Diagnosing the internal causes of organizational failure in the health sector: an analytical study of the opinions of a sample of workers in the Diyala Health Department

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Abstract— **This research sought to highlight the role of the internal causes of organizational failure in the Diyala Health Department, where the research problem crystallized in that the health sector in Iraq in general and in Diyala Governorate in particular, especially after the events of the Corona pandemic (COVID-19), faced difficult circumstances represented in the migration of medical and administrative staff outside the country or to the private sector, in addition to the death of many of them due to infection with this epidemic in light of the increasing need for Their health and administrative services, this naturally generated cases of inability to meet the needs of citizens and the increase in administrative, organizational and financial problems in this important sector due to the turmoil that occurred as a result of this epidemic, all these problems produced many manifestations of organizational failure , so this research came to try to diagnose the role of the internal causes of organizational failure For the purpose of achieving what the research sought, this research has adopted the descriptive analytical approach to data processing and interpretation, where the research community was identified in the Diyala Health Department and represented by the following sections (administrative, financial, legal, technical, planning, auditing) and to apply this approach of the research was selected random sample of (192) individuals Of the workers in these sections, where this sample represented its community of (384) individuals, and used in this research a set of statistical methods to analyze the data of the practical side and the use of statistical programs (SPSS V26, AMOS V24) to reach the digital information required to limit the fate of his hypotheses through statistical tests.**

Keywords— **Internal causes; Organizational failure; Diyala Health Department; Corona pandemic (COVID-19); Descriptive analytical approach.**

I. INTRODUCTION

Organizations operating in all sectors and around the world face many cases of organizational failure due to the dynamic environment in which these organizations operate, where a state of ambiguity and uncertainty prevails, and due to the rapid and significant increase in organizational failure rates in these organizations [1]. Which prompted researchers and academics to pay attention to this topic in recent years, especially after the financial, economic, social and health crises due to the Corona pandemic that hit the whole world, especially in the health sector [2]. The intensity of competition between organizations and changes in customer tastes have created an incentive for organizations and researchers to search for the role of internal causes that lead the organization to organizational failure [3].

II. RESEARCH METHODOLOGY

First: The research problem:

The main research problem lies in the fact that the health sector in Iraq in general and in Diyala Governorate in particular has faced difficult conditions after the events of the Corona pandemic, represented by the resulting injuries and diseases that are almost innumerable, and this matter naturally generated cases of inability to meet all the needs of patients and the injured, as well as the presence of administrative and organizational problems caused by the turmoil that occurred as a result of the migration of health department employees outside Iraq or to the private sector, and some of them were exposed to death and injury [4].

During the performance of their duty as a result of the inability of the health organization to provide adequate protection for them, all this produced many manifestations of organizational failure, and as a result of these aggravations and insufficient attention by researchers to study the issue of organizational failure, diagnose its causes, try to address it and develop appropriate solutions to it, which caused the continued decline in the performance of public institutions and health institutions, especially in Iraq as a whole, and in the presence of fog of internal causes In the Diyala Health Department, this research came as an attempt to contribute to diagnosing the role of the internal causes of organizational failure that can occur as a result of sudden emergency crises in the researched organization, and this leads us to ask the following questions [5,6]:

✓ Do the causes of organizational failure vary in terms of the level of its presence in the surveyed organization?
✓ Are there significant differences in the responses of the respondents regarding the internal causes of organizational failure?

Second: Research Objectives
The research seeks to achieve the following:
1. Presenting the intellectual frameworks of researchers' theoretical contributions to the subject of organizational failure and its internal causes.
2. Diagnosing organizational failure in the surveyed organization and explaining its internal causes.
3. Submit some proposals that contribute to reducing organizational failure in the surveyed organization.

