

Organizational Health and its Impact on Banking Performance: An Analytical Study of the Opinions of a Sample of Investors in the Iraq Stock Exchange

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Abstract: The current research aims to determine the extent to which organisational health is reflected in its dimensions (clarity of goals, morale, effectiveness of resource use, innovation, and communication efficiency) in banking performance in its dimensions (employee satisfaction, productivity improvement, and growth) among a sample of investors in the Iraq Stock Exchange. The current research commenced by addressing an important problem for investors in the Iraq Stock Exchange, reflected in the question: What is the reflection of regulatory health on the banking performance of a sample of investors in the Iraq Stock Exchange? Based on this question, the research adopted the questionnaire tool to collect the necessary opinions and data to address this phenomenon and to identify the essential points that support the aggravation of this problem. Consequently, the research was based on data analysis using the programmes (SPSS & AMOS V.28) to analyse a sample of 87 investors in the Iraq Stock Exchange according to a set of indicators represented in arithmetic mean, standard deviation, stability coefficient, normal distribution, correlation and impact coefficient, and interpretation coefficient. According to the outputs of these indicators, the research presented several important results, foremost of which was the existence of correlations and significant influence between regulatory health and banking performance, which in turn contributed to giving investors great confidence in dealing with the Iraq Stock Exchange and building positive perceptions in the long term.

Key words: Organizational health, banking performance, Iraq Stock Exchange.



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Introduction

The banking sector is of particular importance as one of the main pillars in building the economic structure of any country, due to its direct impact on the development movement through the support and activation it provides to various economic and social fields. The banking sector is one of the sectors that faces the most difficulties and continuous challenges represented in intense competition (Al-Sayed, 2014: 537), which imposes on the organisation to which it belongs the need to seek to apply modern administrative methods that enhance its ability to keep pace with successive developments in the work environment and support its ability to adapt, survive, compete and achieve its goals efficiently and effectively. This refers to the concept of health, as this concept directs the resources and capabilities of the organisation to overcome challenges. It also seeks to provide a positive organisational climate that achieves integration between the objectives of the organisation and the goals of employees. Management thought is replete with various administrative approaches that can support the organisational health of the organisation (Sewify, 2021:66), as organisational health is a crucial factor that directly influences banking performance, reflecting the capacity of commercial banks to adapt to changes, whether economic, political or social, in order to meet the requirements of customers and investors, thereby contributing to enhancing financial stability and increasing the intensity of competition.

Regulatory health also works to enhance confidence between the bank and investors through operations and disclosures of information at the right time and place that the investor needs, and this in turn is a vital element to attract investments and build a suitable work environment for growth and investment, as investors often tend to invest in institutions with strong performance and high health to increase the flow of their capital, which enhances their capabilities to expand and progress in providing the best services. Hence the current research aims to shed light on regulatory health and its reflection on banking performance, and in order to achieve this goal, the research was divided into four sections: the first part covers the research methodology, the second part discusses the theoretical framework, the third part addresses the practical side, while the fourth part presents a set of conclusions and recommendations, which it is hoped that the surveyed investors will take.

Part One: Research Methodology

First: Research Problem

The success of the organisation depends on its ability to survive in a rapidly changing and highly competitive work environment, which requires it to strengthen its ability to adapt to these changes and bring about development that suits the new business requirements. An appropriate work environment and organisational health must be improved. On the other hand, some organisations face many challenges that hinder enhancing their ability to change and grow, as these challenges are manifested in poor adaptation to environmental changes, lack of clarity of the goals they seek to achieve and successful implementation mechanisms, in addition to low morale and weak mutual trust between employees and the organisation. These problems negatively affect the performance and effectiveness of the organisation and the performance of employees, impairing their ability to succeed in the work environment. Therefore, attention to organisational health has become essential to support the organisation's ability to address issues affecting its banking performance. **From this point of view, the research problem can be formulated in a fundamental question (What is the reflection of regulatory health on the banking performance of a sample of investors in the Iraq Stock Exchange?),** and from this problem emerges several sub-questions:

1. What are the mechanisms adopted by the surveyed investors to achieve organizational health?
2. What are the ways through which banking performance can be improved based on organizational health?

