

Physiognomy and its impact on organizational health Strategic Analytical research in the General Directorate of Central Electric Power Production and its stations

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***Abstract**—The current research aims at its chapters to test the relationship and influence of strategic physiognomy as an independent variable in organizational health as a dependent variable in the Directorate General for the production of intermediate area electric power and all its stations in the city of Baghdad, and try to come up with a set of recommendations that will contribute to enhancing the practice and adoption of the two variables in the organizations surveyed. Based on the importance of the research topic to the society and its importance to the research organizations and their individuals, the analytical exploratory approach was adopted in accomplishing this research. The research society included the General Directorate of intermediate area Electric Power Production and its stations in Baghdad City, The study sample consisted of (General Director and his assistants and heads of departments and directors of stations and their assistants and heads of departments in the stations) as a sample intended for the research community represented by the Directorate General for the production of intermediate area electric power and all stations in the city of Baghdad, and comprehensive inventory, The researcher distributed (250) samples of the research sample, and collected the data from (243) respondents from the surveyed community by adopting the questionnaire which included (38) items , and using personal interviews and field observations as aids in collecting them. The research was based on programs (SPSS V.23) with descriptive statistical methods to test hypotheses (mean, standard deviation, Pearson correlation coefficient , simple regression coefficient , KMO test).The main findings of the research were the clear influence of strategic physiognomy in organizational health ,The research included four axes, the first of which is the methodology of the research, the second is the theoretical theory, the third is the presentation and analysis of the results and the hypothesis test, The fourth axis is devoted to the conclusions and recommendations .*

Keywords: strategic physiognomy, organizational health

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I. Research problem

The research problem stems from the limited perception, understanding and application of the strategic physiognomy dimension and organizational health in the General Directorate of Central Electric Power Production and its stations, and the limited adoption and practice of these variables and their dimensions in light of their understanding of the concepts and characteristics of each variable, as well as the field coexistence and interviews conducted by the researcher before the distribution of the questionnaire, which led to the diagnosis Researcher to the constraints of these two variables, Therefore, the researcher is asked to know the level of availability of these two variables in the directorate under investigation and its stations, and thus put his questions that reflect the problem :

1. What is the level of strategic physiognomy in the Directorate? What are their Highlights of practices, interests, adoption and implementation?
2. What is the level of awareness of the research sample in organizational health Which of its dimensions was more priority than the other?
3. What is the impact of the strategic survey on the organizational health of the General Directorate of Central Electric Power Production and its stations?

II. Research hypothesis

The two main hypotheses are:

The first hypothesis: Strategic physiognomy is associated with organizational health and its dimensions positively and morally.

The second hypothesis: There is a statistically significant impact of strategic physiognomy on organizational health.