Third: Research hypotheses
The first main hypothesis: there is no organizational failure in the organization studied.
The second main hypothesis: the existence of the causes of organizational failure in the organization surveyed does not vary.
Fourth: Study limits: The study limits include the following:
✓ Time limits: from 15/9/2022 to 15/10/2023
✓ Spatial boundaries Diyala Health Department has been selected for research.

III. THE THEORETICAL SIDE

First: The concept of organizational failure: The successes and failures of organizations are important topics in management science over decades, through previous cognitive efforts researchers wanted to know the reasons why some organizations outperform others as well as to know the reason for the failure of some [7], any organization works to gain individuals who have the ability to adapt and flexibility to changes who can learn from the experiences of failure experienced by the organization, as they must be ready To learn despite feeling that they have failed due to failure, the organization should work on training and development programs to enable them to develop their skills and adapt to the new situation [8]. Believes that most research and studies in organizational learning have proven that failure is a major matter of change and adaptation as it attracts the attention of the organization's management to the possibility of real or potential problems [9]. The motivates management to update current strategies by searching for New strategies, defined failure as the deviation of an object from its expected or desired course as a result of the negative behaviour of one or all organizational elements or the failure of an element to act positively [10, 11]. The failure may result from a major event that leads to a series of events that are failures, although there are many studies that dealt with the field of organizational failure compared to other studies of management in general, it is clear that this field has received only limited academic attention, and that Much of the empirical literature has a clear bias towards organizational success, and with the crises that have ravaged the world, especially in the recent period, and the increasing attention to the research results of organizational failure, all of this has led to the emergence of many concepts of organizational failure that often reflect the context of the study rather than From the focus on the failure itself, and this led to the fragmentation of the literature and heterogeneity and with this difference there is no unified concept agreed upon by writers and researchers for organizational failure and entering into details of it in all its aspects [12,13,14].

Second: The Bright Side of Organizational Failure : Organizational failure is seen as an event that must be avoided or minimized to saprobes at path that the organization is on, and recent studies emphasize the positive aspects of failure as a condition for organizational change and an important source of learning; [15], some failures that occur in organizations can be considered good because they increase the knowledge of the organization's management and help it make decisions that push it forward and make it competitive with other organizations that ensure their future growth, in 1992 Sitkan management professor at Duke University called this type of failure as a smart failure [16]. This type of failure expresses the mistakes that the organization makes and facilitates the organizational learning process in some cases, and these errors generate undesirable conclusions that are taken and studied to increase organizational decisions such as the failures of creative initiatives [17], organizational failure helps in the organizational learning of the organization and its attention to feedback, especially If this feedback from the external environment is accurate and objective, the knowledge gained from failures or successes must be shared by the management of the organization with its employees in order to create an organizational memory that enables it not to fall into the same failures in the future, and it can be said that the organization that does not retain its previous knowledge will fall into the same past failures in the future as a result of loss of organizational memory.

Organizational failure is   an important requirement for successful changes in an organization when failing organizations can obtain information they cannot obtain under normal circumstances [18,19]. If the organization learns from small failures, it leads it to success and helps it allocate resources to study the causes of these failures instead of focusing on blaming employees, and organizational learning has several forms, including learning by experience, learning by imitation, learning by trial and error, and intentional learning [20], it is necessary to diagnose, analyze and discuss the causes of failure to identify the causes that led to the failure. When the management of the organization adopts this method, its employees know the value of their consideration that has been considered [21], from the above, the researcher believes that an organization that does not learn from its failures can fail again because learning from previous failures helps to develop and increase its knowledge and enable it to face failures. The same that may happen in the future and push it towards success.

Third Internal causes of organizational failure: Mone argues that the causes of organizational failure are caused by the organization's lack of creative and innovative capacity, which in turn leads to an increased likelihood of organizational failure. Creativity is achieved through the presence of failure, where failure is a catalyst for creativity, and failure can result due to the lack of employees to have the ability to creative, pointed out [22], that poor management efficiency and poor financial management are among the most important causes of organizational failure in organizations, and explained [23]. That it is not possible to diagnose the causes of failure in organizations until after their occurrence and the emergence of symptoms, the most important of these causes are (administrative factors, financial factors, organizational factors, cultural factors). Which are the internal causes that negatively affect the work of the organization and its competitive advantage if accumulated and uncontrollable [24].