3. What is the level of availability of organizational health and banking performance among the surveyed investors?
4. What are the advantages and benefits that organizational health can add to banking performance?
5. Is there a positive and significant relationship between organizational health and banking performance among the research sample investors?

Second: Importance of Research

The importance of the current research in directing investors to build the health of their internal and external banks in order to consolidate relations and interact with actors to ensure creative innovation and then achieve the goals they seek to achieve, as well as the importance of research in:

1. Encourage investors to enhance the performance of their investments by understanding and analysing regulatory health that can bolster and support their banks, thereby directing efforts and resources in the appropriate directions.
2. Enhancing the potential of investors through innovation and development based on data and information analysis, followed by investing in the right place and at the right time, which serves to direct efforts towards adapting to changes.
3. Encouraging investors to adopt regulatory health mechanisms to enhance interaction and cooperation with the banks in which they invest, ensuring the achievement of the desired banking performance.
4. Work to reassure the leaders of the banks in which they are invested by analysing the performance of the financial market, improving the context of operational efficiency, and increasing confidence in the banking system, which contributes to attracting capital to the markets.

Third: Objectives of Research

The general objective of the current research is to determine the role of regulatory health and its reflection on the banking performance of a sample of investors surveyed in the Iraq Stock Exchange, while the other objectives that the research aspires to achieve are:

1. Determine the mechanisms adopted by the surveyed investors to achieve organisational validity.
2. Identify ways in which banking performance can be improved based on organisational health.
3. Measuring the level of regulatory health and banking performance of the surveyed investors.
4. Statement of the advantages and benefits that regulatory health can add to banking performance.
5. Determine the nature of the relationship between regulatory health and banking performance among the surveyed investors.

Fourth: Research Hypothetical Scheme and Hypothesis Development

The hypothetical model of the study is concerned with the nature of the research problem and how to address it, which calls for the creation of a hypothetical diagram that clarifies the hypotheses and foundations through which the objectives that the research seeks to achieve can be determined, as shown in Figure (1). The hypothetical model of the research consists of two variables:

1. **Independent variable: Organisational Health**, and this variable is represented in five dimensions (clarity of goals, morale, effectiveness of resource use, innovation, and efficiency of communication).
2. **Dependent variable: Banking Performance**, and this variable includes three dimensions (employee satisfaction, improved productivity, and growth).

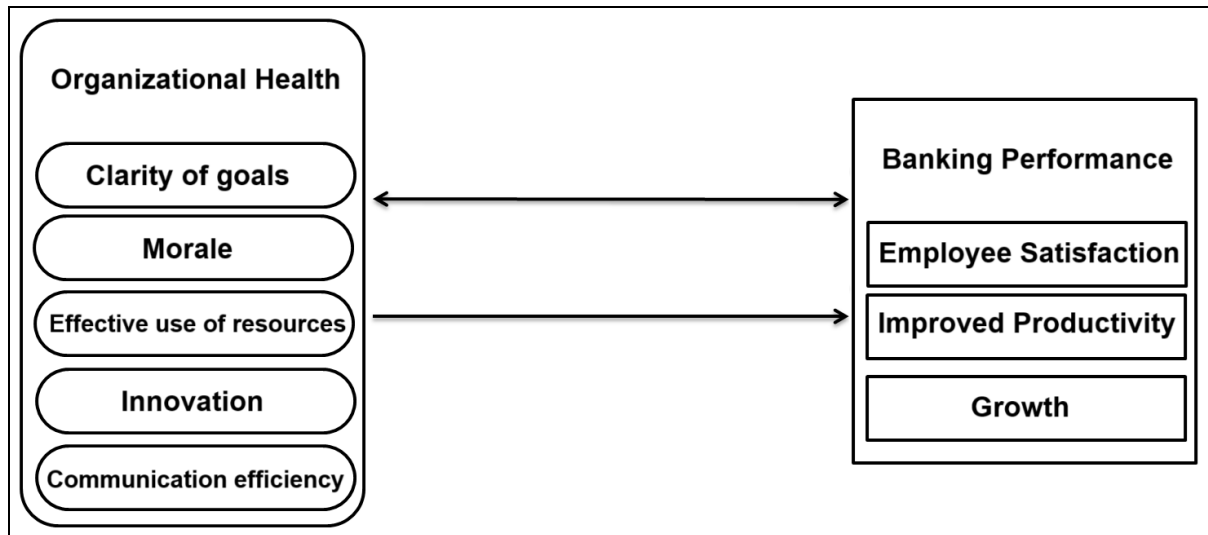


Figure (1) Research Hypothetical Scheme

Based on the constructed plan, two hypotheses can be developed:

