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ISTANBUL OKAN UNIVERSITY
INSTITUTE OF GRADUATE SCIENCES

The Impact of Strategic Alignment on Organizational Performance

(An applied study of a sample of employees of the Union Bank of Iraq)

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FOR THE DEGREE OF
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ABSTRACT

The Effect of Strategic Alignment on Organizational Performance
An Applied Study of a Sample of employees in the Union Bank of Iraq

This study is within the scope of the study of the Effect of Strategic Alignment on Organizational Performance from the perspective of individuals working at the Union Bank of Iraq (UBI). For the universe of research, all branches of the (UBI) operating in the Republic of Iraq were evaluated. A total of (340) people working in these branches constitute the universe of the study. A total of (142) people working in the upper, middle and lower managements of all branches of the (UBI), selected from the universe of this study, were determined as a random sample. In order to get the aim of the work, the descriptive-analytical method was used by way of many statistical tools, especially multiple regression analysis.

The study found that Strategic Alignment such as; Business Strategy, Information Technology Processes, Strategy and Business Infrastructure; has a significant impact on the Organizational Performance (Learning and Growth, Training and Development, Job Satisfaction, Financial Ability) of Union Bank of Iraq ($\alpha \leq 0.05$). However, it was determined that Information Technology Processes and Structure did not have a statistically significant effect on the Organizational Performance (Learning and Growth, Training and Development, Job Satisfaction, Financial Ability) of the Union Bank of Iraq ($\alpha \leq 0.05$).

According to the results of the research, the following propositions can be made;

1. The decision makers at Union Bank of Iraq should be convinced that it is important from a holistic perspective to adopt a strategic alignment approach in setting strategic priorities to reflect the bank's organizational performance.

2. To reflect positively on strategic compliance strategy and processes, bank managers should review best practices in the use of information technology in research and development.

Acknowledgements

I’d like to thank God for giving me the health, power, and ambitious to achieve my goal throughout those years. And I’d also like to use this occasion to show my grace to each one who stood by me throughout the years of my MBA project. I am thankful for their influencing orientation, continues support, and friendly advice. I am really grateful to them for sharing their truthful criticism for several things related to the study.

I like to express my warm thanks to Asst.Prof. Dr. Tarık ÖZKUT. This thesis would not have been completed without his support, expert advice and constant patience. I am grateful for his faith in me and in my study. I will always appreciate him as a person and as my supervisor

Dedication

I address my sincere thanks to all the professors and all the people who by their words, their writings, their advice and their criticisms guided my reflections and agreed to meet me and answer my questions during my research.

To …

My Father … May God prolong his life

My Mother … May God prolong her life

Dr. Zakaria Al-Douri , My friend Alaeddine Hammouda , and Everyone who helped me in accomplishing this work

Thank you very much

DECLARATION

This study is my own thesis study, the information used in the thesis is ethical. all the knowledge that I have obtained under the rules, that has already been produced and that I have benefited from , I used and skied ideas and comments within academic rules.

Zaıd Abdulazeez ALDOORI

TABLE OF CONTENTS

LIST OF TABLES

I. The General Framework of The Study

Introduction

As a result of the increasing environmental and competitive pressures faced by organizations, fundamental problems have emerged, represented in their continuous search for sources through which they can achieve high levels of performance. Organizations that have a comprehensive and clear picture of their performance are considered to be able to face environmental obstacles and determine the appropriate strategy to achieve their goals. Achieving goals is associated with the continuity of the organizations' work and existence. Organizational performance is a reflection of how the organization uses its various resources and invests them in correct ways that enable it to achieve its long-term goals. Also, good performance is considered the goal of the organization and its main objective by focusing on the importance of creating a compatibility between performance and what the organization aims at (Abu Alim, 2014). Which requires organizations to work to achieve compatibility between their outer and inner environment, which is called strategic compatibility, which represents a set of mechanisms, procedure and ability to see obligatory to help business organizations in support and finding combination between the diverse modules of the internal organization and its external environment, enabling it to build a strategic system for control and control. Its wide-ranging and multi-vocabulary work, current and future (Barth, 2003).

Therefore, organizations seek to sustain recital and stronger its pillars through building and sustaining strategic alignment. Strategic compatibility isn't just a matter of consensus on goals and means. Rather, it indicates the yearn for organizational and useful units to structure their move on all side the organization's strategy, and begin by defining mechanisms and procedures for strategic compatibility from the lofty level in the organization and then lay out to its other levels (Bianchini, et al., 2018).

The environmental and competitive developments faced by the organizations of the twenty-first century, resulting from the challenges of technological and information development, have required organizations in all its forms to seek to re-coordinate their operations and invest a lot of their resources in order to achieve compatibility between information technology and business to improve performance, as many organizations are looking at the compatibility process. As a mission to build a structure to direct all its activities and functions in a manner commensurate with the surrounding environment and integrating and investing information network with the strategic objectives of the organization (AL- Khalifa, 2016). As stated by Bergeron, et al., (2004), the process of alignment is considered the basic base on which strategic management is based in the field of business, through which the infrastructure is formed that ensures harmony between business strategy and information technology strategy. On the other hand, the process of achieving strategic compatibility between the various strategies followed in the organization represented the most important cornerstone for effective organizational performance, as strategic compatibility contributes and is effectively linked to improving organizational performance, and there is a fundamental and effective role played by the process of achieving compatibility between internal capabilities and external reality. For the organization to achieve outstanding organizational performance through which organizations can optimally invest their human,

material, financial and knowledge resources in order to ensure their continued existence (Tawha, 2015).
With respect to the above statement, the current study search for to know the impact of strategic alignment on organizational performance from the perspective of individuals working at the UBI.

1.1. The Problem and Questions of The Study

The scientific and technological development witnessed by the banking arena in general has left unexpected and unprecedented repercussions and challenges on the Iraqi banking system, including the Iraqi Union Bank, which requires strong and effective performance in all areas of its activity and alignment of the bank's strategies with the competitive environment in which it exists, and in light of what he referred to Theoretical controversy and its recommendations and the researcher's observation of the field reality of the Union Bank of Iraq, it was found that there is a need to study and test the relationship between strategic compatibility and organizational performance in the environment of Iraqi commercial banks. The initial survey that the Union Bank of Iraq suffers from a weak use of its capabilities and information and technological resources through which to form and formulate strategies for its overall activities in order to raise the levels of performance at the internal level of the bank with its various sub-systems or at the external level through its interaction with the environment in which it is located, and that most of the operating banks In the Iraqi banking arena, it needs to reconsider its activities and work Its various mechanisms and making it able to generate strategic alignment between the business strategy followed with the information available in banks in order to enhance organizational performance.

Therefore, main concern of the this work as represented by raising the succeeding basic question:

What is the impact of strategic alignment (business strategy; IT strategy and operations; IT structure and operations; business infrastructure "business structure") on organizational performance (learning and growth; training and development; job satisfaction; financial ability) from the perspective of an exemplary employees in a bank Iraqi Federation?

Succeeding sub-questions can also be as:

1. What is the level of the dimensions of strategic alignment according to the business strategy, information technology strategy and operations, information technology structure and operations, and business infrastructure?

2. What is the level of organizational performance (learning and growth, training and development, job satisfaction, financial ability) from the thoughts of individuals working at the Union Bank of Iraq?

3. What is the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure "business structure") on organizational performance from the perspective of individuals working at Union Bank of Iraq?

The third question have sub-questions as:

(3-1) What is the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the learning and growth indicator from the attitude individuals working at Union Bank of Iraq?

(3 - 2) What is the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the training and development indicator from the ideas of a sample of employees at Union Bank of Iraq?

(3-3) What is the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the job satisfaction index from the feeling of employees at Union Bank of Iraq?

(3 - 4) What is the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the financial ability index from the perspective of a sample of employees of the Union Bank of Iraq?

1.2 Study Objectives

The current study aims, in general, to show the impact of strategic alignment on organizational performance from the perspective of individuals working at the Union Bank of Iraq, through:

(1-1-1) Determining the level of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”).

(1-1-2) Identifying the level of organizational performance (learning and growth; training and development; job satisfaction; financial ability).

(1-1-3) Determining the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on organizational performance.

(1-1-4) Identifying the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the learning and growth indicator.

(1-1-5) Statement of the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the training and development indicator.

(1-1-6) Determining the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the job satisfaction index.

(1-1-7) Statement of the impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the financial ability index.

1.3. The Importance of The Study

The study derives its importance through its investigated variables (strategic compatibility and organizational performance), which play a critical role in the success of organizations. The success of organizations in the short and long term. Therefore, the importance of the study can be determined as follows:

(1-3-1) The current study is an addition in the field of strategic management, as it provides a theoretical and conceptual framework on strategic compatibility and organizational performance, which contributes to strengthening the management trends of commercial banks in developing countries, including Iraq.

(1-3-2) The current study constitutes a scientific contribution to test the impact of strategic compatibility with its dimensions on organizational performance, in theory and in the field.

(1-3-3) Assisting the management of the Union Bank of Iraq in realizing the relationship between strategic alignment and organizational performance.

(1-3-4) This study is a reference in the Arabic library concerned with the field of strategic compatibility and organizational performance for organizations in general and Iraqi commercial banks in particular.

(1-3-5) Through this study, the researcher seeks to present a theoretical methodology that helps the senior managements of the Union Bank of Iraq to adopt strategic alignment in order to achieve high organizational performance.

1.4. Study Hypotheses

In line with the research inquiry and goal, the succeeding hypotheses may have formed as:

HO: The impact of strategic alignment such as business strategy, information technology strategy and operations on the organizational performance of the UBI is not statistically significant at the level of significance ($\alpha \leq 0.05$).

The following sub-hypotheses are derived from it:

The first sub-hypothesis

HO_1: The impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the learning and growth indicator in the UBI is not statistically significant at the level of significance ($\alpha \leq 0.05$).