: -shown in conceptual framework below

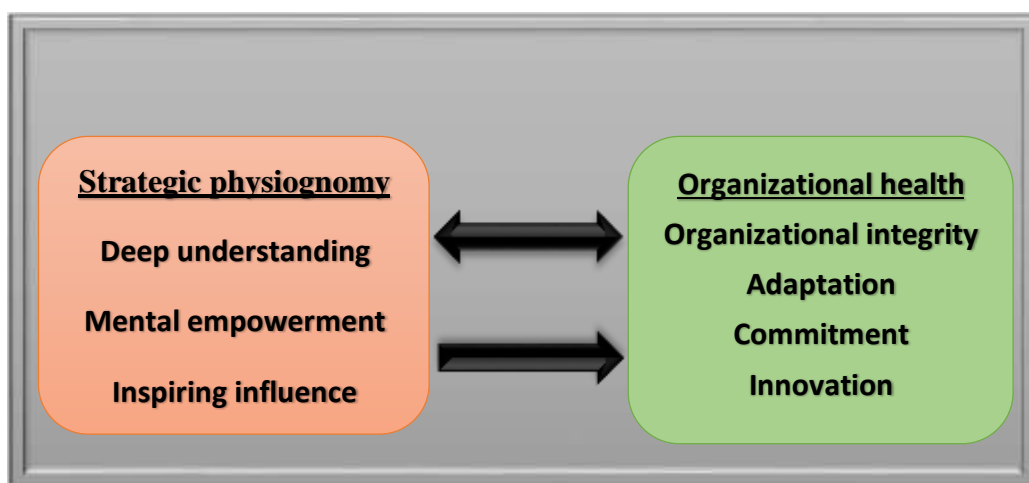


Figure 1 Conceptual Framework

III. Introduction

In the 21st century, Iraqi public service organizations face a crisis that has become known as the "leadership crisis", given their ability to influence the work environment effectively, honestly and fairly, The crisis and its effects have been reflected at all levels of the organization, The leading element represents the misguided organizations and their goals, Given the contributions he makes to the organization compared to others, because of his tasks, duties and visions, the need is more than ever for leaders of enlightenment and foresight who have the ability to look forward to the future clearly, They make themselves a starting point for change, and platform to achieve goals , vision, mission and values of the organization, Strategic physiognomy has contributed to enhancing the healthy climate of the organization through the ability to sensitize environmental variables , Understand their components and anticipate opportunities with insight into, determine the right course of action of the organization, ensure precedence over its competitors, gain new customers, and creative thinking in the most difficult situations to face uncertainty and environmental complexity and solve any problems in its work, Understand subordinates within the organization, identify emotional states of their mood and nature based on their physiological characteristics, as well as the mental empowerment of individuals to participate in the strategic decision-making process, inspire them to perform difficult tasks and duties, and generate a positive and inspiring working culture to increase their motivation at work .

It is imperative that today's institutions do their utmost to create a healthy environment characterized by integrity, openness, freedom of expression, commitment, reassurance and job satisfaction in light of the crisis of trust experienced by the administrative apparatus, as well as other crises such as the development of individuals' capacities and creativity and attracting and sustaining the best competencies to contribute to increasing the capacity of the organization. To adapt to different environmental conditions, they represent the core interest and purpose of leadership under the current reality of Iraqi public organizations.

The electricity sector is one of the vital sectors in Iraq, where the need has become urgent and necessary for the advancement of its reality in general, and through the General Directorate of Central Electricity Production and its plants in particular, given the economic openness and population growth and urbanization, which posed a major challenge for the Directorate and its stations in order to provide services The population of Baghdad governorate is continuously and of high quality according to international standards .

The research community represented the General Directorate of Central Electric Power Production and its stations in the city of Baghdad because of its prominent role in the production and generation of electric power in the province of Baghdad and provide the needs of its population , and work of thousands of individuals in it, In addition to the great importance of the electricity sector in Iraq in general, and its active contribution to the economy of the country and welfare of citizens .

The researcher selected the deliberate sample after his full calculation, exclusively for (243) individuals, representing (97%) of the research community (represented by the Director General and his assistants and heads of departments, Division managers, stations managers and their assistants, heads of departments and division managers in stations) .

The researcher adopted the exploratory analytical approach to create a healthy environment that stimulates creativity for its members and promotes commitment and adaptation dominated by integrity and transparency in dealing, and inspires them to perform difficult tasks that challenge them and enable them mentally, in addition to a deep understanding of the environment and insight into its components through the strategic physiognomy of its leaders, thus achieving The Directorate's goal is to produce electric power in the quantity and type required as a final result .

The Kronbach alpha coefficient of the independent variable (strategic physiognomy) (0.900) , Organizational Health (0.899) As a responsive variable, It is a high value indicating the high stability of the questionnaire .

The value of the validity coefficient of the strategic physiognomy variable (0.949) , , it is a value that indicates high reliability of the scale .) 0.948(organizational health

In addition to submitting the questionnaire to a group of arbitrators within the requirements of apparent honesty, I got an acceptable percentage (85.14%), Make notes and take into account the researcher.

The researcher conducted a test (KMO) to determine the adequacy of the sample size to conduct a factor analysis, where the size of the community was sufficient and appropriate, and allows the analysis of factors, value (KMO = 0.958), and a significant level (Sig = 0.000), so the questionnaire is suitable for statistical analysis .

The turning point of physiognomy from a narrow individual perspective to an organizational perspective opens up new horizons for individuals, In the light of their contributions (planning, forecasting, scenarios) turns them into the strategic aspect of the future of the organization, they are like the brain in the human head, Issues orders and plans and spins all daily activities in it, Until he set a horizon to achieve with objectives that emulate his abilities, To set its objectives consistent with its resources, Here, an individual's strategic physiognomy is integrated with the data and guidance of the overall strategy of the organization once it takes the leadership position at the top of the hierarchy.

Strategic physiognomy is described as The leader's state of mind regarding potential opportunities and threats in the external environment of the organization, as well as the assessment of its members through their external manifestations and interaction with them according to the initial impression (Zhang et al.,2017:1) , It represents leadership trends for studying, understanding and interpreting the environment of the organization, directly reflecting the psychological nature of its members, and thus the possibility of analyzing their personalities, reading what is on their minds, and adapting them to achieve current and future objectives (Hussein, 2018: 3).