H₁: There is a significant correlation between organizational health and banking performance, and the following hypotheses emerge from it:

1. There is a statistical correlation between the dimension of clarity of objectives and banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
2. There is a statistical correlation between the dimension of morale and banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
3. There is a statistical correlation between the dimension of resource utilization effectiveness and banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
4. There is a statistical correlation between the dimension of innovation and banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
5. There is a statistical correlation between the dimension of communication efficiency and banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).

H₂: There is a significant effect of organizational health on banking performance, and the following hypotheses emerge from it:

1. There is a significant effect of the dimension of clarity of goals on banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
2. There is a significant effect of the dimension of morale on banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
3. There is a significant effect of the dimension of resource use effectiveness on banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).

4. There is a significant effect of the dimension of innovation on banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).
5. There is a significant effect of the dimension of communication efficiency on banking performance in its dimensions (employee satisfaction, productivity improvement, and growth).

Fifth: Research Sample

The research community included banks in the Iraq Stock Exchange and by (47) banks, either the research sample was represented by a number of investors in the Iraq Stock Exchange, as (100) questionnaires were distributed in cooperation with a number of brokers in the sale and purchase of securities, and (92) questionnaires were retrieved, and after tabulating the data it turned out that the number of questionnaires valid for analysis was (87).

Part Two: Theoretical Framework

First: Organizational Health

1. The Concept of Organizational Health

Organizational health refers to an organization's ability to act effectively to achieve positive long-term performance, adapt appropriately, change appropriately, and grow from within, through alignment of strategic objectives (Bakker & Demerouti, 2017:274). pointed out that (Fitchett et al., 2018:100) it is the degree of attachment of employees to the organization to which they belong, and the feeling they have so that they are ready to make the maximum effort to achieve goals, adopt and continue their values and the ability to align the goals of the organization and personal goals.

defined it as a (Shanafelt&Noseworthy,2017:131) state in which an organization exists, according to its duties and responsibilities that enable it to remain appropriately present in various environments and situations, and to be capable of improving or changing continuously to achieve a level of successful performance that meets all long-term expectations. The organization's ability to deliver superior financial and operational performance in the long term is a state of full operation, free of barriers, of all formal and informal organizational processes, both major and secondary (Williams et al., 2020:3). Healthy organizations are those where individuals wish to remain, and are useful and effective in their environment (Nutbeam and Lloyd, 2021:161).

The term organizational health is one of the modern administrative terms in management science, and like other administrative terms, it emerged as a result of changes in the work environment and significant technological developments, as well as a series of studies and analyses by writers and researchers in business administration (Alzoubi et al., 2022:231; Abbas et al., 2024:3). Interest in studying and analysing the work environment in organisations has increased over the past years, due to the rapid changes in the internal and external environment of organisations, accompanied by the swift development of technology (Jaafari et al., 2023:3).

Organisational health provides a clear understanding of the organisational climate, illuminating the strengths of the organisational climate that must be reinforced by the organisation's management, and highlighting weaknesses that require examination, monitoring, and resolution by the organisation (Brega et al., 2019:128), with the objective of enhancing and elevating the level of organisational health within it, thereby improving the performance of the organisation as a whole (Imaniyati et al., 2024:288).

Through the foregoing, it can be said that organisational health is a set of long-term organisational characteristics, that is, the organisation that enjoys organisational health enjoys stability and stability in the long term, develops and updates itself continuously, and makes a great effort to remove internal disputes, and enjoys flexibility and high productivity.

2. The Importance of Organizational Health

Organizational health is one of the modern approaches to studying the work environment, and the positive organizational climate reflects the organizational health of the organisation. An organisation with the right organisational health and organisational climate has the ability to maintain its survival and the ability to deal with environmental changes efficiently and continuously (Kaper et al., 2021:2-3; Sultan et al., 2024:2). pointed out that (Alzoubi, 2022:430) the concept of organisational health is of great importance, as it depends on managers and how they can create a comfortable and healthy place for workers, to work with enthusiasm and confidence, and they can rely on themselves and solve problems, and contribute to achieving the goals of the organisation without conflicts and additional costs.