The second sub-hypothesis

HO_2: The impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the training and development indicator at the UBI is not statistically significant at the level of significance ($\alpha \leq 0.05$).

The third sub-hypothesis

HO_3: Nothing statistically significant impact of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the job satisfaction index in the Union Bank of Iraq at the level of significance ($\alpha \leq 0.05$)

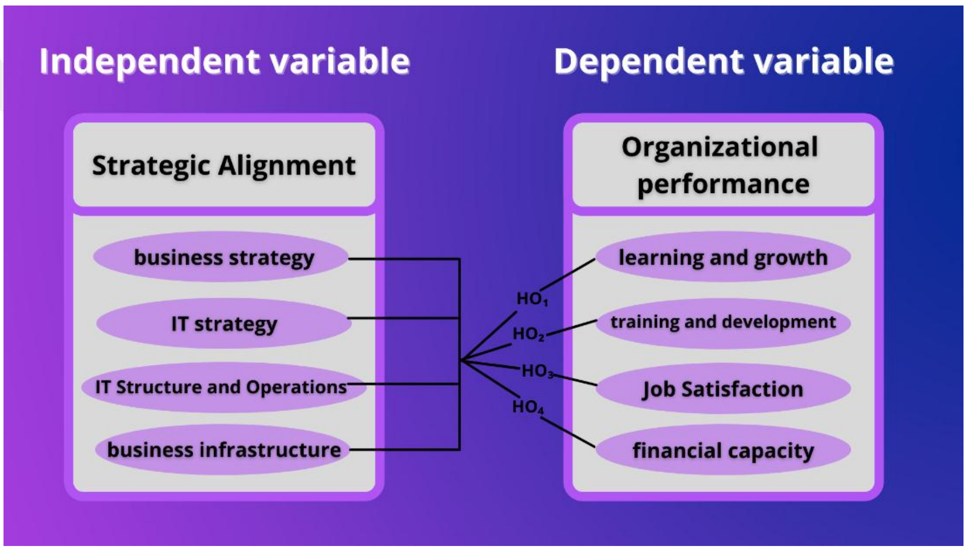
Fourth sub-hypothesis

HO_4: Nothing statistically significant effect of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the financial capacity index in the UBI at the level of significance ($\alpha \leq 0.05$)

1.5. Study Model

As seen in figure 1. It can be clearly seen that the model, which prove the presence of two variables, the independent and including the dimensions of strategic compatibility, the dependent of organizational performance.

Figure (1)



Researcher Preparation

Based on what was identified by Prieto and De Carvalho (2018) and Tawha (2015) to measure the dimensions of strategic alignment. To measure organizational performance, it was relied on what was reported by Obeidat, et.. al, (2017) and Werlang and Rossetto (2019).

1.٦. The Limits of the Study

Spatial boundaries: Union Bank of Iraq in the Republic of Iraq (general administration and branches).

Human limits: all managers, their deputies and heads of departments in the Union Bank of Iraq (general administration and branches). Time limits: the period of time for study work, which is six months, from May to October of 2019.

II. LITERATURE REVIEW AND PREVIOUS STUDIES

2-1. Strategic Alignment definition:

Alignment is a place of mechanisms, practice and insights obligatory to help business organizations in maintain and creating a strategic system for monitoring and controlling largescale, multi-vocabulary work processes (Kaplan & Norton, 2001). The creation of compatibility requires the development of various work items in the form of a flowing waterfall and interconnected chain at all administrative levels, starting with the overall level of the organization and passing through the level of business units and ending with the level of departments, work teams and even the personal level (Niven, 2002). Within the framework of compatibility, it is necessary for business organizations to offer unique products and services to customers that give a combination of high-value benefits and this is usually expressed as the highest value offered to customers, whether it is taken in terms of total costs, the best market-leading products, the best solutions offered to customers, or they are You will most likely find a clear standard rule against which the quality of a product or service is measured (Kaplan & Norton, 2006).

2.1.1. The concept and importance of strategic alignment and its success factors:

The development of interest in the concept of strategic compatibility as a result of the shift in strategic thinking towards information systems, where the most prominent role of researchers Henderson and Venkatraman in the development of the concept of strategic compatibility, who emphasized the necessity of integrating the two fields of information systems with strategic management (Mansoori, 2015). Accordingly, the concept of strategic alignment has its origins in the constitution school of strategic thought (Basiri & Norzaidi, 2009).

Bergeron, et al., (2004) clearly that the strategic alignment is a reflection of what is important to the organization, and then the formulation of a road map to achieve its goals. As explained by

Bleistein, et al., (2006) that the strategic alignment is the regularity of the organization's business strategy with its culture.

On the other hand, Silvius (2007) explain strategic alignment as the degree of alignment between IT applications, infrastructure, organization, business strategy and operations. In the same context, Lawton, et al., (2014) sees that strategic alignment is the strategic alignment between internal and external business areas in addition to the functional integration between strategy, information technology, organizational infrastructure and operations, and information systems infrastructure and operations.

In a strategic context, Tawha (2015) defined strategic fit as the use of information technology capabilities to achieve strategic benefits for the organization. As for Chtourou (2016), he showed that the strategic alignment reflects the degree to which the organization applies information technology and the suitability of this technology to the organization's business strategy.

Finally, Prieto and De Carvalho (2018) assert that strategic alignment represents by a degree which an IT mission, objectives, and plans hold up the mission, objectives and plans of an organization.

In line with the foregoing, the interest of organizations to generate a strategic fit between their business strategy and the applicable IT strategy, due to the collapse of many organizations and their exit from the business sector, because the information technology in them did not meet the aspirations of their customers, this avoided, on the other hand, the gap between the information technology owned By organizations and their operations, which led to a decrease in their performance levels (Hiekkanen, 2015).

Building strategic compatibility in organizations requires them to meet many requirements, in addition to the presence of many factors contributing to achieving strategic alignment, the most prominent of which are (Bianchini, et al., 2018):

A. The ability and ability of organizations to face changes in their work environment, whether at the internal or external level, which requires them to be light, fast and flexible to face these changes, including environmental turmoil, environmental mobility and environmental complexity.

B. The strategic decisions taken depending on the size of the organization. The strategic compatibility of small-sized organizations is more than that of large-sized organizations.

C. Strategic compatibility depends mainly on the organization's strategic orientation resulting from many variables, including severe competition and the increasing complexity of the organization's operations.

D. Stability in the organization's work environment, whether internal or external. The instability that the organization may face greatly affects its strategic compatibility.

2.1.2. Levels and Components of Strategic Alignment

Wade & Recardo (2001) indicated that business organizations, whether small or large, consist of three well-defined structures that are supposed to be integrated with each other and interconnected in a way that makes the performance of these structures consistent and directed towards achieving the goals contained in the strategies of business organizations, which is the technological construction. , which refers to information systems that provide classified and accurate information to decision makers at various levels, as well as to production technology and operations.

The organizational structure that includes the organization's culture, the values of its employees, the basic beliefs and assumptions, in addition to the administrative policies and strategies that lead and direct the behavior of individuals and groups, the administrative systems associated with plans and budgets, and human resource systems that contribute to the advancement of skills and capabilities of employees, as well as the structural structure of work design and the distribution of roles. And finally, the operational structure, which is related to the nature of the flow of processes and the stages that lead to the development or implementation of decisions and strategies in the organization.

Kaplan & Norton (2006) states that strategic compatibility is embodied in four basic components:

1. Strategic alignment: It means the internal coherence of all activities that implement and define the various components of the organization's strategy. Alignment occurs when the work flow within the framework of internal performance leads towards the compatibility of customer desires and targeted financial outcomes, and here the strategic map plays an important role to find compatibility between operations and information technology.

2. Organizational compatibility: This shows how the various parts of the organization and their activities are unified to find the highest possible cohesion and integration effort. Here, the strategic map also plays an important role in creating connectivity and communication at various organizational levels so that aspects of the flow of work are strengthened across the various components and parts of the organization.

3. Human capital compatibility: Here the strategy is formulated at the higher level, but it changes at the lower levels according to different mechanisms and processes in which the various employees of the organization contribute.

4. Compatibility of planning and control systems: This is done by finding processes, allocating resources for various activities and monitoring performance, as the paving process occurs when the management systems for planning, operations and control have been effectively linked in the organization's strategy.

Mansouri (2015) mentioned that strategic alignment is divided into a number of levels, the most prominent of which are:

A. Business alignment, which represents the alignment between the organization's business strategy and the business resource structure.

B. Structural compatibility, which represents the compatibility between the organization's business structure and the structure of information technology.

C. Information systems compatibility, which represents the alignment between the IT strategy and the IT architecture.

D. Cross-dimensional alignment, which represents the compatibility between the business structure and the IT strategy on the one hand, and on the other hand the alignment between the business strategy and the IT architecture.

2.1.3. Business Strategy

The business strategy clarifies the organization's direction, its course of action, and the steps needed to achieve the goals (Al Douri, 2005). As the compatibility between the organization's

business strategy with its specific goals supports the organization's long-term mission (Idris and Al-Galbi, 2012). For the purpose of developing a business strategy, organizations behavior an inner analysis of their brawn and fragility, and an outer analysis of the available chances and warning that they may face (Rothaermel, 2015). Pearce and Robinson (2014) emphasize that the development of a typical business strategy takes place through three steps:
analysis, integration, and implementation

2.1.4. IT Strategy and Operations

Technological forces have led to a change in the work environment and the emergence of intense competition between organizations and urged them to survive and continue through knowledge storage. As one of the guiding elements towards strategic change is information technology, which has received increasing attention, as its application has radically changed the foundations of business competition.

2.1.5. Business Infrastructure

A business infrastructure is a plan or a map that can be used to start, run, and manage a business. This plan consists of day-to-day operations, processes, and employees. The components of a business infrastructure should be formed and examined independently. The plan should act as separate resource through which the business is to grow and have a good progress in future.