The researcher adopted the model (Hussein, 2018) to be a source for the measurement of strategic physiognomy in the Directorate General of Central Production of Electricity Power and its stations , its dimensions were represented by (deep understanding, mental empowerment, and inspiring influence), Educated leaders demonstrate a deep understanding that goes beyond the superficial levels of knowledge in analyzing individual parts, establishing connections between elements to reach justified conclusions and generating structured responses within a coherent theory (Fenwick et al., 2014: 12-13), Leadership assimilates the new information structure simultaneously as a sixth sense through a broad base of understanding, explicit and implicit knowledge, as well as insight, rather than sequential steps of logical reasoning that require the collection of various relevant and stored information in memory (Hinden, 2004: 106) .

Mental empowerment is the development of consciousness and unilateral ideas from moment to moment of what happens to individuals and in successive moments of cognition (Dane, 2011: 1000).

It works to broaden the scope of cognition, constituting the mind's amazing ability to formulate an effective strategy, assess the effects of current actions, detect and avoid problems before they occur (proactively), generate many strategic options to imaginatively shape and shape the potential future, and retrieve past experience and knowledge through Reflection and reflection, as well as ensuring the flow of the leader's mental journey through time (past, present, and future) as an entry point to increase the behavioral flexibility of current work to ensure survival, growth and prosperity in the future (Laan, 2010: 63,70).

The ability to inspire is essential to generate a high degree of trust for subordinates, a core motivation, as well as trust and admiration for the leader, positively associated with individual, collective and organizational performance, Inspiration is a catalytic response to innovative ideas, enabling individuals to evoke and put ideas into practice, and to benefit from the creative process (Oleynick et al., 2014: 2).

Regarding organizational health, it describes it (Hoy & Hannum, 1997: 292) as the organization's ability to successfully deal with destructive external forces and channel its energies to effectively achieve the mission and goals of the organization, Defined (Nair et al., 2015: 201) organizational health as an organization's ability to maintain superior performance and remain at the forefront of competitors, referred (Mahmoodzadeh et al., 2015: 214) to it as a situation that transcends short-term organizational effectiveness, it refers to a set of relatively stable characteristics and means, such as the survival of the organization in its environment, its adaptation and the development of its organizational capacity to increase this compatibility.

Four dimensions have been adopted to measure organizational health (organizational integrity, adaptation, commitment and innovation), has been built by researcher.

Organizational integrity, as a concept, lies at the heart of good business practices, which means coherence between the word and working as a good moral character (Quick et al., 2007: 194-195), it contributes to the spiritual experience of individuals in the workplace. Alignment between the work, mission and purpose of the organization, as well as the climate of trust and respect that prevail in the organization, requires individuals to be genuine to enjoy personal integrity and to see how personal values relate to the higher purpose (Kinjerski & Skrypnik, 2006: 287), Managers can do better than increase efficiency by building perceptions of integrity (Connelly et al., 2018: 919) .

Adaptation represents an organization's ability to deal with new realities in its operating environment and is used as an indicator to measure the success of organizations and maintain their competitive advantage. Strategic planning is an important element in the interpretation of strategic adaptability, and prediction is one of its key elements (Youssef & Aziz, 2008: 108), Commitment means that there are committed individuals carrying out appropriate activities (Khiabani et al., 2016: 4-5) and is a situation and state of mind that represents the desire and commitment to continue working in the organization (Goojani et al., 2015: 144), Generating a commitment to individuals leads to a sense of identity, loyalty and belonging to the organization, where individuals take the organization as their representative and want to stay in it. Individuals take the institution's problem as their own and take steps to solve it (Rezaei et al., 2016: 276), Commitment is like a psychological contract with the organization, it means accepting organizational goals and objectives and volunteering to sacrifice everything for the benefit of the organization (Bozkurt & Töremen, 2015: 184), As for innovation, it is a more complex process, an activity aimed at

developing an idea, implementing it and modifying it when necessary (Khan et al., 2009: 679), involving research, processing and knowledge management to create something unique and useful for the organization (Kittikunchotiwut, 2015: 6) .