The importance of organizational health can be identified in the following points (Jaafari et al., 2023:3; Lindert et al., 2023:738):

- a. Providing awareness and shared consciousness among employees.
- b. Raising morale and confidence among employees.
- c. Meeting the needs of employees and caring for them.
- d. Empowering the workforce and improving their performance.
- e. Organizational commitment.
- f. Good information exchange.
- g. Achieving goals.
- h. Adaptation and problem solving.
- i. Organizational effectiveness.
- j. The main evaluation tool.
- k. Maintaining the organization's survival in a competitive environment.

From the above, it can be said that the importance of organizational health is represented in providing employees with shared awareness and awareness of the factors affecting the internal and external environment of the bank. In addition, good awareness contributes to increasing the effectiveness of the agreed-upon aspects of the bank's members, which leads to increased effectiveness and cohesion among the bank's parts.

3. Dimensions of Organizational Health

Sewify (2021:77) identified four dimensions of organizational health, which are as follows:

a. Clarity of Goals

Clarity of goals is one of the key dimensions of organisational health, as it refers to how clearly and clearly defined the required goals are in the organisational context and how individuals interact with these goals. Having clear objectives contributes to improved performance and effectiveness within organisations (Van der Hoek et al., 2018:473). Clarity of objectives is a vital element in promoting regulatory health, and banks should seek to improve it through effective strategies and clear communication (Collin, 2025:2).

b. Morale

The morale dimension relates to the level of motivation and positive emotion that individuals carry within an organisation, and how this affects overall performance and the work environment (Alzoubi, 2022:430). Morale refers to the general psychological state of individuals within the organisation, how they feel about work, their colleagues and the environment in which they work,

and high morale reflects individuals' satisfaction and sense of appreciation and respect within the workplace (Van der Hoek et al., 2018:473).

c. Effectiveness of Resource Use

The effectiveness of resource use relates to how an organisation can optimally utilise its resources to achieve strategic objectives. These resources include human, financial, material, and technological resources (AGA, 2016:518). Effective resource use refers to an organisation's ability to make the most of its limited resources by allocating and managing them in ways that ensure that objectives are achieved more efficiently. This effectiveness includes the ability to reduce waste and increase productivity (Brega et al., 2019:128).

d. Innovation

Innovation is a vital dimension of organisational health, as it refers to the Bank's ability to develop new ideas and improve operations, services and products, and this dimension addresses many elements that enhance the Bank's competitiveness and help it adapt to rapid changes in the business environment (Brega et al., 2019:128). Innovation can give banks a competitive advantage in the market, as they can offer new products and services that better meet customer needs (Van der Hoek et al., 2018:473).

e. Communication efficiency

Communication efficiency is the main goal of each organisation in order to ensure survival and competition in the turbulent business environment, which in turn requires creative mechanisms and methods that improve and enhance its ability to communicate with the environment (Vdovichen et al., 2023:38), and communication efficiency expresses the amount of information that can be invested in order to reach the goals that the organisation seeks to achieve (Dong et al., 2023:6).

First: Banking Performance

1. The Concept of Banking Performance

The subject of performance is one of the most important topics in commercial banks, because the success of any bank is related to the efficiency and effectiveness of its work performance, so we find that performance is the main axis around which the efforts of managers are focused as it constitutes the most important goals of the organization (Tam & Oliveira, 2017: 1045). The role played by the bank in the economy of any country can be decisive for the financial intermediary in the financial markets through its successful transactions, leading to financial stability and contributing to the growth of the economy (Nizam et al., 2019:36).

(Alrazehi et al., 2021:2) indicated that performance depends on the logical stages of work, starting from the cause to the actual results. It is difficult to define performance, but it can be no less than the following three meanings or connotations:

- a.** A successful result in work or the success of the work itself.
- b.** Performance is an ideological word for progress, effort, and always making the best.
- c.** Performance shows the ability to move, so continuous efforts are preferred.