2.2. Organizational Performance

The difference in defining the concept of performance came as a result of the different standards and standards take on in the study of performance and its measurement by researchers, and the variance is due to the multiplicity and variety of the goals and directions of researchers in their study of performance, and despite this discrepancy, most researchers communicate performance through the extent of success achieved by the organization In achieving its goals (Idris and Al-Galbi, 2009).

Richard, et al., (2009) indicated that organizational performance demonstrates the organization's ability to achieve the organizations' long-term goals. It represents the desired results that business organizations seek to achieve (Hitt, et al., 2007).

Miles (2012) linked organizational performance to the capacity of organizations to achieve their goals through the use of their available resources, taking into account the desire and ability of individuals working in the organization to achieve certain levels of performance.

According to Rothaermel (2015), organizational performance is linked to the correctness of decisions taken and the success of their implementation. While Wheelen, et al., (2018) emphasized that organizational performance shows the organizations' final results for their various activities.

Cartin (2010) believes that learning about organizational performance makes the following areas possible:

1. The suitability of the plan to the environmental determinants.
2. The appropriateness of strategic actions in light of the objectives and resources.
3. Ensure that those involved in implementing the plans are well acquainted with them.
4. Ensure the level of coordination between the business and policy parts.
5. Discussing the appropriateness of the organizational structure divisions of the organization in implementing the objectives.

Idris and Al-Galbi (2009) explained that the importance of organizational performance is manifested through:

1. Containing performance on the various implications of management theories.
2. Using the majority of administrative studies, either directly or indirectly, for performance.
3. The interest of organizations' departments in the final results to determine the goals and strategies that contribute to achieving performance results.

Also, organizational performance helps organizations to detect (Al-Baghdadi and Al-Abadi, 2010).

1. The size to which it modifies and greet to environmental alters all over the specific objectives and strategies to get them and the resources employed to achieve those objectives.
2. The rank of correlate joining the parts of the organization and its organizational structure in execute the objectives.

2.2.1. Classifications of Indicators for Measuring Organizational Performance

There are those who classify organizational performance indicators under many names such as cause indicators, outcome indicators and behavioral indicators, which are as follows (Kaplan and Norton, 2006):

- Reasons indicators: These indicators measure performance after the emergence of the truth.
- Results Indicators: These indicators predict future performance, such as the estimated cost scale based on a number of related factors.
- Behavioral indicators: These meters measure the basic culture of the individuals and organization being measured. Examples are employee satisfaction surveys.

Richard, et al., (2009) indicated that there are five classifications of organizational performance indicators, which are:

Input indicators: These indicators are used to comprehend the human and financial assets that are used for the purpose of reaching the required outputs and results.

- Process indicators: They are used to comprehend the direct steps in the production of a goods or service. In the field of tuition, for example, the measure of the process could be the number of tuition courses finished according to the schedule.

Output indicators: They are used to calculate the good or service if by the system or organization and collected to customers. An example of tuition output is the number of individuals undergoing training.

Outcome indicators: They are used to assess the assumed, reqired or actual results. For example, the result of safety tuition can be an improvement in safety performance, represented by a reduction in the number of injuries and illnesses among workers. In some cases, it may be difficult to build a direct causal relationship between the outputs of the activity and its intended results.

Impact indicators: They are used to measure the direct or indirect effects that arise from achieving the organization's goals.

Most organizational performance indicators can be categorized into one of the following six general classifications (DaSilva and Borsato, 2017):

1. Effectiveness: It is a characteristic of operations, which indicates the degree of conformity of the outputs to the requirements of the organization.

2. Efficiency: It is one of the characteristics of the operations, which indicates the degree to which the operations of the organization produce the required output at the lowest cost of resources.

3. Quality: is the level that a good or service meets the requirements and expectations of customers.

4. Timing: This feature measures the extent to which work is completed correctly and on time. It is necessary to develop special standards to control the timing of the work, and usually such standards are based on the requirements of customers.

5. Productivity: It is the cost included by the operations separated by the cost of labor, capital and all the supplies used.

6. Safety: This feature measures the overall general fitness aspect of the organization and the work environment for employees.

2.2.2. Dimensions of Indicators For Measuring Organizational Performance

The current study was based on determining the dimensions of organizational performance, on what was identified by Obeidat,.al, (2017) and Werlang and Rossetto (2019), which are:

2.2.3. Learning and Growth

The learning and growth indicator center on grow the abilities of employees inside the organization, as they are the infrastructure for it, which works to build the organization and develop it for the long term, together with the essence and grade of organizational systems and methods, which eventually stretch out the goals of customer contentment, together with how to use contemporary technologies to meet progress in information technology and achieve The desires of customers and their needs and the goals of the owners, and the extent to which the goals of employees within the organization can be measured can be measured through three main axes as follows (Riemann, et al., 2011):

- Employee satisfaction, which is one of the most important conditions that must be met to increase productivity, improve production and provide high quality services to the customer.
- Employee retention, as employee retention is of importance to organizations, since this retention greatly affects the organization's goals.

 The productivity of workers, which represents the total outputs resulting from the employment and use of the skills and abilities of workers in order to link the outputs of workers with the number of workers used to achieve these outputs.

2.2.4. Training and Development

Organizations' interest in human resources training and development programs has increased in recent times, as they enable them to achieve goals and maintain a competitive position in their sector of work (Noe, et al., 2012). It identified tuition and growth as a set of organizational and administrative efforts and practices associated with making a change in the skills, cognitive and behavioral characteristics of individuals, giving them the ability to fulfill the requirements of their jobs (Muzaffar, et al., 2012). Also, tuition and growth represents a set of procedures that give individuals skills, knowledge and attitudes that enable them to improve their performance levels and production efficiency, which will have positive results on the organization and the individuals working in it (Olaniyan & Ojo, 2008). According to Abu Sheikha (2010), the importance of training and development is reflected in increasing productivity and reducing costs, in addition to qualifying individuals working in organizations to use modern equipment, leading to better returns. The importance of training and development also lies in the fact that it works to address the problems that organizations may face related to the performance of employees (Barnoti, 2004).

2.2.5. Job Satisfaction

The subject of job satisfaction has grabbed the attention of researchers and interested people since the beginning of the second quarter of the twentieth century, as Locke indicated in this regard that until the year (1976) nearly three thousand articles and research have been published that dealt with the fields of job satisfaction (Katou, 2008).

Job satisfaction refers to how individuals feel about their job and about various aspects related to it (Armstrong, 2009). It has been defined as the general attitude of the individual towards his work (Abutayeh and AL-Qatawneh, 2012). While Ivancevich and Konopaske (2012) see that job satisfaction includes the individual's attitudes towards significant proportions such as the organization, straight management, monetary rewards, co-workers, job design, it isn’t compulsory that these attitudes be positive or non-positive.

The concept of job satisfaction is the real and effective response of workers about their job, which has three main implications, which are (Mondy, 2012)

1. The implications of job satisfaction for the individual, which include the individual's physical and mental health, which is represented by good performance at work in an integrated manner.

2. The implications of job satisfaction for the organization are good performance at work in a fully integrated manner.

3. The implications of job satisfaction for the community and include the quality of work life affecting the individuals who make up the community who work in it within its limits.

In line with the above, job satisfaction represents an important aspect of motivation. The higher the satisfaction, the lower the absenteeism rate, the decrease in work turnover, and the increase in productivity. The employee’s feeling of dissatisfaction or lack of saturation in the job may push him to search for another job in a second organization. (Noe, et al., 2012).

2.2.6. Financial Ability

The financial capacity of the organization reflects its economic and financial results resulting from the implementation of the organization's strategy (Paladino, 2007). Financial capacity is an indicator to measure the extent of success achieved by organizations and often includes measures such as operating income, return on investment, sales growth, cash flows and economic value added (Idris and Al-Galbi, 2009).

According to Kapan and Norton (2006), the importance of financial capacity is reflected in:

1. Determining the optimal financing structure and financial planning for the organization.
2. Determining the net worth of the organization and its financial position.
3. It helps in setting the future policies and programs of the organization.
4. It helps the organization in making decisions.
5. Determining the fair value of the organization's shares.

2.٣. Previous Studies

In reviewing preceding studies connected to the matter of the current work, the researcher adopted the studies closest and most closely connected the matter of his work.

-Younis and Al-Nama' study (2010) entitled "Strategic compatibility of the organization and competitive priorities within a sample of industrial companies for the private sector in Mosul". This study aimed to diagnose the strategic compatibility between strategies (stability, reduction, growth and composite) with competitive priorities (cost leadership, quality, speed of delivery and flexibility) in the industrial companies of the private sector in Mosul. The study field consisted of (30) factories located in the Iraqi city of Mosul, and the study populace include off all over workers in the factories in the field of study, while the study sample consisted of (30) factory managers in the field of study. The researchers resorted to the descriptive analytical method through a questionnaire specially prepared to find out the opinions of the study sample members about compatibility. After the statistical analyzes, the work handed many results, most particularly that the industrial companies in the city of Mosul operate within an environment indicated by a high degree of change and difficulty, which had a reflection on the process of strategic compatibility between a group of strategies within the organization.

-Al-Bayati study (2013) entitled “The impact of strategic compatibility between total quality management, re-engineering and continuous improvement in analyzing competitive advantage: an exploratory study in a sample of government banks.” This study aimed to know the nature of the level of strategic compatibility between total quality management, continuous improvement, re-engineering and competitive advantage, in addition to knowing the impact of strategic alignment on achieving competitive advantage. The field of study is from government banks in the Republic of Iraq (Al-Rafidain and Al-Rasheed). The study population consisted of workers in Rafidain and Al-Rasheed banks, while the study sample included a sample of managers working in Al-Rafidain and Al-Rasheed banks under study, whose number is (25) managers. The researcher resorted to the descriptive analytical method along surway form mainly prepared to get the aim of the study. After conducting the statistical analyzes, the study reached several results, most notably that there is a statistically significant effect of the strategic compatibility in achieving the competitive advantage of the government banks (AlRafidain and Al-Rasheed) under study.

