizational performance**

The results appear in Table (3) of the accounting circles and standard deviations, related to the answers of the research sample about organizational performance and its dimensions (financial dimension, internal operations, learning and growth, focus on customers), where the answers of the sample in question achieved a general arithmetic average of (2.69) indicating At their acceptable level close to the hypothetical mean of (3), and an acceptable consistency in their answers reflected a general standard deviation of (0.87),

This indicates that the opinions of the sample in question are taken into consideration and are concerned with the organizational performance variable, which is positively reflected on their answers, and in general and through the results it appears that the sample of the companies in question hope to improve and enhance organizational performance by paying attention to developing appropriate methods to exploit human and technological potentials. , which enhances the competitive and pioneering position of companies in their field of work, and the following will present the results of the answers and opinions of the sample under research in detail about the dimension of organizational performance and its four variables as follows:

**Table No. (3) for the arithmetic mean and standard deviation of organizational performance**

standard deviation	Arithmetic mean	the description	Items	Variables
1.012	2.668	The company pays careful attention to financial planning, profit returns and market share based on accurate information.	Y1	financial dimension
		The company works to increase its financial returns by developing and improving products and services.		



1.069	2.441	The profits achieved by the company are commensurate with the quality of the products offered to the customers.	Y2	
		The company is interested in providing the necessary financing and employing it to increase production and improve profits.		
1.186	2.709	The company has sufficient financial liquidity to sustain its production operations and market competition.	Y3	
		The company studies the risks affecting its profits and works to avoid them.		
1.012	2.441		Y4	
1.212	2.848		Y5	
0.954	2.523		Y6	
0.888	2.604	The total financial dimension		
0.981	2.639	The company is concerned with the basic operations necessary for production and others to prepare customers and compete in the market.	Y7	internal operations
		The company continuously pursues the issue of applying the standards and criteria necessary for the production process and providing the desired products.		
0.953	2.546	The company identifies the strengths and weaknesses of its operations to reduce costs and improve the product.	Y8	
		The company works to achieve effectiveness and efficiency in its operations to reduce costs and satisfy the customer.		
1.165	2.534	The company seeks to develop and introduce new and advanced work mechanisms in order to continuously improve performance.	Y9	
		The company seeks to provide its products in a timely manner to meet the aspirations of the market.		
1.057	2.569		Y10	

1.002	2.476		Y11	
1.070	2.511		Y12	
<b>0.909</b>	<b>2.546</b>	<b>total internal operations</b>		
1.155	2.534	The company trains and develops employees to raise their level of performance.	Y13	learning and growth
		The company supports creative workers, adopts and develops their ideas.		
1.176	2.930	The company adopts the principle of distributing the appropriate powers to carry out their business and carry out their responsibilities.	Y14	
1.186	2.802	The company seeks to develop employees' skills and experience in dealing with information technology systems.	Y15	
		The company sets plans to provide an appropriate work environment with allocating encouragement support for them.		
1.110	2.779	The company maintains qualified employees with an effective rewards and incentives system.	Y16	
1.061	2.837		Y17	
1.139	2.918		Y18	
<b>1.020</b>	<b>2.800</b>	<b>Total learning and growth</b>		
1.085	3.209	The company's sales centers cover all Iraqi markets.	Y19	Focus on customers
		The company takes care of customers' complaints about the products and works to resolve them as soon as possible.		

0.988	2.848	The company periodically conducts field surveys to measure customer satisfaction and identify target markets.	Y20	
1.263	3.127	The company offers its products to customers at the most competitive prices possible.	Y21	
		The company seeks to maximize the value achieved by the customer when purchasing its products.		
1.013	2.546	The company has perceptions and information about the desires and needs of the customer and the target market to provide a product that matches that.	Y22	
0.968	2.709		Y23	
1.002	2.534		Y24	
0.884	2.829	Total focus on customers		
0.871	2.695	Overall dimensions of organizational performance		

Source: Prepared by the researcher based on the results of the (SPSS) program.

**Table No. (4) Arranging the dimensions of organizational performance**

hypothetical mean	arrangement	Arithmetic mean	The dimension	No.
3	the third	2.604	financial dimension	1
3	the fourth	2.546	internal operations	2
3	The second	2.800	learning and growth	3
3	the first	2.829	Focus on customers	4

Source: Prepared by the researcher based on statistical results (SPSS).