IV. Test hypotheses

This section aims to test the hypotheses of correlation and impact, About relationship between strategic physiology and organizational health and the impact of strategic physiology on organizational health, Show the relationships under the level of significance (0.05), the value of (F) tabular (3.841), and the value (t) tabular (1.97) as follows:-

(1) The relationship between strategic physiognomy and organizational health

There were positive correlations varying values In its simple correlation coefficient of strategic physiognomy at the general level with the adopted organizational health variable, The dimension has achieved five positive correlation relations with 100% of the relations, The value of the correlation coefficient with the organizational health at the macro level (0.837 **) was strongly positive, While its association with the adopted dimension organizational integrity (0.826 **) was a strong direct moral, Their association with innovation had a strong positive relationship (0.742**), The value of the strategic physiognomy correlation coefficient as an independent variable with the adaptation dimension, with a significant positive correlation coefficient (0.689 **) was strong, Finally, the coefficient of correlation with commitment was strongly positive, As shown in Table (1) .) 0.607** (

Thus, accept the first major search hypothesis (Strategic physiognomy is associated with organizational health and its dimensions positively and morally) .

Table 1 The correlation between strategic physiognomy and organizational health

sequence	Independent variable	Organizational Integrity	Adaptation	Commitment	Innovation	Organizational Health	Number of relationships	Mean	St. dev.
	Deep understanding	0.683**	0.604**	0.532**	0.636**	0.717**	5	.30	.634
		0.000	0.000	0.000	0.000	0.000	100%		
		0.730**	0.608**	0.582**	0.633**	0.743**	5	.27	.591

	Mental empowerment	0.000	0.000	0.000	0.000	0.000	1.00%		
	inspiring influence	0.814**	0.658**	0.550**	0.731**	0.806**	0.50%	.09	.975
		0.000	0.000	0.000	0.000	0.000	1.00%		
	Strategic physiognomy	0.826**	0.689**	0.607**	0.742**	0.837**	0.50%	.22	.669
		0.000	0.000	0.000	0.000	0.000	1.00%		
	Mean	3.44	3.46	3.51	3.30	3.38			
	St. dev.	0.749	0.719	0.709	0.952	0.672			

**correlation is significant at the level 0.01(2tailed) n=243

(2) The impact of strategic physiognomy on organizational health:

For the purpose of validating the second main hypothesis whether or not the simple linear regression model was applied, As well as indicators value (t) tabulated (1.97), and the value of (f) tabular (3.841) at the level of significance (0.05) to reject and accept the second main hypothesis, The results of Table (2) show an effect model of the main variable (strategic physiognomy) in the response variable (organizational health), below the level of significance (sig = 0.00). It is smaller than the significance value (0.05), and the value of (F) calculated (563.429), Which is higher than the tabular value (F) (3.841), The value of the t-test calculated (23.737) for the value of beta, which is higher than the value of (t) tabular(1.97), The value of the selection coefficient was ($R^2 = 0.700$) for the model, It indicates that the independent variable (strategic physiognomy) explains the value of (70%) of the organizational health in the Directorate General of Central Electricity Production and its stations, The value of ($\beta = 0.841$), meaning that the change of one unit of strategic physiognomy, will cause a change in organizational health by (84.1%) .

These findings provide sufficient support to accept the second main hypothesis (There is a statistically significant impact of strategic physiognomy on organizational health).

It is a good effect, with a standard error value (0.035), and with a regression model:

$$\text{Organizational health (Y)} = 0.260 + 0.841(\text{Strategic physiognomy}) + 0.035$$

Table 2 The impact of strategic physiognomy and its dimensions on organizational health (n = 243)

Independent variable and its dimensions				²	R ²		ig	(F) calculate for the model	R esponder variable
Deep understanding	529	760	717	514	512	5.980	000	55.346	2
Mental empowerment	162	845	743	552	550	7.243	000	97.307	2
inspiring influence	.208	556	806	650	649	1.166	000	47.997	4
Strategic physiognomy	260	841	837	700	699	3.737	000	63.429	5

Organizational Health

V. Discussion and Conclusion

Organizations seek to achieve a set of goals and future aspirations through the physiognomy of strategic leadership, as they employ the sources of strength (body, mind, spirit) to reach creativity and excellence, and achieve balance between them to overcome feelings of frustration and boredom and mood swings and tension and contradictions of its members To control behaviors and negative reactions, or a system that generates harmony between the emotional side and the mental side of individuals, or practical exercises to change the negative side and eliminate all weaknesses and discover the strengths of individuals and this is achieved through selected intelligence sessions and brainstorming sessions .