It is the production of a specific effort made by an individual or a group of individuals to reach the specified strategic goals (Aras et al., 2018:601). Bank performance reflects the results achieved that are expected to meet the set goals, as it is represented by the final results achieved by the activities of the organization (King et al., 2018:288). indicated that (Ahinful et al., 2024:1194) it represents the ultimate goals of business organizations that they seek to achieve through their work, as well as reflecting the difference between the value provided to the market and the consumed values, which are the costs of various activities of business organizations.

From the above, it can be said that the banks performance is a state of the organization's competitive ability, which involves the economic concept of creating wealth or value for the organization. Performance here means the existence of a relationship between the cost and the value of the benefits obtained.

2. The Importance of Banking Performance

The importance of performance for commercial banks is embodied in the following:

- a. Stakeholders represented by (owners, shareholders, employees, lenders, customers) (Rosmanidar et al., 2021: 17).
- b. Performance is an important tool for making all business organizations compete in the market. It is a guide for the organization that indicates the required improvement trends in operational activity (Azmi et al., 2021: 2).
- c. The importance of performance is highlighted by its impact on business profitability, as performance affects the profitability of service businesses. The literature that addressed service topics focused primarily on the relationship between quality and profitability, and that performance directly affects service profits. Accounting and operations management focused on the impact of productivity on profitability (Almashhadani, 2022: 3).
- d. Performance is characterized by being a broad and evolving concept, and its contents are characterized by speed due to the change and development of the positions and circumstances of business organizations due to the change in the circumstances and factors of their external and internal environment alike and the difference in the standards and measures adopted in studying and measuring performance. It is characterized by comprehensiveness and continuity, and thus in this sense it is the key to the success of the organization and its survival in its target markets (Abdurrahman et al., 2024:3).

3. Dimensions of Banking Performance

identified (Alkathiri et al., 2019: 1085) the dimensions of banking performance as follows:

- a. **Employee satisfaction:** Employee satisfaction is one of the important dimensions of banking performance, as it directly affects the quality of service and reflects the general health of the work environment in banking institutions (Almashhadani, 2022: 3). When employees are satisfied with their jobs, this satisfaction is reflected in their performance and interaction with customers, which leads to improving the customer experience and increasing their loyalty (Menicucci & Paolucci, 2023: 564).
- b. **Improving productivity:** Improving productivity is considered one of the vital dimensions of banking performance, as productivity directly affects the operational efficiency and profitability of banking institutions (Kayed et al., 2024: 3). Productivity in this context means achieving the highest level of output (banking services or products) at the lowest possible cost and time (Xiazi & Shabir, 2022: 3).
- c. **Growth:** The growth dimension is a fundamental dimension in evaluating banking performance, as it reflects the institution's ability to expand, increase business volume, and achieve sustainable returns (Aras et al., 2018: 602). Growth includes a variety of factors that contribute to enhancing the bank's competitive position and increasing its market share (Almashhadani, 2022: 3).

Part Three: The Practical Side

First: Description, Coding and Stability of the Measurement Tool

This paragraph is concerned with coding and describing the study variables and their sub-dimensions using their foreign terms, in order to facilitate the use of statistical analysis and

processing methods for the data extracted from the questionnaire. This procedure will also make it easier to read and interpret the data. Table (1) shows the main variables of the study and its sub-dimensions, in addition to its foreign language symbols and the number of paragraphs related to each dimension. It is also clear from the results of table (1) that the variables of the research achieved an acceptable stability higher than (0.70) and this means that the questionnaire tool is characterised by consistency and homogeneity between its paragraphs and that this tool expresses the opinions of the research sample, as it is clear that the variable of organisational health achieved a stability of (0.982), while the variable banking performance achieved a stability equal to (0.958), and the dimensions of these variables came with varying stability ranging from (0.916) for the morale dimension OHMO to (0.860) for the innovation dimension OHIN.

Table (1) Coding and Stability of Research Variables

Variable	Dimension	Number of Paragraphs	Code		Cronbach's Alpha	Source
Organizational Health	Clarity of goals	5	OHCG	OHE	0.870	Sewify,2021
	morale	4	OHMO		0.916	
	Effective use of resources	4	OHER		0.890	
	Innovation	4	OHIN		0.860	
	Communication efficiency	4	OHCE		0.887	
Banking performance	Employee satisfaction	5	BPES	BPE	0.870	Alkathiri et al.,2019
	Improve productivity	5	BPIP		0.881	
	Growth	4	BPGR		0.881	

Second: Testing Moderation

The results of Table (2) explain that the data of the research paragraphs have a normal distribution due to their conformity with the rule at a significant level greater than (0.05), and this indicates that the results reviewed by the data of the Organisational Health and Banking performance variable can be generalised to the researched community, and this shows the validity and accuracy of the measurement tool.