It is clear from Table No. (4) the level of arrangement of organizational performance dimensions in terms of the answers of the research sample, where it came after (focus on customers - learning and growth) in the first and second order and with an arithmetic mean (2.82) (2.80) respectively, which is very close to the hypothetical average ( 3) This indicates that they are the most contributing to supporting the organizational performance variable, through the company's interest in collecting information about customers' desires and needs, listening to their complaints and working to solve them as

quickly as possible, as well as striving to create an added value for the customer when purchasing its products. In addition, the learning and growth dimension supports the organizational performance variable by focusing on training employees on an ongoing basis, supporting the creative among them, developing their skills, and activating the technological aspect available in the company to distribute the appropriate powers in order to provide a valid and successful environment for work.

While the answers about the (financial dimension - internal operations) were in the third and fourth

order, and at a lower level, their arithmetic averages were (2.60) and (2.54) respectively. This gives an indication that more attention should be paid and focus on providing liquidity and financial returns through careful financial planning and risk study. Which will affect the profit achieved for the company, as well as paying attention to the basic operations and identifying the strengths and weaknesses in order

to achieve effectiveness and efficiency in work to reduce costs and thus improve performance and customer satisfaction.

The main hypothesis test (there is a statistically significant effect of intrinsic capabilities on organizational performance at a significant level of 0.05). The following table (5) shows the test results.

**Table No. (5) The results of the impact of intrinsic capabilities on organizational performance**

organizational performance						dependent variable
						independent variable
P	T	$\beta$	$\partial$	F	R <sup>2</sup>	intrinsic capabilities
0.000	22.008	1.013	0.012	484.368	0.850	

Source: Prepared by the researcher based on the results of the (SPSS) program.

The results of the overall test showed that the intrinsic capabilities variable affects the organizational performance of the companies in question, as indicated by the value of the coefficient of determination (R<sup>2</sup>) of intrinsic capabilities, which amounted to (0.850), which means that (85%) of the change in organizational performance It is a variance explained by the main variable the intrinsic capabilities, that 15% (15%) is a variance explained by other factors that were not included in the regression model, And that the model is significant in its total form according to the calculated (F) value, which amounted to (484.368), in addition to that came the value of the constant ( $\partial$ ) (0.012), and on the other hand, the value of the slope coefficient ( $\beta$ ) amounted to (1.013), which indicates that a change by One unit in intrinsic capabilities leads to a change in organizational performance by (1.013), which indicates that intrinsic capabilities have a significant effect on organizational performance, and it is a high significant effect according to the value of (T) that reached (22.008), which indicates the validity and acceptance of the hypothesis. Fourth principal So

that the simple linear regression equation on the aggregate level was as follows:

$$Y = 0.012 + 1.013 X_1 \dots\dots\dots (1)$$

The statistical results agreed with the intellectual propositions and previous studies about the impact of intrinsic capabilities on organizational performance. The results converge in that organizations that have intrinsic capabilities are able to improve their organizational performance in a positive way, and the companies in question should pay more attention to their inherent capabilities and direct them towards achieving outstanding performance. The fact that neglecting these tangible and intangible capabilities has an adverse result on performance in general and the market share of companies in particular.

In order for the researcher to ascertain which of the intrinsic capabilities that have a greater impact on organizational performance, he resorted to testing the model using Stepwise Multiple Regression, and after conducting the analysis, the results appeared as in the following table No. (6).

**Table No. (6) The results of the impact of intrinsic capabilities on organizational performance in a Stepwise manner**

P	T	$\beta$	$\partial$	F	R <sup>2</sup>	organizational performance intrinsic capabilities
0.000	5.636	0.495	0.264	269.276	0.863	integrative dimension
0.000	5.526	0.410				Industry and product development

Source: Prepared by the researcher based on statistical results (spss).

- From following up on the contents of Table No. (13) it appears through the coefficient of determination (R<sup>2</sup>) of approximately (86%), which indicates that (the integrative dimension, industry and product development) explain (86%) of the changes in organizational performance, and that the model Significantly in total according to the calculated (F) value of (269.276), in addition, the value of the slope coefficient ( $\beta$ ) for the integrative dimension amounted to (0.495), which indicates that every increase in the integrative dimension and its capabilities will increase the impact on organizational performance by (50%). approximately, which is a significant effect according to the value of (T) of (5.636).