The strategic physiognomy of the organization's leaders contributes to employing the mental abilities of individuals to achieve an optimal state of perception of the environment, providing insight into its future variables and determining the necessary actions to do so, providing the organization with its success factors, empowering its members mentally, deepening their understanding of the internal and external environment, and evaluating

alternatives before making random decisions. Leadership must have a broad base of understanding and tacit knowledge as part of the requirements for its success, in addition to the inspiring influence on the subordinates to carry out difficult tasks and duties challenging them and reflected positively in performance and productivity, and to achieve organizational sustainability, thus generating a healthy atmosphere within the organization of integrity and transparency in activities and transactions, and encourages creativity, innovation and commitment.

The strategic physiognomy of the organization's leaders plays an important role in increasing individuals' morale, employing their deep knowledge and understanding of environmental variables, taking the initiative and proactive action to achieve Entrepreneur through creativity and innovation at work, and provide them with fertile ground for improving organizational health.

Strategic physiognomy of leaders exerts an important influence on organizational health and promotes it by generating a self-awareness among individuals of the importance of both leadership and organizational health.

There is a relationship between the self-awareness of individuals, working groups and organizational health. The organization is led not only to adapt to environmental changes and to survive and grow in new work environments, but also to lead change and influence the environment through insight sharpness and speed of intuition. The leader finds an entrance to awaken his intuition, and makes it a key strategic tool effective and proactive, demonstrating a genuine sense of insightful mind, and serves as a radar system and a sixth sense dedicated to serve the organization in achieving strategic success, and develop its competitive advantage, from the perspective the leader's talent and his basis are the basis of organizations' progress, as well as emotional intelligence as one of the important components of the leader's personality to arouse individual emotions and abilities in individual and collective behavior to achieve the highest degree of job satisfaction, fostering teamwork and generating team culture among individuals.

The most important conclusions reached by the study are the interest of the General Directorate of Central Electric Power Production and its stations in the qualities owned by its leaders such as mindfulness and rapid inference and enhancing their ability to predict, inspire and appreciate, which made them automatically concerned with the state of integration and inclusiveness and the appropriate organizational climate, harmony and cooperation and The happiness and well-being of subordinates, This interdependence and integration refers to the interactive complementary relationship between strategic physiognomy and organizational health, The direct impact of the variables studied was confirmed by the impact of the strategic physiognomy on organizational health in the General Directorate of Central Electricity Production and its stations.

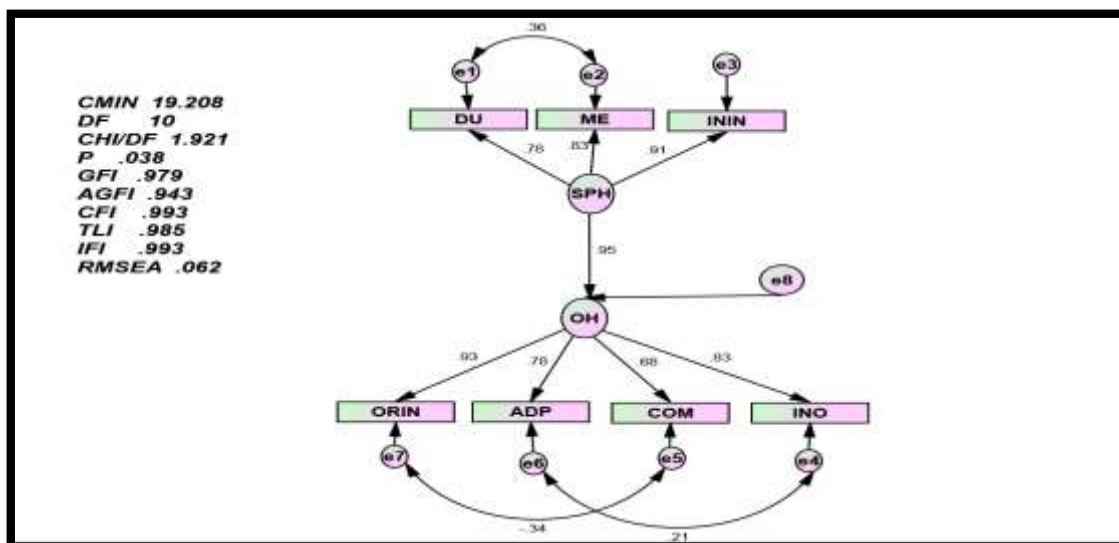


Figure 2 SEM for the pattern

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