1- Administrative factors: represented by the following administrative activities and skills (planning, organization, leadership and supervision) These activities are human and technical skills that allow managers to carry out their administrative duties and organizational failure is usually caused by the inability of management to solve the problems it faces and the inability to obtain administrative and technical competencies as well as lack of administrative experience and lack of powers granted to them and weakness of the internal communication system [25], in addition to the bureaucratic systems adopted in organizations that monopolize information and the difficulty of its flow, the adoption of an authoritarian leadership style by the management of the organization and the lack of confidence to employees and lower administrative levels, the lack of performance management systems, the weakness of strategic plans and the strike of employees are all administrative reasons that lead to the weak ability of the organization to respond to the changes taking place, which in turn leads to organizational failure [26], some of the causes of administrative failure, which in turn leads to organizational failure, can be explained as follows [27,28]:

Ineffective communication skills: Management usually fails if it cannot provide effective communication between all levels of management, which in turn leads to reduced productivity due to pressure and lack of focus.

➤ **Poor work relationships and personal skills:** Relationships at work are the cornerstone of management and its inability to support these relationships isolates it from informal relationships, which is one of the foundations of leadership success, so barriers and obstacles to the implementation of work if it fails to strengthen these relationships.

➤ **Mismatch between job and personal skill:** Environmental changes put management in front of a challenge that it may not be prepared for and cause poor management performance due to the new requirements resulting from these changes.

➤ **Failure in analysis:** It is a major cause of administrative failure because of organizations failing to analyze information that indicates the existence of threats they face.

➤ **Failure due to integration and coordination:** Administrative failure causes this type because of the expansion of the size of organizations and their administrative levels and the diversity of services they provide, which leads to the emergence of new functions as the organization needs coordination and high integration between these functions and their management, as well as between administrative levels in them to avoid failure.

➤ **Failure to make decisions:** This type of administrative failure occurs when a group of employees in a particular organization participates in a decision under pressure away from the individual interpretations of everyone in the group.

➤ **Failure to change old habits and adaptation:** The old habits or followed in the organization represent a great challenge for management if it wants to change to a new style due to the adherence of employees to these habits and not accepting to break or change them or their inability to adapt to the new situation.

➤ **Failure in delegation and empowerment:** Failure occurs in this case when the manager reduces the delegation of powers and the empowerment of employees, which leads him to deal with tasks and duties lower than his administrative level, which in turn makes him forget his main tasks and responsibilities.

➤ **Inability to develop teamwork:** The manager must create an encouraging environment for teamwork and reward workers who work on this, in the absence of cooperation among them, agendas and personal interests appear that harm teamwork and lead to administrative failure.

➤ **Failure due to selfishness:** Selfishness is one of the causes of administrative failure, which in turn leads management to narcissism that destroys it and prevents it from achieving its goals.

The researcher defines them as some of the factors that the organization suffers from, including weakness in the performance of administrative functions, inappropriate communication skills and practices, poor work relations, and lack of experience.