Table (2) Results of the test of normality and inflation coefficient

Variable	Dimension	NO.	Normal distribution coefficients	Sig.
Organizational Health	Clarity of goals	5	0.174	0.146
	morale	4	0.158	0.136
	Effective use of resources	4	0.184	0.141
	Innovation	4	0.240	0.133
	Communication efficiency	4	0.220	0.105
	Normal distribution coefficient of a variable Organizational Health		0.159	0.115
Banking performance	Employee satisfaction	5	0.205	0.140
	Improve productivity	5	0.218	0.147
	Growth	4	0.172	0.140
	Normal distribution coefficient of a variable Banking performance		0.201	0.133

Third: Description of Research Changes

The results of Table (3) show the interest of the investors of the research sample in promoting Organisational Health, and this generated an arithmetic mean of (3.31) and a standard deviation of (0.42), and this interest came as a result of focusing on the Clarity of goals OHCG dimension as it obtained the highest arithmetic mean of (3.47), and a standard deviation equal to (0.56), which indicates that investors believe that Clarity of goals plays a pivotal role in promoting Organisational Health. While the Effective use of resources OHER dimension came in last place with an arithmetic mean of (3.24) and a standard deviation of (0.46), which indicates that this dimension needs to be improved to enhance Organisational Health, and this shows that investors consider Clarity of goals an important factor, while work should be done to improve Effective use of resources to achieve better results in Organisational Health.

The results also indicate that the focus of the investors in the research sample is on supporting banking performance, with an arithmetic mean of (3.27) and a standard deviation of (0.41). This interest arose from a focus on the dimension of Growth BPGR, which received the highest arithmetic mean of (3.30) and a standard deviation of (0.50), while Improve Productivity BPIP came last with an arithmetic mean of (3.23) and a standard deviation of (0.48). This shows that investors are concentrating on Growth as a key factor to support banking performance, while efforts to improve productivity should be strengthened to achieve better results in this area.

Table (3) Statistical Description of Research Variables

NO.	Mean	S.D	NO.	Mean	S.D	NO.	Mean	S.D
OHCG1	3.46	0.79	OHER	3.24	0.46	BPES4	3.20	0.73
OHCG2	3.37	0.64	OHIN1	3.44	0.64	BPES5	3.29	0.75
OHCG3	3.52	0.79	OHIN2	3.03	0.75	BPES	3.29	0.45
OHCG4	3.43	0.75	OHIN3	3.52	0.64	BPIP1	3.22	0.72
OHCG5	3.38	0.71	OHIN4	3.03	0.75	BPIP2	3.45	0.69
OHCG	3.47	0.56	OHIN	3.26	0.54	BPIP3	3.08	0.61
OHMO1	3.20	0.71	OHCE1	3.51	0.65	BPIP4	3.13	0.71
OHMO2	3.23	0.73	OHCE2	3.21	0.58	BPIP5	3.29	0.68
OHMO3	3.52	0.76	OHCE3	3.16	0.63	BPIP	3.23	0.48
OHMO4	3.46	0.75	OHCE4	3.16	0.74	BPGR1	3.31	0.69
OHMO	3.35	0.57	OHCE	3.26	0.42	BPGR2	3.32	0.73
OHER1	3.41	0.67	OHE	3.31	0.42	BPGR3	3.44	0.74
OHER2	3.20	0.71	BPES1	3.44	0.74	BPGR4	3.11	0.76
OHER3	3.23	0.66	BPES2	3.23	0.74	BPGR	3.30	0.50
OHER4	3.11	0.64	BPES3	3.32	0.73	BPE	3.27	0.41

Fourth: Testing Hypotheses

H₁: There is a significant correlation between organizational health and banking performance

It is noted from the results of Table (4) that the increased interest of investors in the research sample in Organisational Health and Banking performance contributed to strengthening the correlation between them by (0.907), and this indicates a very strong relationship between Organisational Health and Banking performance, which indicates that increased interest in one reinforces the other. Within this hypothesis, several sub-hypotheses are found, it is clear that the highest correlation strength between the dimensions came between the dimension of Communication efficiency OHCE and after Improve productivity BPIP and the magnitude of the correlation strength (0.819), while the relationship between the dimension of Clarity of goals OHCG and after Improve productivity BPIP got the last rank by the strength of correlation of

(0.733), and this shows that the enhancement of Organisational Health contributes significantly to improving banking performance, and that communication efficiency plays a pivotal role in this context, while clarity should be improved of goals for better results.