- Also, the value of the slope coefficient ( $\beta$ ) for the industry and product development dimension was (0.410), which indicates that each increase in the industry and product development will lead to an increase in the impact on organizational performance by (41%), which is a significant effect according to the value of (T) of (5.526).

- The above indicates that (the integrative dimension, industry and product development) has a significant effect on organizational performance so that the multiple linear regression equation is as follows:

$$Y = 0.264 + 0.495X_1 + 0.410X_2 \dots\dots\dots (2)$$

So: the integrative dimension = X<sub>1</sub>

Industry and product development = X<sub>2</sub>

It is worth noting that the two dimensions (integrative, industry and product development) have a significant impact on organizational performance, since the interest in them in the companies in question through the integration of

tasks and duties between departments, branches and factories, and the reduction of administrative and technical industrial organizational routine leads to the integration of efforts towards specific goals. Where the researcher noted through field observations that there is weakness in this aspect in companies in addition to the interest in modern techniques and designs necessary to develop products and manufacture a product that matches the aspirations of the customer, since the outstanding performance and competition in the market and maintaining the share and market position require the provision of the product that conforms to modern specifications and standards based on the desire of customers To achieve its added value, and thus raise its financial share as well.

- Through the test results, my dimension (participation in preparing the vision, resources) was excluded, as it did not actually enter into the realm of moral influence in the organizational performance, and the reason for this is due to the opinions and understandings of the sample under research through their answers to the questions directed to them, The researcher believes that the senior management and managers in general in the companies in question have a weakness in the conviction that sharing the company's vision and perceptions among employees works to raise the performance of their companies. They do not find it necessary and there is no point in the participation of workers in formulating the vision, and even attention to the tangible and intangible resources.

- This can be explained by the fact that there is a type of administrative behavior that characterizes most Iraqi organizations that are not open to workers and do not care about sharing visions and goals for the sake of

integration in work, and the lack of interest in developing their human resources through training and development and before that through appropriate recruitment and staffing, and lack of Paying attention to the importance of intellectual capital (human, structural) as an important resource of the core capabilities of organizations, and the basis for the success and improvement of the performance of organizations.

## **Results:**

### **1. Results related to the intrinsic capabilities variable.**

The results of data analysis showed that the level of intrinsic capabilities in the companies of the Iraqi Ministry of Industry for Electricity and Electronics in Baghdad (the General Company for Electrical and Electronic Industries, Al-Zawraa State Company, the General Company for Electronic Systems) under study is characterized by good, as it came after participating in the vision and it is one of the dimensions of intrinsic capabilities on The highest relative weight, then after industry and product development, and came in third place, the integrative dimension, and after resources came in the last rank.

The results also showed that there were significant statistically significant differences between the average estimates of the study sample about the level of intrinsic capabilities available with the mentioned companies, and this is due to the nature of the study to the sample answers.

### **2. Results related to the organizational performance variable.**

The results of data analysis showed statistically that the dimensions of organizational performance in the companies of the Iraqi Ministry of Industry for Electricity and Electronic in Baghdad (the General Company for Electrical and Electronic Industries, Al-Zawraa State Company, the General Company for Electronic Systems) under study were at the acceptable level, as it ranked first and the highest relative weight after focusing on Customers, after learning and growth, rank second, and rank third and last for the financial and internal operations dimensions, respectively

The results indicated the existence of significant statistically significant differences between the average estimates of the study sample about the

level of organizational performance dimensions, and this is attributed to the answers of the sample under study.

## **Recommendations:**

1. Gradually entering new local and international markets, by opening independent branches or merging with other companies, taking into consideration the risks involved.
2. The necessity of obtaining sufficient financial resources to provide the companies with the necessary capabilities to raise the performance of the companies.
3. Introducing the largest possible number of workers and involving them in formulating the company's vision, because of its importance in linking workers to the goals of their companies, as well as unifying their views to ensure that the set goals are reached.
4. The companies under study raise the efficiency of the internal operations of all their branches and factories, and reflect this on their various procedures, such as speed, accuracy and flexibility in the administrative and industrial procedure.
5. Companies opening quick maintenance centers in all of their branches, preferably close to cities and markets, because of the importance of this in attracting customers and achieving their desires.
6. Companies rely on the use of the Balanced Scorecard in management and evaluation of their business performance, to ensure linking administrative and industrial procedures with the goals set to achieve the required performance.
7. Continuous and permanent attention to international standards and Scales, to keep pace with the development in the markets and to achieve stability and maintain the market position of companies and the competitive environment.

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