2- Financial factors: Financial factors are important aspects of the success or failure of organizations, as weak control, financial policy, acquisition, reluctance to invest, lack of accounting information, lack of knowledge of capital management, increased research and development expenses, lack of knowledge of financial analysis and financial management, and high costs are all financial factors that lead to organizational failure. The economy increases when expenses rise and revenues decrease in the organization as it becomes insolvent, heavily indebted and unable to finance, the lack of cash available to keep pace with the affairs of the organization is one of the direct causes of its deterioration and a major cause of its failure [29], and it is worth noting that wrong behaviors by financial management are among the factors that lead organizations to [30], unplanned growth in the organization, high costs it bears, small or insufficient capital, large borrowing and lack of interest in financial management are all factors that lead at any time to organizational failure through a series of events that can be represented by (deterioration in Liquidity, unbalanced financial structure) and all this reduces the financial support provided to the organization, failure usually occurs when expenses in the organization are high and offset by a lack of revenue as it becomes unable to attract funding to pay off its debts or continue to operate under the current situation [31], The inadequacy and failure of financial control, whether internal or external, is one of the important reasons for the failure of organizations, as he sees [32], and the financial factors that cause organizational failure are (profitability and cash flow problems, weak financial control, increased expenditures on unnecessary matters) and this requires the organization to develop and develop its long-term strategic plans to deal and adapt to existing or future financial problems [33].

In line with the above, the researcher believes that financial factors are a set of financial problems resulting from the lack of financial management skills by the management of the relevant organization.

3- Organizational factors: Organizational factors are one of the main hopes for the success or failure of organizations are related to the internal environment of the organization and its impact is reflected in its ability to adapt and respond to the external environment, which relies on bureaucracy in its current situation and focuses on its current situation and otherwise compliance with organizational procedures works to reduce   Employee autonomy will be achieved by creating a lengthy hierarchy that enables management to closely monitor the behavior of its employees and give them less flexibility [34], noted that one of the organizational factors that cause organizational failure is unreliable information systems and complex communication channels due to complex organizational structure, as well as their reliance on centralized vertical systems, inconsistency of working methods in them, and the widening gap between decisions taken before. Management and implementation by employees, and represents organizational rigidity and adherence to traditional procedures that limit the organization's ability to adapt to environmental changes and threaten its survival of organizational factors that cause organizational failure[35], there are other organizational factors that affect the progress and growth of organizations and limit their production and quality of services and organizational failure, which is the phenomenon of job sagging, as the surplus of workers affects the work in terms of quantity and quality, in addition to that they receive salaries, allowances and other Without the organization's help, management or advice in addition to their lost time that can be used to increase production and quality [36], the lack of a positive organizational climate formed by the organization is one of the organizational factors that cause failure, it has been identified [37]. The great dependence on centralization and the short life cycle of the organization and the lack of long-term planning and lack of resources of the organization are all organizational causes that lead the organization to failure, and the researcher sees that they are some of the internal factors facing the organization and suffer from them, such as the bureaucratic style in management, the complexity of the organizational structure, the inappropriateness of the organizational climate of the organization and the existing organizational conflicts that contribute to the deterioration of performance.

4- Cultural factors: The culture of the organization is an integral part of the way it works and has a great impact on improving the work of the organization or its failure as it plays a major role in promoting creativity, innovation and responsiveness to the dynamic environment [38], The organizational culture consists of several factors, some of which can be changed over time and according to environmental conditions, and some of them are difficult to change due to these conditions, and these factors are affected by the values of the organization's senior management, philosophy and the assumptions of its founders, in addition to the characteristics enjoyed by the leader and the strategies he uses in leadership that have a great impact on organizational culture and this impact can be positive and this works to make a culture of coffee A and a negative impact on the organization leads to failure [39], Cultural factors are a set of values, rules and beliefs that focus on Cultural   factors in organizations express the basic values and beliefs, behaviors of their individuals and property rights that enable them to innovate and respond quickly to adapt to changes or may be one of the causes of organizational failure and inefficiency of the organization in the future due to the consolidation of its practice and bureaucratic procedures [40], one of the important causes of organizational failure is The spread of the culture of blaming people who cause a particular problem or mistake in the organization and punishing them to deter them and ensure that this is not repeated, which pushes them not to explain the problems they are exposed to and hide the mistakes they face for fear of bullying and punishment Thus, the organization loses the ability to know and address problems [37], the culture of the organization develops through many sources, including its history, successes and previous failures, policies and practices, in addition to the culture of its founders, and the leaders of organizations are considered one of the most Determinants of the culture of the organization because they are the ones who determine its values and work to build its personality, for example, if the organization has a leader who does not respect the rights of others or a leader who is not honest or puts the profits of the organization at the forefront and above all, all of this can give a stamp on the entire organization and at all its administrative levels as a dysfunctional organization, and thus the behavior of individuals working in the organization is shaped based on the behavior of the leader [40], as the members of the dysfunctional organization and its employees suffer from fatigue