-Siham’s study (2014) entitled “Contribution to building a model to test the impact of the strategic alignment of Internet technology on the performance of small and medium enterprises: a study of a sample of small and medium enterprises in the industrial zone of “Sétif” state”. This study aimed to determine the impact of strategic alignment on the performance of small and medium-sized enterprises located in the industrial zone of El Alama, Wilayat of Setif. The field of study consisted of (41) small and medium-sized enterprises located in the industrial zone of El Alama, the state of Setif. The study population may consist of all employees of the institutions under study. As for the study sample, it included (41) managers of the institutions in the field of study. The researcher resorted to the descriptive analytical method through interviews and a questionnaire designed specifically to achieve the objectives of the study. After conducting analyzes, the work obtained several consequences, notably that there is a significant impact of strategic alignment on the performance of small and medium-sized enterprises located in the industrial zone of El-Ola, Wilayat Setif.

-Mansouri's study (2015) entitled "The compatibility of the organization's strategic planning and the strategic planning of information systems and its impact on achieving competitive advantage factors". Mansouri's study shows the impact of the compatibility between the strategic planning of the organization and the strategic planning of information network on achieving the factors of competitive advantage. The researcher used the desk survey method to get the goals of the work. The study sample represented by the references used included (186) references between a book, an article and a website. The study reached many results according to the deductive analysis, most notably that strategic compatibility positively affects the achievement of competitive advantage factors, and that strategic planning for information systems plays intermediary role in the connection between strategic compatibility and competitive advantage.

-Bouhlel et al study (2016) study entitled "The effect of compatibility between strategy and structure on organizational effectiveness in Algerian institutions." This study aimed to investigate the effect of compatibility between strategy and structure on organizational effectiveness in Algerian institutions. The field of study is one of the institutions located in the northwestern part of Algeria. The study population included all workers in the institutions located in the northwestern part of Algeria for seven states. As for the study sample, it included (80) medium and large-sized institutions located in the northwestern part of Algeria. The researchers resorted to using the applied deductive approach through a questionnaire specially prepared to achieve the objectives of the study. After conducting statistical analyzes, the study reached many results, most notably that there is an impact of the compatibility of the strategy and the structure on the organizational effectiveness of the Algerian institutions, and that the absence of this compatibility will lead to a low performance of the medium and large-sized enterprises under study.

-Mirkhan et al. study (2017) entitled "Analysis of the part of strategic alignment of business strategies as stated by the Miles & Snow model in ambitious capacity: A qualified work among CC Beverage Manufacturing Co. Ltd. and Al Hayat Co. for Soft Drinks and Mineral Water Co., Ltd. in the city of Babylon." This study aimed at diagnosing the compatibility between business strategies according to the Miles & Snow model, in addition to determining the impact of this compatibility on the competitive intelligence as mentioned above company. The field of study consisted of these companies. The study population consisted of all directors, assistants and supervisors in CC Beverage Industry Co. Ltd. and Al-Hayat Co. for Soft Drinks and Mineral Water Co., Ltd. in the city of Babylon, who numbered (71) managers, assistants and supervisors. The sample of the study is on the same study community and in a comprehensive inventory method. After distributing the questionnaire to the study sample, the number of valid questionnaires for analysis was (68). The researchers resorted to using the applied deductive approach through a questionnaire specially prepared to achieve the objectives of the study. After conducting statistical analyzes, the study reached many results, most notably the presence of a significant effect of compatibility between business strategies according to the Miles & Snow model on the competitive intelligence of CC Beverages Manufacturing Co. Ltd. and Al Hayat Co. for Soft Drinks and Mineral Water Co., Ltd. in the city of Babylon.

-Faeq and Abd study (2018) entitled "The Role of Strategic Intelligence in Enhancing Organizational Performance: An exploratory study of the opinions of the administrative leaders of the University of Fallujah". This study aimed to identify the role of strategic intelligence in enhancing the organizational performance of the University of Fallujah. The field of study consists of (5) faculties at the University of Fallujah. The study population included all employees of the five colleges in the field of study. As for the study sample, it included (76) individuals from the leaders of the University of Fallujah, represented by the president of the university, the assistant president of the university, the deans of the five faculties and heads of departments affiliated to the faculties in the field of study, in addition to the directors of the people working at the University of Fallujah. The researchers resorted to using the descriptive exploratory approach through a questionnaire specially prepared to achieve the objectives of the study. After conducting statistical analyzes, the study reached many consequences that one of them is a positive impact of strategic intelligence in enhancing the organizational performance of the University of Fallujah.

Aidan study (2019) entitled "The Effects of Core Capabilities on Organizational Performance: An Applied Study in Asia Cell Comm. Comp. and Al-Diwaniyah". This study aimed to identify the importance of core capabilities in addition to the impact of core capabilities on the organizational performance of Asiacell Company in the provinces of Babil and Al-Diwaniyah in Iraq. The field of study was from the Asiacell Telecom Company in the provinces of Babil and Diwaniyah in Iraq. The study population included all employees of the Asiacell Telecom Company in the provinces of Babil and Al-Diwaniyah in Iraq. As for the study sample, it included (25) accountants and administrators working for Asiacell Communications Company in the provinces of Babil and Diwaniyah in Iraq. The researcher resorted to the descriptive analytical method through a questionnaire specially prepared to achieve the objectives of the study. After conducting statistical analyzes, the study reached several results, most notably that there is a statistically significant effect of the core capabilities on the organizational performance of Asiacell Company in the provinces of Babil and Diwaniyah in Iraq.

2.5. What Distinguishes The Current Study From Previous Studies?

Free trade in the work environment the current study of the current study sought the previous evaluation project. As for the axes learned from the previous studies, they were represented in identifying the methods of measuring the subjects of the study in terms of their dimensions and organizational dimensions, in addition to identifying the basics and the axes required to be included in the subjects of compatibility and organizational performance.

III. Study Methodology

The current study aims to search the impact of strategic alignment on organizational performance according to the workers in the UBI. In line with what is imposed by the study's methodology, methods and procedures, the researcher has divided the current chapter into the study's curriculum, its community, its sample, the personal and functional characteristics of its members, the study tool and sources for obtaining data and information, statistical treatments, and the validity and stability of the study tool.

3.1. Method

The study is based in an important part on belief, conducts and tendency that are overworked by the cognitive aspect, which is reflected in its role in interpret scientific ideas into practical ideas, it was necessary to choose an approach characterized by a holistic view, including the adoption of multiple methods for collecting data and information, such as a questionnaire. Therefore, the opinion settled on adopting the descriptive analytical approach through which data can be collected, tabulated, analyzed, compared and interpreted. In other words, the method associates the description of the situation with its analysis and draws its own conclusions.

3.2. Dimension

The population is covered by 340 individuals in total branches of the Union Bank of Iraq.

3.3. The Study sample and The Personal And Functional Characteristics of Its members

A random sample of the study was selected from staff working as upper, middle and lower level of managements at the UBI and cover completely branches, totaling (180) individuals. (180) survey forms were assigned to the study sample members, from which (163) were retrieved. After examining the retrieved survey forms, it was found that there were (21) incomplete survey forms, which required their exclusion, as the number of surveys forms valid for analysis became a total of (142) survey forms. Table (3-1) shows the personal and functional characteristics of the study sample members in terms of (gender; educational level; age; number of years of experience and administrative level).

Gender: 62.68% of the study sample members are males, and 37.32% of the study sample members are females.

Age: The results showed that 8.45% of the study sample members are under 30 years old, and 30.99% of the study sample members are from 30 to less than 35 years old, and the results showed that 26.76% of the study sample members are Their ages ranged from 35 to less than 40 years, and 14.08% of the study sample were from 40 to less than 45 years old, and finally, the results showed that 19.72% of the study sample were 45 years and over.

Qualifications: The results showed that 65.49% of the holders of the practical degree had a bachelor's degree, and finally, it was found that 34.51% of the holders of a practical degree were of postgraduate studies.

Number of years of experience: It was found that 19.72% of those who have experience of less than 5 years, and that 42.25% of the study sample have experience of 5 - less than 10 years, and the results showed that 21.13% of the study sample are those whose experience ranged from 10 - Less than 15 years, and finally, 16.90% of those with 15 years or more experience

Administrative level: the results indicated that 6.34% are from the senior management, and 93.66% are from the middle management.

Page (1-3)

Distribution of the study sample by personality and occupational genes

Variables	Categorization	frequent	Percent %
Gender	male	89	62.68%
	female	53	37.32%
Age	Less than 30 years old	12	8.45%
	From 30 - less than 35	44	30.99%
	From 35 to less than 40	38	26.76%
	From 40 to less than 45	20	14.08%
	45 years and above	28	19.72%
Qualifications	Bachelor	93	65.49%
	High study	49	34.51%
Number of years of	Less than 5 years old	28	19.72%

experience	From 5 - less than 10 years	60	42.25%
	From 10 - under 15 years old	30	21.13%
	15 years and above	24	16.90%
Administrative level	High management	9	6.34%
	Middle management	53	37.32%
	Low management	80	56.34%
Total		142	100

3.4. Study tool and sources for obtaining data and information

The researcher has been used many sources to gather information, , through accreditation and reference to Arab and foreign books, periodicals, research and previous works that related to the subject of the work, namely with the aim of writing the theoretical framework.

Primary sources, the questionnaire through which the primary data were collected, was relied upon. It included a number of statements that reflected the main and sub-variables of the study to be answered by the study sample members. The survey form included 3 parts:

The first part: The part on personal variables for the individuals (5) variables which are (gender; age; educational qualification; number of years of experience and administrative level) for the purpose of describing the personal and functional attribute of the study sample members.