Table (4) Correlation Matrix

	OHCG	OHMO	OHER	OHIN	OHCE	OHE	BPES	BPIP	BPGR	BPE
OHCG	----									
OHMO	.887**	----								
OHER	.882**	.932**	----							
OHIN	.736**	.770**	.714**	----						
OHCE	.733**	.779**	.780**	.889**	----					
OHE	.923**	.950**	.935**	.892**	.904**	----				
BPES	.743**	.796**	.758**	.777**	.788**	.838**	----			
BPIP	.733**	.816**	.759**	.754**	.819**	.842**	.843**	----		
BPGR	.781**	.785**	.783**	.803**	.807**	.859**	.766**	.811**	----	
BPE	.806**	.856**	.822**	.834**	.862**	.907**	.930**	.948**	.922**	----

****.** Correlation is significant at the 0.01 level (2-tailed).

H₂: There is a significant impact of organizational health on banking performance

Table (5) and Figure (2) present the structural modelling of the nature of the impact of Organisational Health on Banking performance, as the results explain that the increased interest of investors in the research sample to improve Organisational Health contributes to supporting banking performance by a standard weight of (0.894) and a standard error of (0.045), demonstrating an improved ability to set goals and support morale for investors, and increasing effective use of resources, as well as the ability to innovate. Additionally, it supports communication efficiency, and all these requirements aim to enhance the performance of the bank by contributing to the interpretation of (0.823) of the square of variance in Banking performance, thus achieving a comparative value (F) equal to (394.470).

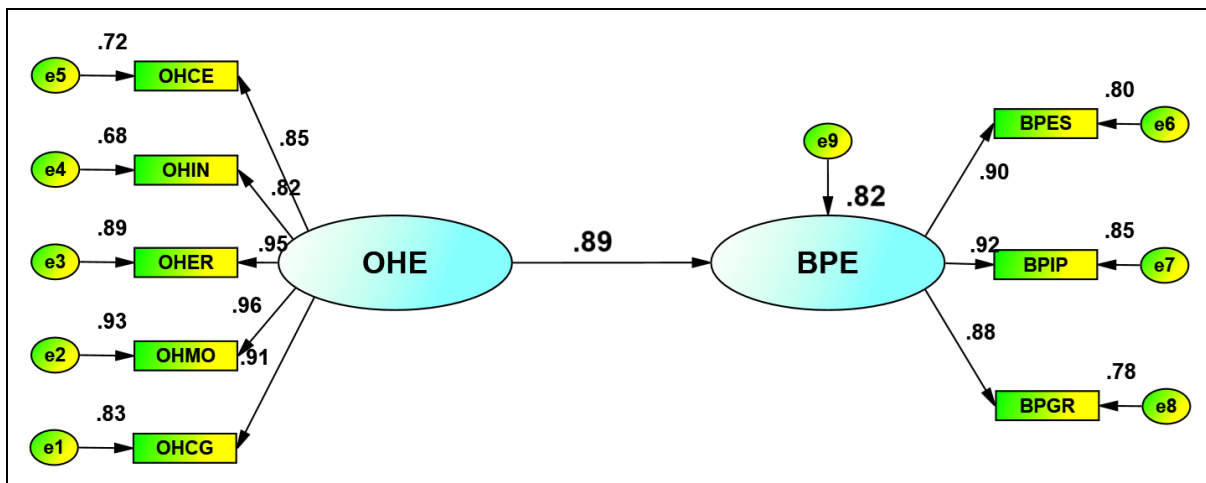


Figure (2) The measurement model for the impact of organizational health on banking performance

Table (5) Outputs of the measurement model for the impact of organizational health on banking performance

Path			Estimate	S.E	C.V-value	R ²	F	Sig.
OHE	--->	BPE	0.894	0.045	19.867	0.823	394.470	0.001

The results of Table (6) show a significant impact of the dimensions of Organisational Health on the dimensions of Banking performance, as it is clear that the highest effect was the dimension of Innovation OHIN on Banking performance, and this contributed to an important development in Banking performance of (0.882), with a standard error equal to (0.053), and a critical value of (16.642). The effect of the Innovation dimension indicates that it is a major dimension in enhancing Banking performance, which highlights the need to pay attention to Innovation in banking strategies.