disrespect and silence when problems occur due to the arbitrary and punitive management measures taken against them and generate suspicion and mistrust and orientation towards bad practices such as (stubbornness, lack of cooperation, defiance, objection) and all this leads to organizational failure [31]. On the other hand, we find that successful organizations have a positive and strong culture that includes their general qualities, which are seen as a productive and good culture and one of its distinctive features, and successful leaders usually work to spread and promote strong and positive cultures among the individuals working in the organization and encourage them to create, innovate and cooperate [40].

The researcher defines it as a set of values, assumptions and expectations shared by employees in the organization and shows the extent of cooperation, compatibility and understanding between them within the organization.

IV. THE FIELD SIDE.

First: Description of the study community organization and the justifications for its selection, The selection of the research community is one of the important and basic things to ensure the fullness of the environment to study the problem, as well as to determine the field in which the research is conducted, as it is necessary and important to achieve objectivity, honesty, and stability as necessary conditions in the scale that concerns the research in the applied field. After research and investigation, the Diyala Health Department was chosen as a field for immediate research, as it is concerned with providing curative and preventive services and child and mother care to all members of society.

Second: Description of the individuals surveyed, A research community was selected that includes (384) employees in the researched organization, where the research sample was (192) employees in various disciplines. Table (1) shows some of the characteristics of the members of the research sample as follows:

TABLE (1) DESCRIPTION OF THE INDIVIDUALS SURVEYED IN THE DIYALA HEALTH DEPARTMENT

Ratio	Variables	
12%	Preparatory	
19%	diploma	
58%	Bachelor	Fully qualified
3%	Higher Diploma	
8%	Master	
80%	Administrative	Jurisdiction
20%	technician	
15%	5 or less	
39%	6-10	
32%	11-15	Years of Experience
9%	16-20	
5%	21 and more	
67%	Obliged	
24%	Unit Administrator	
5%	Division Officer	Functional tasks
2%	Deputy Director.	
2%	Director of Department Above	

1. **Academic Qualification:** Through Table (1) above, we see that the holders of a bachelor's degree obtained the highest percentage, which was (58%), followed by diploma holders, which was (19%), then holders of a preparatory certificate, which was (12%), followed by holders of a master's degree by (8%). (3%).

2. **Specialization:** Through Table (1), it was found that the administrative specialization obtained the highest percentage, which was (80%) compared to the technical specialization, which obtained a lower percentage (20%).

3. **Years** of experience : Long service plays an important role in devoting experience and knowledge to the respondents, which is reflected positively in dealing with the questionnaire properly, and it is clear from Table (1) that the percentage of the number of sample members who have a functional service (less than 5 years) was (15%) among the individuals surveyed, while the percentage of individuals surveyed who have service (6-10 years) (39%), which is the highest percentage Those who have a service (11-15 years) were (32%), while the percentage of individuals with service (16-20 years) reached (9%), while for the job service (21 years and over), it amounted to (5%), which is the lowest percentage among the individuals surveyed. From the above, the researcher believes that (85%) of the individuals surveyed have a job service of more than (6) years, which reflects the ability of individuals and their administrative skills for the information and knowledge they have acquired, as well as extensive experience. And high skill in their field of work enables them to accomplish the tasks entrusted to them efficiently and effectively and has a great impact on dealing with the questionnaire properly.