The second part: included the dimensions of strategic alignment (business strategy, information technology strategy and operations, information technology structure and operations, business infrastructure, “business structure”) and (24) paragraphs to measure them, divided equally between each dimension of strategic alignment.

The third part: included the dimensions of organizational performance (learning and growth, training and development, job satisfaction, financial ability) and (20) items to measure them, divided equally between each dimension of organizational performance.

The response ranged from (1 - 5) to the left according to the Five Likert Scale, as follows:

Answer alternatives	Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree
Degree	1	2	3	4	5

3.5. Statistical Analysis

The questions and hypotheses were tested and procedure of statistical methods work as follows;

members.

 Cronbach's alpha test to determine the stability of the questionnaire items, which was specially prepared to measure the study variables

 Arithmetic averages and standard deviations to determine the relative importance of the study variables and their paragraphs.

 The class length equation, which need to measure of the work variable levels, which was calculated according to the following equation:

$$\text{Class in level} = \frac{maximum\ class - minimum\ class}{number\ of\ level}$$

$$\text{Class in level} = \frac{5-1}{3} = 1.33$$

Accordingly, it will be:

Practice/Low Level 1 - < 2.33

Practice/Intermediate Level 2.33 - 3.66

Practice/High level of 3.67 and above.

 Variance Inflation Factor and Tolerance test to ensure that there is no multicollinearity among the independent variables.

 Multiple Regression Analysis to show the effect of more than one independent variable on one dependent variable.

3.6. The Validity and Reliability

3.6.1. outward honesty

The validity of the study tool has been verified by presenting it to (8) arbitrators, who have been selected with experience, knowledge and competence from professors in the field of business administration and marketing, and Appendix No. (1) shows the names of the arbitrators.

3.6.2. Stability of the study instrument

The researcher used Cronbach Alpha, to scale the stability in the questionnaire of the current study, as obtaining ($\alpha \geq 0.70$) is acceptable (Hair, et al., 2010).

IV.Results And Hypotheses Test

4.1. Introduction

The current chapter explains the results of the statistical tests conducted by the researcher, and the statistical significance of each of them.

4.2. Show results: The results related to the current study will be presented according to the variables investigated

4.2.1. Strategic Alignment

To describe the level of strategic alignment dimensions (business strategy, information technology strategy and operations, information technology structure and operations, business infrastructure “business structure”) in the Union Bank of Iraq, arithmetic averages and standard deviations were used, and the importance of the paragraph and its level were arranged, as shown in tables (1); (2); (3); (4).

The arithmetic averages for the level of business strategy in the Union Bank of Iraq ranged between (2.714 - 3.557) with a general mean of (3.087) as shown in Table (1). The paragraph "The Union Bank of Iraq seeks to reduce the prices of banking services" and arithmetic mean of (3.557) is higher than the general arithmetic average of (3.087), and a standard deviation of (1.166), "The Union Bank of Iraq is interested in the stability of the current services with interest in developing the services whose success has been confirmed." In general, it turns out that the level of business strategy in the UBI from the belief of the study sample was average.

Table 1: Arithmetic averages, and the level of business strategy in Union Bank

sequence	business strategy	Mean	standard deviation	Arrangement	level
1	Union Bank seeks to reduce the prices of banking services	3.557	1.166	1	Medium
2	Union Bank of Iraq is constantly looking for opportunities to enter new markets	2.828	1.420	5	Medium
3	Union Bank of Iraq maintains the current markets while catching up with new ones	3.271	1.339	2	Medium
4	Union Bank of Iraq is interested in leadership in developing services	3.028	1.351	4	Medium
5	Union Bank of Iraq is interested in the strategy of excellence in providing banking services	3.128	1.361	3	Medium
6	Union Bank of Iraq is concerned with the stability of the current services, with an interest in developing services that have proven their	2.714	1.217	6	Medium

	success				
7	The arithmetic means and the general standard deviation of the business strategy level	3.087		-	Medium

According to the Table (2), the arithmetic averages for the level of information technology strategy and operations in the Union Bank of Iraq ranged between (2.900 - 3.642) with a general average of (3.161). The paragraph "The Union Bank of Iraq uses advanced information technology to market its banking services" arithmetic mean of (3.642) and higher than the general arithmetic average of (3.161), and a standard deviation of (1.464), while the paragraph "The Union Bank of Iraq uses Information Technology for Research and

Development Support" ranked sixth and last with an arithmetic mean (2.900), which is lower than the overall arithmetic means of (3.161) and a standard deviation (1.181). In general, it turns out that the level of information technology strategy and operations in the Union Bank of Iraq from the point of view of the study sample was average.

Table 2: The level of information technology strategy and operations in the Union Bank of Iraq

IT strategy and operations	Mean	standard deviation	Arrangement	level
Union Bank of Iraq uses information technology to obtain customer opinions in providing the service	3.257	1.390	2	Medium
Union Bank of Iraq uses information technology to support research and development	2.900	1.181	6	Medium
Union Bank of Iraq uses information technology in commercial banking operations	3.085	1.380	4	Medium
Union Bank of Iraq uses advanced information technology to market its banking services	3.642	1.464	1	Medium

The Union Bank of Iraq uses competitive intelligence systems to obtain the required information	3.114	1.378	3	Medium
Union Bank of Iraq uses contemporary technology to achieve leadership in the labor market	2.971	1.307	5	Medium
The arithmetic means and the general standard deviation of the business strategy level	3.161	-	-	Medium

The results of the level of information technology structure and operations shown in Table (3) also showed that the arithmetic averages of the level of information technology structure and operations in the Union Bank of Iraq ranged between (2.685 - 3.342) with a general mean of (2.916). The paragraph "The information technology infrastructure in the Union Bank of Iraq is highly flexible" firstly an arithmetic mean of (3.342) is higher than the general arithmetic average of (2.916), and a standard deviation of (1.402), on the other hand the paragraph "Union Bank provides The Iraqi Communications Networks Services" ranked sixth and last with an arithmetic mean (2.685), which is lower than the total arithmetic mean of (2.916) and standard deviation (1.070). In general, it turns out that the level of the structure and operations of information technology in the Union Bank of Iraq from the belief of the study sample was average.

Table 3: The level of information technology structure and operations in the Union Bank of Iraq

Structure and operations of information technology	**Mean**	**standard deviation**	**Arrangement**	**level**
Union Bank of Iraq has the appropriate software to analyze and classify data	2.928	1.288	3	Medium
Union Bank of Iraq uses electronic means of communication with its customers	2.942	1.339	2	Medium
The IT infrastructure of the Union Bank of Iraq is highly flexible	3.342	1.402	1	Medium
Union Bank of Iraq has high capabilities in information technology planning	2.900	1.320	4	Medium

Union Bank of Iraq provides telecommunication network services	2.685	1.070	6	Medium
Union Bank of Iraq provides support technology for its operations	2.700	1.133	5	Medium
The arithmetic means and the general standard deviation of the business strategy level	2.916	-	-	Medium

Finally, the results presented in Table (4) show that the arithmetic averages for the level of business infrastructure "Business Structure" in the Union Bank of Iraq ranged between (2.928 - 3.528) with a general average of (3.051). In the first place came the paragraph "The career path and administrative work in the Union Bank of Iraq depends on a clear description" with an arithmetic mean of (3.528) and its higher than the general arithmetic average of (3.161), and a standard deviation of (1.491), while the paragraph "The departments handle The Union Bank of Iraq has the task of making decisions related to facilitating its affairs" on the sixth and last rank with an arithmetic mean (2.928) and it is lower than the total arithmetic average of (3.051) and a standard deviation of (1.300). In general, it turns out that the level of business infrastructure "business structure" in the Union Bank of Iraq from the belief of the study sample was average.

Table 4: The level of business infrastructure "Business Structure" in Union Bank of Iraq

Business Infrastructure "Business Structure"	**Mean**	**standard deviation**	**Arrangement**	**level**
The employees of the Union Bank of Iraq are assigned the tasks that are consistent with their capabilities	2.942	1.190	4	Medium
The employees of the Union Bank of Iraq shall abide by all instructions related to the implementation of activities and events	2.942	1.190	4	Medium

The departments in the Union Bank of Iraq are responsible for making decisions regarding the conduct of their affairs	2.928	1.300	6	Medium
The career path and administrative work in the Union Bank of Iraq depends on a clear description	3.528	1.491	1	Medium
The senior management of the Union Bank of Iraq reviews the decisions taken	2.957	1.366	3	Medium
Union Bank of Iraq relies on integration and coordination in the activities and events it performs	3.014	1.345	2	Medium
The arithmetic means and the general standard deviation of the level of the business infrastructure “Business Structure”	3.051	-	-	Medium

4.2.2. Organizational Performance

To describe the level of organizational performance (learning and growth; training and development; job satisfaction; financial ability) in the Union Bank of Iraq, arithmetic averages and standard deviations were used, and the importance of the paragraph and its level were arranged, as shown in tables (5); (6); (7); (8).

Table 5: The learning and growth level in Union Bank of Iraq

learning and growth	Mean	standard deviation	Arrangement	level
Union Bank of Iraq collects information in order to develop its business initiatives	3.428	1.499	2	Medium
The Union Bank of Iraq collects information on the current markets in order to improve its operations	2.842	1.187	5	Medium
The departments of the Union Bank of Iraq exchange information on an ongoing basis	3.242	1.366	3	Medium
The Union Bank of Iraq forms work teams when it obtains information	3.471	1.481	1	Medium
The Union Bank of Iraq relies on the recommendations of the work teams on the mechanisms for benefiting from information	2.885	1.302	4	Medium
The arithmetic means and the general standard deviation of the level of learning and development	3.173	-	-	Medium

The results shown in Table (5) it can be clearly seen that the level of learning and growth in the Union Bank of Iraq was average, as the arithmetic averages ranged between (2.842 - 3.471) with a general mean of (3.173). The paragraph "The Union Bank of Iraq forms work teams when it obtains information" firstly with an arithmetic mean of (3.471) and it is higher than the general arithmetic average of (3.173), and a standard deviation of (1.481), while the paragraph "The Bank of the Union performs Iraqi collecting information on current markets in order to improve its operations" ranked fifth and last with an arithmetic mean (2.842), which is lower than the total arithmetic mean of (3.173) and a standard deviation (1.187). In general, it turns out that the level of learning and growth in the Union Bank of Iraq from the point of view of the study sample was average.