On the other hand, it is noted that the lowest effect came from the impact of the dimension of Communication efficiency OHCE on Banking performance in its dimensions, as it is clear that the dimension of Communication efficiency OHCE contributed to an improvement of (0.500) in the bank's performance, with a standard error of (0.054) and a critical value of (9.259).

Based on the impact value of the Organizational Health dimensions in Banking performance in its dimensions, the Organizational Health dimensions contributed to the interpretation of (0.837) of Banking performance in its dimensions, while the remaining value is outside the research limits, thus achieving a comparative value (F) equal to (83.227).

From the above, it can be said that Innovation is the most influential factor in building, supporting and improving Banking performance; on the other hand, Communication efficiency needs to be strengthened, and the dimensions of Organisational Health in general work to explain Banking performance.

Table (6) Outputs of the measurement model for the impact of organizational health dimensions on banking performance in its dimensions

Path			Estimate	S.E	C.V-value	R ²	F	Sig.
OHCG	---	BPE	0.843	0.056	15.054	0.837	83.227	0.001
OHMO	---		0.804	0.048	16.750			
OHER	---		0.740	0.059	12.542			
OHIN	---		0.882	0.053	16.642			
OHCE	---		0.500	0.054	9.259			

Part Four: Conclusions and Recommendations

First: Conclusions

1. The results of the research showed the existence of correlation and significant influence between regulatory health and banking performance, which in turn contributed to giving investors great confidence in dealing with the Iraq Stock Exchange and building positive perceptions in the long term.
2. Investors are keen to enhance their capabilities in investing in Organizational Health mechanisms in order to enhance their investments in banking institutions by gaining more confidence.
3. Investors focus on improving their financial performance by achieving positive financial returns free of dispute, which guides them to use Organizational Health in order to reduce operational and legal risks and provide a more stable work environment.
4. The surveyed investors are interested in dealing with commercial banks that are free of illegal investments, which enhances the possibilities of investing their capital more legally and enhances their growth in the market.

5. The results showed that the surveyed investors have a great knowledge in adhering to transparency and disclosure standards in order to ensure building a positive reputation and better investment decisions.
6. The surveyed investors work to interact with the banks in which they invest in order to enhance trust between them and the actors and improve the performance of the bank by attracting attention to the possibilities and benefits offered by the banks in which they invest.
7. Investors are keen to use well-thought-out investment strategies by adopting Organizational Health mechanisms, and this improves their ability to adapt to economic changes.

Second: Recommendations

1. The need for the surveyed investors to focus on conducting a continuous analysis of the mechanisms of Organisational Health for commercial banks, which makes them happy to evaluate banking performance, mitigate risks and invest available investment opportunities.
2. Investors should be interested in following up on legislation and regulations, especially those related to the banking sector, as they directly and indirectly affect their reputation in the target markets.
3. Investors should focus on transparency in work and disclosure of all information to the target banks in order to enhance confidence and reduce potential risks.
4. Investors should follow the financial performance of the banks dealing with them in order to ensure the context of their sustainability, continuity and ability to adapt to economic and environmental changes instead of looking at short-term returns and revenues.
5. Investors should direct their interests to engage in developing their investment banking capabilities by adopting training courses and workshops to build a better understanding of the concepts of Organisational Health that enhance the bank's performance.
6. The need for the surveyed investors to invest financial knowledge to further diversify their investments in financial portfolios to reduce risks related to the bank's performance due to the intensity of competition in the labour market.
7. Investors should be interested in innovation, creativity and modern technology in their services, which enhances the efficiency of investment decisions and the overall performance of the bank, which in turn enhances and supports the performance of the bank and the internal and external investments of investors.

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