4. **Job tasks:** It is clear from Table (1) that most of the respondents are employees, with a percentage of (67%), followed by a unit official with (24%), followed by a division official with a percentage of (5%), while the percentage of assistant manager (2 %), while department managers (2) %) This reflects the high ability of respondents to understand the paragraphs of the questionnaire and answer them accurately without caring about the tasks of the position or feeling the job anxiety that the position may generate on the respondent.

Third: Description and diagnosis of the dimensions of organizational failure: In this axis, the researcher will address the description of all the internal causes of organizational failure and diagnose it according to the perception of the individuals surveyed by inferring percentages, frequencies, arithmetic media, standard deviations, and response ratios, as follows:

1. **After the administrative factors: In order to identify the reality of the administrative factors** causing the failure in the organization surveyed, the researcher has reached to benefit from the respondents' answers about the sub-variables expressed, as Table (2) indicates that the dimension of administrative factors represented by the sub-variables (W11-W14), with a response rate of (65.2%) and this is reinforced by the value of the arithmetic mean of (3.26) with a standard deviation of (1.04). The highest percentage of responses was recorded at the scale (strongly agree, agree), reaching (46.30%) and one of the variables that contributed to enriching this percentage was the variable (W11), which amounted to (52.40%), and this is reinforced by the value of the arithmetic mean of (3.46) with a standard deviation of (0.98) with a response rate of (69.2%), which states (**The organization suffers from a delay in Take bold decisions in favor** of work), while the lowest contribution rate for the sub-variables was for the variable (W13), which amounted to (41%), in terms of the value of the arithmetic mean and standard deviation, which amounted to (3.14) and (1.03), respectively, with a response rate of (62.8%), which states (the **organization suffers from poor coordination of work and the flow of information between departments is weak type**).

TABLE 2 STATISTICAL INDICATORS OF THE DIMENSION OF ADMINISTRATIVE FACTORS

Variable name	Variable code	I strongly disagree. (1)		I don't agree. (2)		neutral (3)		agree (4)		I strongly agree. (5)		Arithmetic mean	Standard deviation	Coefficient of variation	Response Rate %
		number	%	number	%	number	%	number	%	number	%				
Administrative factors	W11	4	2.2	28	15.3	55	30.1	72	39.3	24	13.1	3.46	0.98	28.2	69.2
	W12	4	2.2	47	25.7	52	28.4	63	34.4	17	9.3	3.23	1.01	31.1	64.6
	W13	8	4.4	47	25.7	53	29.0	61	33.3	14	7.7	3.14	1.03	32.7	62.8
	W14	12	6.6	47	25.7	36	19.7	67	36.6	21	11.5	3.21	1.14	35.6	64.2
General rate			3.9		23.1		26.8		35.9		10.4	3.26	1.04	31.9	65.2
Total		26.95			26.80			46.30							

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

2- After the financial factors: In order to identify the reality of the financial factors causing the failure in the organization surveyed, the researcher has reached to benefit from the respondents' answers about the sub-variables expressed, as Table (3) indicates that the dimension of financial factors is represented by the sub-variables (W21-W24), with a response rate of (68.8%) and this is reinforced by the value of the arithmetic mean of (3.44) with a standard deviation of (1.08)). The highest percentage of responses was recorded at the scale (strongly agree, agree), reaching (54.78%) and one of the variables that contributed to enriching this percentage was the variable (W21), which amounted to (62.80%), and this is reinforced by the arithmetic mean value of (3.68) with a standard deviation of (1). 05) with a response rate of (62.80%) which states (the **lack of financial allocations granted by the Ministry causes the deterioration of the performance of our organization**), while the lowest contribution percentage for the sub-variables was for the variable (W22**),** which amounted to (48.10%) in terms of the value of the arithmetic mean and standard deviation, which amounted to (3.23) and (1.09) respectively, with a response rate of (65.4) %) which states: (**There is financial waste due to administrative expenses on some unnecessary things**).