Table 6: The level of training and development in the Union Bank of Iraq

training and development	Mean	standard deviation	Arrangement	level
Union Bank of Iraq depends on determining the training needs of its employees according to scientific methods	3.114	1.409	3	Medium
The Union Bank of Iraq constantly evaluates the quality of its training programs	2.800	1.174	5	Medium
The Union Bank of Iraq is setting up renewable training programs to train and develop its employees	3.157	1.440	2	Medium
New employees at Union Bank of Iraq undergo an intensive training program before starting work	3.228	1.436	1	Medium
Union Bank of Iraq diversifies its training programs to cover all areas of development necessary for it	2.985	1.335	4	Medium
The arithmetic means and the general standard deviation of the level of training and development	3.056	-	-	Medium

Table (6) also shows that the level of training and development in the Union Bank of Iraq was average, as the arithmetic averages ranged between (2.800 - 3.228) with a general average of (3.056). The paragraph “new employees in the Union Bank of Iraq are subject to an intensive training program before starting work” and an arithmetic mean of (3.228) and this value is higher than the general arithmetic average of (3.056), and a standard deviation of (1.436), while the paragraph “evaluates Union Bank of Iraq, the quality of its training programs consistently, is ranked fifth and last with an arithmetic mean (2.800), which is lower than the total arithmetic average of (3.056) and a standard deviation of (1.174). In general, it turns out that the level of training and development in the Union Bank of Iraq from the point of view of the study sample was average.

Table 7: The level of job satisfaction in the Union Bank of Iraq

Job Satisfaction	Mean	standard deviation	Arrangement	level
The wages of the employees of the Union Bank of Iraq are commensurate with the effort expended	3.028	1.372	5	Medium
Employees are proud of their work at Union Bank of Iraq	3.071	1.365	4	Medium
The employees of the Union Bank of Iraq feel comfortable with the conditions of the work environment	3.285	1.405	1	Medium
The employees of the Union Bank of Iraq feel real pleasure in doing business	3.142	1.386	3	Medium
The employees of the Union Bank of Iraq are satisfied with the work requirements	3.214	1.413	2	Medium
The arithmetic means and the general standard deviation of the level of job satisfaction	3.148	-	-	Medium

It can be seen from Table (7) that the arithmetic averages of the level of job satisfaction in the Union Bank of Iraq ranged between (3.028 - 3.285) with a general mean of (3.148). In the first place came the paragraph "The employees of the Union Bank of Iraq feel comfortable with the conditions of the work environment" and it's arithmetic mean (3.285) is higher than the general arithmetic average of (3.148), and a standard deviation of (1.405), on the other hand the paragraph got "The wages of workers in Union Bank of Iraq with Exerted Effort" on the fifth and last rank with an arithmetic mean (3.028), which is lower than the total arithmetic mean of (3.148) and a standard deviation (1.372). In general, it turns out that the level of job satisfaction in the Union Bank of Iraq from the point of view of the study sample was moderate.

Table. 8: The level of financial ability in the Union Bank of Iraq

financial capacity	Mean	standard deviation	Arrangement	level
Union Bank of Iraq seeks to increase sales by diversifying services	3.014	1.377	2	Medium
The Union Bank of Iraq increases the efficiency of the services provided to improve its returns	2.700	1.159	5	Medium
Union Bank of Iraq seeks to increase annual returns	3.328	1.500	1	Medium
Union Bank of Iraq relies on technological applications to reduce costs	2.900	1.331	4	Medium
The Union Bank of Iraq adopts a strategy to reduce the costs of completing activities	2.914	1.282	3	Medium
The arithmetic means and the general standard deviation of the level of financial ability	2.917	-	-	Medium

From Table (8) illustrate that the arithmetic averages for the level of financial capacity in the Union Bank of Iraq ranged between (2.700 - 3.328) with a general mean of (2.917). The paragraph "Union Bank of Iraq seeks to increase annual returns" which an arithmetic mean (3.328) is higher than the general arithmetic average of (2.917), and a standard deviation of (1.500), the paragraph "The Union Bank of Iraq increases the efficiency of Services provided to improve their returns" ranked fifth and last with an arithmetic mean (2.700) is lower than the total arithmetic average of (2.917) and a standard deviation (1.159). In general, it turns out that the level of financial capacity in the Union Bank of Iraq from the belief of the study sample was average.

4.3. Analyzing the suitability of the data to the assumptions of the study's hypotheses test

In order to ensure the suitability of the data to test the hypotheses, the researcher performed the lack of a high correlation among the independent variables using the Variance Inflation Factor (VIF) and according to the Tolerance test, considering that the allowable variance inflation factor (VIF) did not run over the value (10). And that the value of the allowable variance Tolerance is greater than (0.05). Data distribution was normal and confirmed by calculating the Skewness coefficient. When the skewness coefficient is less than (1), the data follow the normal distribution, and Table No. (9) illustrate the results of these tests.

Test	Standard Value
VIF	<10
Tolerance	>0.05

Table 9: Test results

independent variables	VIF	Tolerance	Skewnees skew modulus
business strategy	**3.712**	**0.269**	**0.606**
IT strategy and operations	**3.827**	**0.261**	**0.584**
IT Structure and Operations	**2.074**	**0.482**	**0.969**
Business Infrastructure “Business Structure”	**3.159**	**0.317**	**0.786**

It is clear that from the Table (9) no multiple linear overlap among the dimensions of the independent variable, and it’s confirmed by (VIF) test standard for the dimensions of the independent variable, which are less than (10). It can be seen that all values of the Tolerance test for the dimensions of the independent variable are greater than (0.05), and all values of the skewness coefficient for the dimensions of the independent variable are less than (1 ±) This indicates that the dimensions of the independent variable are subject to a normal distribution, and therefore it is possible to test the hypotheses of the study in the Union Bank of Iraq.

V. Discussion

Testing the hypotheses of the study

5.1. Main premise

HO: The effect of the dimensions of strategic alignment on the organizational performance of the UBI is not statistically significance ($\alpha \leq 0.05$)

It can be seen from Table (10) that a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of strategic compatibility on the organizational performance of the Union Bank of Iraq was obtained. The effect value of the effect model as a whole, which is expressed by the calculated F index (70.047), which is a function at the level ($\alpha \leq 0.05$). As for the impact of each of the dimensions of strategic alignment, the effect β values showed that the business strategy affects by (.2900), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.746), and it was found that the strategy and operations of information technology affect by (.2320), which is a function at the level ($\alpha \leq 0.05$)in terms of the calculated T value of (2.203), and that the business infrastructure “business structure” affects by (.3660), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.825). In confirmation of the results of the regression equation, the value of the correlation coefficient R of the relationship between the dimensions of strategic alignment and organizational performance reached (0.901), which is a function at the level ($\alpha \leq 0.05$). The values of the coefficient of determination were R^2 and the adjusted coefficient of determination was R^2, which amounted to (0.812) and (0.751), respectively, which reflects that its value (0.812) of changes in organizational performance in the Union Bank of Iraq is caused by the change in the dimensions of strategic compatibility (strategy). business; IT strategy and operations; business infrastructure “business structure”) in addition to the net level of attention to the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) after eliminating the values of standard errors resulting from organizational performance with a value of (0.751).

Our results confirm that our basic hypothesis was rejected, and therefore the null hypothesis is rejected, and the alternative hypothesis is rejected, which states:

The impact of the dimensions of strategic alignment on the organizational performance of the Union Bank of Iraq is a statistically significant at the significance level ($\alpha \leq 0.05$). Verify the impact of the dimensions of strategic alignment in each dimension of the organizational performance of the Union Bank of Iraq, the basic hypothesis was separated as 4 sub-hypotheses:

Table 10: Multiple Regression Analysis test for the impact of the dimensions of strategic alignment on the organizational performance of the Union Bank of Iraq

depended not variable	**Model summary**			**ANOVA**				**regression coefficients**			
	R Correlate on	R^2 **The coefficient of determinate ion**	Adjusted R^2 **Modified determination factor**	**F calculate ed**	**DF degrees of freedom**		Sig*	**β**		**T calculate ed**	Sig*
organizational performance	**0.901**	**0.812**	**0.800**	**70.047**	regression	4	**0.000**	business strategy	0.290	3.746	0.000
					the rest	١٣٧		IT strategy and operations	0.232	2.203	0.031
					the total	١٤١		IT Structure and Operations	0.136	1.312	0.194
								Business Infrastructure “Business Structure”	0.366	3.825	0.000

* significant at the level ($\alpha \leq 0.05$).

The first sub-hypothesis

HO1: The effect of the dimensions of strategic alignment (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the learning and growth indicator in the Union Bank of Iraq is not statistically significance ($\alpha \leq 0.05$).