TABLE 3 STATISTICAL INDICATORS OF THE DIMENSION OF FINANCIAL FACTORS

Variable name	Variable code	I strongly disagree. (1)		I don't agree. (2)		neutral (3)		agree (4)		I strongly agree. (5)		Arithmetic mean	Standard deviation	Coefficient of variation	Response Rate %
		number	%	number	%	number	%	number	%	number	%				
Financial factors	W21	4	2.2	25	13.7	39	21.3	72	39.3	43	23.5	3.68	1.05	28.5	73.6
	W22	4	2.2	54	29.5	37	20.2	64	35.0	24	13.1	3.27	1.09	33.3	65.4
	W23	6	3.3	41	22.4	37	20.2	69	37.7	30	16.4	3.42	1.11	32.3	68.4
	W24	8	4.4	36	19.7	40	21.9	76	41.5	23	12.6	3.38	1.07	31.7	67.6
General rate			3.0		21.3		20.9		38.4		16.4	3.44	1.08	31.5	68.8
Total		24.3				20.90		54.78							

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

3- After the organizational factors: In order to identify the reality of the organizational factors causing the failure in the organization surveyed, the researcher has reached to benefit from the respondents' answers about the sub-variables expressed, as Table (4) indicates that the dimension of organizational factors is represented by sub-variables (W31-W34), with a response rate of (67.8%) and this is reinforced by the value of the arithmetic mean of (3.39) with a standard deviation of (1). 04. The highest percentage of responses was recorded at the scale (strongly agree, agree), reaching (52.45%) and one of the variables that contributed to enriching this percentage was the variable (W31), which amounted to (66.70%), and this is reinforced by the value of the arithmetic mean of (3.68) with a standard deviation of (0.97) with a response rate of (73.6%), which states (**Some administrative decisions are not strictly implemented by employees**), while the lowest contribution ratio for the sub-variables was for the variable (W34)**,** which amounted to (43.20%) in terms of the value of the arithmetic mean and the standard deviation, which amounted to (3.21) and (1). 14) respectively, with a response rate of (64.2%), which states (**The mechanism of work in our organization is characterized by high complexity and formality**).

TABLE 4 STATISTICAL INDICATORS OF THE DIMENSION OF REGULATORY FACTORS

Variable name	Variable code	I strongly disagree. (1)		I don't agree. (2)		neutral (3)		agree (4)		I strongly agree. (5)		Arithmetic mean	Standard deviation	Coefficient of variation	Response Rate %
		number	%	number	%	number	%	number	%	number	%				
Organizational factors	W31	3	1.6	24	13.1	34	18.6	90	49.2	32	17.5	3.68	0.97	26.3	73.6
	W32	3	1.6	46	25.1	47	25.7	67	36.6	20	10.9	3.30	1.02	30.8	66.0
	W33	5	2.7	40	21.9	42	23.0	74	40.4	22	12.0	3.37	1.04	30.9	67.4
	W34	8	4.4	51	27.9	45	24.6	52	28.4	27	14.8	3.21	1.14	35.4	64.2
General rate			2.6		22.0		23.0		38.7		13.8	3.39	1.04	30.8	67.8
Total		24.58				22.98		52.45							

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

4- After cultural factors : In order to identify the reality of the cultural factors causing the failure in the organization surveyed, the researcher has reached to benefit from the respondents' answers about the sub-variables expressed, as Table (5) indicates that the dimension of cultural factors is represented by sub-variables (W41-W44), with a response rate of (66.0%) and this is reinforced by the value of the arithmetic mean of (3.30) with a standard deviation of (1.12). The highest percentage of responses was recorded at the scale (strongly agree, agree), reaching (46.18%) and one of the variables that contributed to enriching this percentage was the variable (W42), which amounted to (56.30%), and this is reinforced by the value of the arithmetic mean of (3.46) with a standard deviation of (1.12) with a response rate of (69.2%), which states