It’s clearly seen form Table (11) significant the effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of strategic compatibility (business strategy; information technology strategy and operations; business infrastructure “business structure”) on the learning and growth indicator at Union Bank of Iraq showed a statistically significance. Where the effect value of the impact model as a whole, which is expressed in the calculated F index, was (67,649) and is a function at the level of ($\alpha \leq 0.05$). As for the effect of each of the dimensions of the strategic fit, the impact β values showed that the business strategy affects by (.3390), which is a function at the level ($\alpha \leq 0.05$)in terms of the calculated T value of (.2813), and it was found that the strategy and operations of information technology It affects by (.3640), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.331), and that the business infrastructure "Business Structure" affects by (.3150), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value. The adult (3.138) . In confirmation of the results of the regression equation, the value of the correlation coefficient R of the relationship between the dimensions of strategic alignment and the learning and growth index reached (0.720), which is a function at the level of ($\alpha \leq 0.05$) The values of the coefficient of determination were R^2 and the adjusted coefficient of determination was R^2, which amounted to (0.519) and (0.511), respectively, which reflects that the value of (0.519) changes in the learning and growth indicator in the Union Bank of Iraq is caused by the change in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) in addition to the net level of interest in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) after eliminating the values of standard errors generated by the indicator Learning and growth with a value of (0.511).

This confirms that the first sub-hypothesis is incorrect, and therefore the null hypothesis (null) is rejected, and the alternative hypothesis is not rejected, which states:

The impact of the dimensions of strategic alignment on the learning and growth indicator in Union Bank of Iraq is a statistically significant ($\alpha \leq 0.05$)

Table 11: Multiple Regression Analysis test for the effect of the dimensions of strategic alignment on the learning and growth indicator in the Union Bank of Iraq

dependent variable	Model summary			ANOVA				regression coefficients			
	R correlation	R^2 The coefficient of determination	Adjusted R^2 Modified determination factor	F calculated	DF degrees of freedom		Sig*	β		T calculated	Sig*
Organizational Performance	**0.720**	**0.519**	**0.511**	**67.649**	regression	4	**0.000**	business strategy	0.339	3.281	0.000
					the rest	137		IT strategy and operations	0.346	3.331	0.000
					the total	141		IT Structure and Operations	0.105	1.765	0.000
								Business Infrastructure "Business Structure"	0.315	3.138	0.000

* Significant at the level ($\alpha \leq 0.05$).

The second sub-hypothesis

HO2: There is the effect of the dimensions of strategic compatibility on the training and development indicator at the Union Bank of Iraq is no statistically significant at the level of significance ($\alpha \leq 0.05$).

According to the Table (12) there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of strategic compatibility on the training and development indicator at Union Bank of Iraq. The effect value of the effect model as a whole, which is expressed by the calculated F index, was (66.734), which is a function at the level of ($\alpha \leq 0.05$)As for the impact of each of the dimensions of strategic alignment, the effect β values showed that the business strategy affects by (.2780), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (.0823), and it was found that the strategy and operations of information technology It affects by (.3120), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.544), and that the business infrastructure "business structure" affects by (.3290), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value. adult (3,336). In confirmation of the results of the regression equation, the value of the correlation coefficient R of the relationship between the dimensions of strategic alignment and the training and development indicator reached (0.718), which is a function at the level ($\alpha \leq 0.05$). The values of the coefficient of determination were R^2 and the adjusted coefficient of determination was R^2, which amounted to (0.515) and (0.508), respectively, which reflects that the value of (0.515) changes in the training and development indicator in the Union Bank of Iraq resulted from the change in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) in addition to the net level of interest in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) after eliminating the values of standard errors generated by the indicator Training and development with a value of (0.508).

This confirms the incorrectness of accepting the second sub-hypothesis, and therefore rejects the null hypothesis, and accepts the alternative hypothesis which states:

The effect of the dimensions of strategic alignment on the training and development indicator at Union Bank of Iraq is a statistically significant at the significance level ($\alpha \leq 0.05$).

Table 12: Multiple Regression Analysis test for the impact of the dimensions of strategic alignment on the training and development indicator in the Union Bank of Iraq

dependent variable	Model summary			ANOVA				regression coefficients			
	R correlation	**R^2 The coefficient of determination**	**Adjusted R^2 Modified determination factor**	**F calculated**	**DF degrees of freedom**		**Sig***	**β**		**T calculated**	**Sig***
Organizational Performance	**0.718**	**0.515**	**0.508**	**66.734**	regression	4	**0.000**	business strategy	0.278	3.082	0.002
					the rest	137		IT strategy and operations	0.312	4.544	0.000
					the total	141		IT Structure and Operations	0.013	0.210	0.834
								Business Infrastructure “Business Structure”	0.329	5.336	0.000

* Significant at the level ($\alpha \leq 0.05$).

The third sub-hypothesis

HO3: The effect of the dimensions of strategic alignment on the job satisfaction index in the Union Bank of Iraq is no statistically significant at the level of significance ($\alpha \leq 0.05$).

As seen in Table (13) indicate a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of strategic compatibility (business strategy; information technology strategy and operations; business infrastructure “business structure”) on the job satisfaction index at Union Bank of Iraq. The effect value of the effect model as a whole, which is expressed by the calculated F index, was (33.421), which is a function at the level of ($\alpha \leq 0.05$). As for the impact of each of the dimensions of strategic alignment, the effect β values showed that the business strategy affects an amount of (.1420), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (2.007), and it was found that the strategy and operations of information technology affect By (.1940), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (2.303), and that the business infrastructure “business structure” affects by (.3370), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.460). In confirmation of the results of the regression equation, the value of the correlation coefficient R of the relationship between the dimensions of strategic fit and the job satisfaction index reached (0.521), which is a function at the level of ($\alpha \leq 0.05$). The values of the coefficient of determination were R^2 and the adjusted coefficient of determination was R^2, which amounted to (0.272) and (0.260), respectively, which reflects that the value of (0.272) changes in the job satisfaction index in the Union Bank of Iraq is caused by the change in the dimensions of strategic compatibility (business strategy; IT strategy and operations; business infrastructure “business structure”) in addition to the net level of interest in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) after eliminating the values of standard errors generated by the indicator Job satisfaction with a value of (0.260).

This confirms that the third sub-hypothesis is incorrect, and therefore the null hypothesis is rejected, and the alternative hypothesis is not rejected, which states:

There is a statistically significant effect of the dimensions of strategic alignment on the job satisfaction index in the Union Bank of Iraq at the significance level ($\alpha \leq 0.05$).

Table 13: Multiple Regression Analysis test for the effect of the dimensions of strategic fit on the job satisfaction index in the Union Bank of Iraq

depende	**Model summary**	**ANOVA**	**regression coefficients**

nt variable	R correlation	R^2 The coefficient of determination	Adjusted R^2 Modified determination factor	F calculated	DF degrees of freedom		Sig*	β		T calculated	Sig*
organizational performance	**0.521**	**0.272**	**0.260**	**33.421**	regression	4	**0.000**	business strategy	0.142	2.007	0.046
					the rest	137		IT strategy and operations	0.194	2.303	0.022
					the total			IT Structure and Operations	0.107	1.457	0.146
						141		Business Infrastructure "Business Structure"	0.337	3.460	0.000

* Significant at the level ($\alpha \leq 0.05$).

Fourth sub-hypothesis

HO4: There is no statistically significant effect of the dimensions of strategic compatibility (business strategy; information technology strategy and operations; information technology structure and operations; business infrastructure “business structure”) on the financial capacity index in the Union Bank of Iraq at the level of significance ($\alpha \leq 0.05$).

The results in Table (14) show that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the dimensions of strategic compatibility (business strategy; information technology strategy and operations; business infrastructure “business structure”) on the financial capacity index in the Union Bank of Iraq. The effect value of the effect model as a whole, which is expressed by the calculated F index, was (37.466), which is a function at the level of ($\alpha \leq 0.05$). As for the effect of each of the dimensions of the strategic fit, the impact β values showed that the business strategy affects by (.3390), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (.2813), and it was found that the strategy and operations of information technology It affects by (.3550), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value of (3.613), and that the business infrastructure "Business Structure" affects by (.4770), which is a function at the level ($\alpha \leq 0.05$) in terms of the calculated T value. adult (3.934). In confirmation of the results of the regression equation, the value of the correlation coefficient R of the relationship between the dimensions of strategic alignment and the financial ability index reached (0.835), which is a function at the level of ($\alpha \leq 0.05$) .The values of the coefficient of determination were R^2 and the adjusted coefficient of determination was R^2, which amounted to (0.697) and (0.679), respectively, which reflects that its value (0.697) of changes in the financial capacity index in the Union Bank of Iraq is due to the change in the dimensions of strategic compatibility (business strategy; IT strategy and operations; business infrastructure “business structure”) in addition to the net level of interest in the dimensions of strategic alignment (business strategy; IT strategy and operations; business infrastructure “business structure”) after eliminating the values of standard errors generated by the indicator The financial capacity is (0.679).

This confirms the incorrectness of accepting the fourth sub-hypothesis, and therefore rejects the null hypothesis, and accepts the alternative hypothesis which states:

The effect of the dimensions of strategic alignment on the financial ability index in the Union Bank of Iraq is a statistically significant at the significance ($\alpha \leq 0.05$).

Table 14: Multiple regression analysis test for the effect of the dimensions of strategic alignment on the financial ability index in the Union Bank of Iraq

dependent variable	Model summary			ANOVA				regression coefficients			
	R correlation	R^2 **The coefficient of determination**	Adjusted R^2 **Modified determination factor**	**F calculated**	**DF degrees of freedom**		Sig*	β		**T calculated**	Sig*
organizational performance	**0.835**	**0.697**	**0.679**	**37.466**	regression	4	**0.000**	business strategy	0.339	3.281	0.000
					the rest	137		IT strategy and operations	0.355	3.613	0.001
					the total	141		IT Structure and Operations	0.079	0.589	0.558
								Business Infrastructure “Business Structure”	0.477	3.934	0.000

* Significant at the level ($\alpha \leq 0.05$).

VI. Result And Recommendations

6.1. Introduction

The study raised a number of questions and also presented hypotheses related to the influence between the variables of the study, and reached several results that contributed to solving the study problem and answering its questions and hypotheses.