(**The management relies on directing punishment to employees working in cases of error and failure more than on directing the reward in cases of achievement and success**), while the lowest contribution percentage for the sub-variables is for the variable (W43**),** which amounted to (39.90%) and this is in terms of the value of the arithmetic mean or the standard deviation, which amounted to (3.19) and (1.07) respectively, with a response rate of (63.8). %) which states (**weak interaction and cooperation between management and employees).**

TABLE 5 STATISTICAL INDICATORS OF THE DIMENSION OF CULTURAL FACTORS

Variable name	Variable code	Response Scale										Arithmetic mean	Standard deviation	Coefficient of variation	Response Rate %
		I strongly disagree. (1)		I don't agree. (2)		neutral (3)		agree (4)		I strongly agree. (5)					
		number	%	number	%	number	%	number	%	number	%				
Cultural factors	W41	3	1.6	55	30.1	47	25.7	43	23.5	35	19.1	3.28	1.14	34.7	65.6
	W42	3	1.6	47	25.7	30	16.4	68	37.2	35	19.1	3.46	1.12	32.3	69.2
	W43	5	2.7	52	28.4	53	29.0	50	27.3	23	12.6	3.19	1.07	33.5	63.8
	W44	9	4.9	48	26.2	42	23.0	55	30.1	29	15.8	3.26	1.16	35.4	65.2
General rate			2.7		27.6		23.5		29.5		16.7	3.30	1.12	34.0	66.0
Total		30.30				23.53		46.18							

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

For the foregoing, there are cases of organizational failure in the organization surveyed, and this leads us to reject the first main hypothesis, which is "there is no organizational failure in the researched organization" and accept its alternative. To testing **the second main hypothesis** that "the existence of the causes of organizational failure in the organization surveyed does not vary", it is clear through the values of the arithmetic mean and the response ratio that they are the dimension of organizational failure is the dimension of financial factors, in terms of the arithmetic mean value of (3). 44) with a response rate of (68%), while the dimension of administrative factors turned out to be the least important dimension in terms of the value of the arithmetic mean, which amounted to (3.26) with a response rate of (65%) as shown in Table (6).

TABLE 6: THE RELATIVE IMPORTANCE OF THE DIMENSIONS OF ORGANIZATIONAL FAILURE FROM THE POINT OF VIEW OF THE SURVEYED INDIVIDUALS

t	Dimensions	Arithmetic mean	Response Rate %
1	**Administrative factors**	**3.26**	**65**
2	**Financial factors**	3.44	68
3	**Organizational factors**	**3.39**	**67.8**
4	**Cultural factors**	3.30	66

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

V. CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions
1. The results of the statistical analysis showed the availability of the level of dimensions of organizational failure among the employees of the organization surveyed, which confirms that senior leaders do not take serious steps in addressing the causes leading to organizational failure, which reflects negatively on the performance of the organization studied.

2. The results of the statistical analysis showed that there is a discrepancy in the causes of organizational failure in the organization surveyed, as the administrative reasons are one of the most causative factors for organizational failure and this may be attributed to the complex administrative procedures followed in the organization as well as the weak ability of the administration to make decisive decisions in favor of work due to its commitment to the instructions received from the Ministry of Higher Management (Ministry), which leads to restricting the work of the organization and then failure In her performance.

Second: Recommendations
1. Work to increase the interest by the management of the organization in the intellectual contents of the department, especially in the areas of organization theory and organizational behavior because of its contribution to enhancing the ability to overcome the challenges that may face and reach them to success, growth, development, and achievement of goals by preparing integrated annual cultural programs About the latest developments reached by the world in these areas.

2. The need to educate individuals working in all units of the organization about the concept of organizational failure and its causes that lead to falling into it and trying to avoid it by preparing various organizational resources and good employment and directing them well to the areas of use in all administrative units.

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