6.2. The Results

6.2.1. Descriptive Results for the Study Variables

1. The arithmetic averages of the dimensions of strategic compatibility in the Union Bank of Iraq ranged between (2.916 - 3.161) with a total average of (3.053) on the five-point Likert scale, which refers to the average reality of the dimensions of strategic compatibility in the Union Bank of Iraq. It came after information technology strategy and operations in the first place with a mean of (3.161), and in the second place came after business strategy with a mean of (3.087). After business infrastructure, "Business Structure" came in third place, with an average of (3.051). Finally, in the fourth place, after the structure and operations of information technology, it received an arithmetic average of (2.916).
2. The arithmetic averages of the organizational performance indicators of the Union Bank of Iraq ranged between (2.917 - 3.173) with a total average of (3.073) on the five-point Likert scale, which refers to the average reality of the organizational performance indicators of the Union Bank of Iraq. The learning and growth index came in the first place with an average of (3.173), and in the second place came the job satisfaction index with a mean of (3.148). The training and development indicator came in third place, with an average of (3.056). Finally, in fourth place, the financial ability obtained an arithmetic average of (2.917).

6.2.2. Results of the Study Hypotheses Test

1. The impact of the dimensions of strategic alignment on the organizational performance of the Union Bank of Iraq is a statistically significant ($\alpha \leq 0.05$) in terms of learning and growth; training and development; job satisfaction; financial capacity.

This finding is consistent with that of the McCardle study; Rousseau and Krumwiede (2019), which showed that strategic alignment affects the operational performance of service companies in the United States of America. The Sabherwal study result also agree; Sabherwal and Havakhor (2019), which showed that strategic alignment affects the performance of companies in the United States of America.

2. The absence of a statistically significant effect of the structure and operations of information technology on the organizational performance of the Union Bank of Iraq in terms of learning and growth; training and development; job satisfaction; financial ability at the significance level ($\alpha \leq 0.05$).

This result is consistent with the result of the study of Bouhlel et al. (2016), which showed that the absence of compatibility between strategy and organizational structure will lead to low performance for medium and large-sized Algerian enterprises.

6.3. Recommendations

1. Convince the decision makers in the Union Bank of Iraq of the significance of take on proceed toward strategic compatibility for their successful donation to determining strategic priorities.
2. Enhancing the work environment of UBI by relying on the principles of strategic compatibility by making a compatibility between all the contents of information technology and both the strategy, structure and programs of the bank, leading to an increase in the efficiency and effectiveness of performance.
3. Convince the management of the Union Bank of Iraq to pay attention to the development of current banking services in line with contemporary banking developments, through the use of houses of expertise related to the development of banking services.
4. UBI management reviewing the finest application for the use of information technology in R(research) & D (Development) to reflect this positively in the strategy and operations of strategic compatibility.

5. The Union Bank of Iraq to provide technology support for its operational operations to reflect positively on its performance levels.

6. The management of the Union Bank of Iraq delegated part of the decision-making powers to individuals who are in supervisory positions, for its contribution to improving the infrastructure of the bank's business and its reflection on achieving good performance levels.

7. Improving training programs and taking care of them by the management of the Union Bank of Iraq, through the use of leading institutions in the field of training and consultancy.

8. The Union Bank of Iraq shall set a wages and salaries policy commensurate with the human competencies working in it.

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Supplement List

Appendices (1): Names of arbitrators

Appendices (٢) Brief about Union Bank of Iraq

Appendices (٣): Questionnaire

Appendices (1): Names of arbitrators

No.	Name	Specialization	University
1	Prof. Khaled Bani Hamdan	Business Adminstration	Amman
2	Prof. Bilal AL- Sakarneh	Business Adminstration	Isra
3	Prof. Saad Ali Alaneze	Business Adminstration	Baghdad
4	Dr. Ahmed Abdulkader Najm	Business Adminstration	Baghdad of Economic Sciences
5	Prof. Zakaria Mutlaq Aldoori	Business Adminstration	Isra
6	Prof. Adel Harhoush Salih	Business Adminstration	Al-Douha
7	Prof. Abdul Azeez Ahmed Alsharbati	Business Adminstration	Middel East
8	Prof. Abdul Azeez Al-Nidawy	Business Adminstration	Al-Zaytoonah

Appendices (٢) Brief about Union Bank of Iraq

The UBI was confirmed under the certificate of incorporation numbered 9321 on 9/23/2002 issued by the Companies Registrar Department and obtained a license to practice banking under the Central Bank letter numbered 9/3/240 dated 9/3/2004. The current capital of the bank is (252 billion) two hundred fifty-two billion Iraqi dinars.

The private banking services in the Union Bank of Iraq are represented in investment services, foreign services and international services through its relations with correspondent banks abroad. The brokerage services also include trading of securities, trading of shares and money transfers. The bank seeks to open other branches in Sulaymaniyah, Dohuk, Hilla, Kut, Kirkuk, Muthanna, Baghdad Al-Mansour and other areas in Baghdad to be always ready to provide services to its customers wherever they are. banking.

Appendices (٣): Questionnaire

Mr. E/Mr.. Greetings

The researcher is conducting a study entitled "The Impact of Strategic Compatibility on Organizational Performance: An Applied Study for a Sample of Employees at UBI".

Where the study aims to know the impact of the dimensions of strategic compatibility on organizational performance with respect to the individuals working at UBI. Therefore, please kindly fill in the blanks with a sign (√), knowing that the information will be treated confidentially and used for scientific research purposes.

Thank you for your kind cooperation and participation in answering the questions of the questionnaire

Researcher

Zaıd Abdulazeez ALDOORI

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(1) Gander

☐ **Male** ☐ **Female**

(2) Age

☐ 40 Years or less ☐ From 41 – 45 Years

☐ From 46 – 50 ☐ 51 Years and above

(3) Qualification

☐ Bachelors ☐ High Diploma

☐ Master ☐ Doctorate

(4) Years of Experience

☐10 Years or less ☐ From 11 – less than 15 Years

☐ From 15 – less than 19 Years ☐ 20 Years and above

(5) Job Title

☐ Deputy / Assistant Director ☐ General Manager

☐ Head of Section ☐ Department Director

Surwey Form

No	Item	Answer alternatives				
		Strongly disagree	Disagree	moderately Agree	Agree	Strongly Agree
business strategy						
1	The Union Bank of Iraq seeks to reduce the prices of banking services					
2	Union Bank of Iraq is constantly looking for opportunities to enter new markets					
3	Union Bank of Iraq maintains existing markets while catching up with new ones					
4	Union Bank of Iraq is interested in leadership in developing services					
5	Union Bank of Iraq is interested in the strategy of excellence in providing banking services					
6	Union Bank of Iraq is concerned with the stability of current services, with interest in developing services that have been proven to be successful					
IT strategy and operations						
7	Union Bank of Iraq uses information technology to obtain customer opinions in providing the service					
8	Union Bank of Iraq uses information technology to support research and development					
9	Union Bank of Iraq uses information technology in commercial banking operations					
10	Union Bank of Iraq uses advanced information technology to market its banking services					
11	The Union Bank of Iraq uses competitive intelligence systems to obtain the required information					

12	Union Bank of Iraq is interested in acquiring contemporary technology to achieve leadership in the labor market					
IT Structure and Operations						
13	Union Bank of Iraq has the appropriate software to analyze and classify data					
14	Union Bank of Iraq uses electronic means of communication with its customers					
15	The IT infrastructure in Union Bank of Iraq is highly flexible					
16	Union Bank of Iraq has high capabilities in information technology planning					
17	The Union Bank of Iraq provides telecommunications network services					
18	Union Bank of Iraq provides support technology for its operations					
Business Infrastructure "Business Structure"						
19	The employees of the Union Bank of Iraq are assigned the tasks that are consistent with their capabilities					
20	The employees of the Union Bank of Iraq shall abide by all instructions related to the implementation of activities and events					
21	The departments in the Union Bank of Iraq are in charge of making decisions related to facilitating their affairs.					
22	The career path and administrative work in Union Bank of Iraq depends on a clear description					
23	The senior management of the Union Bank of Iraq reviews the decisions taken					
24	The Union Bank of Iraq relies on integration and coordination in the activities and events it performs					

No	Item	Answer alternatives				
		Strongly disagree	Disagree	moderately Agree	Agree	Strongly Agree
learning and growth						
25	Union Bank of Iraq collects information in order to develop its business initiatives					
26	Union Bank of Iraq collects information on current markets in order to improve its operations					
27	Union Bank of Iraq departments exchange information on an ongoing basis					
28	The Union Bank of Iraq forms work teams when it obtains information					
29	The Union Bank of Iraq relies on the recommendations of the work teams on the mechanisms for benefiting from information					
training and development						
30	Union Bank of Iraq depends on determining the training needs of its employees according to scientific methods					
31	The Union Bank of Iraq constantly evaluates the quality of its training programs					
32	Union Bank of Iraq develops renewable training programs to train and develop its employees					
33	New employees at Union Bank of Iraq undergo an intensive training program before starting work					
34	Union Bank of Iraq diversifies its training programs to cover all areas of development necessary for it					
Job Satisfaction						
35	The wages of the employees of the Union Bank of Iraq are commensurate with the effort expended					
36	The employees are proud of their work, Union Bank of Iraq					

37	The employees of the Union Bank of Iraq feel comfortable with the conditions of the work environment					
38	The employees of the Union Bank of Iraq feel real pleasure in doing business					
39	The employees of the Union Bank of Iraq feel satisfied with the work requirements					
financial Ability						
40	Union Bank of Iraq seeks to increase sales through diversification of services					
41	Union Bank of Iraq increases the efficiency of the services provided to improve its returns					
42	Union Bank of Iraq seeks to increase annual returns					
43	Union Bank of Iraq relies on technological applications to reduce its costs					
44	The Union Bank of Iraq adopts a strategy to reduce the costs of completing activities					