Towards A Holistic Approach to Organizational Culture

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Abstract

This study aims to provide a cultural framework to evaluate the performance of Organizational Cultures (OC) in Jordanian commercial banks. To achieve the study objective, the researchers developed a questionnaire consisting of (30) items, distributed among four OC dimensions (Values, Beliefs, Norms, and Expectations) and organizational performance. The study population consisted of all employees in Jordanian commercial banks in the north region totaling around (650) male and female employees, while the study sample was (233) elements representing (36%) of the population. The researchers collected the data and applied SPSS software for analysis. The most important result of the study is: OC is strongly and positively related to organizational performance, OC overall dimension scored high, with a mean of (3.93) using five-point Likert scale., Organizational Performance scored high (4.04) on five-point Likert scale. The key recommendation of this study is to develop a positive organizational culture by improving the environment system, providing a comfortable atmosphere for work, establish good relations with colleagues, and create an organizational climate that encourages personal achievement and excellence.

Keywords: *Organizational Culture, Organizational Values, Organizational Beliefs, Organizational Norms, Organizational Expectations.*

Introduction and Background

In light of the fever of competition in the business world today, and the relentless pursuit of business organizations towards achieving excellence, leadership and entrepreneurship, it is imperative for business organizations to realize the size of the challenges and pressures that impose themselves on the business environment, and to respond to them effectively and competently.

Business leaders realized in the early 1960s the importance of striking a balance in the demands of stakeholders, such as shareholders, workers, customers, suppliers, and a local community within which the organization as a whole operates. At the same context, Organizational Culture (OC) serves many administrative functions. The outcomes of OC may affect leaders and employees' feelings positively or negatively in terms of satisfaction, solidarity, cooperation and affiliation, especially that cultural attributes are characterized by relative continuity, and affect the behavior and performance of individuals; and the coherence of the social structure of the organization.

The importance of culture stems from its vital role in the formation of the individual's personality, values, motives and attitudes. In addition, a culture forms a framework for the different behavior patterns of the individual, and each organization has its own culture. This indicates that each organization has a culture and identity that belongs to the field of business that distinguishes it from the culture of other organizations. OC reflects management ability to influence the behavior of workers who acquire culture through education and experience from the society in which individuals live, and provide them with the

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ability to achieve communication and give them the role that enables them to belong to their organizations. Since organizations are part of the environment and society, the organizational culture is an extension and reflection of the prevailing culture in society, whose impact is reflected on all employees; This leads to arousing the interest of the competent management in the importance of culture and its relationship to their organizations.

The major challenge for any company that wants to establish a healthy organizational culture is to maintain it. That is our own actions must reflect it and we absolutely must make it a unifying element. By maintaining organizational culture, we can achieve an increase in employee engagement. Even better! If there is a real match between leaders' values and those of the people who make up our organization, we will witness a marked increase in job satisfaction.

The secret behind the growing interest in OC as one of the main determinants to the success or failure of the organization assuming a correlation between the success of the organization and its focus on the values and concepts that drive its members to commitment, hard work, development and participation in decision-making and work to maintain quality and improve service and achieve competitive advantage, along with rapid response appropriate to the needs of employees and stakeholders within the organization environment.

As a result, the authors believe that there are many obstacles, that may hinder employee's commitment and loyalty to their organizations. Employees as well seem to be incapable and unable to perceive the importance of OC.

This paper intends to tackle and review relevant topics such as an overview of Jordanian banking sector, research objectives and theoretical background, organizational culture's attributes, benefits, functions, types, and OC elements. In addition, the paper will shed light on the integrated culture framework, go through previous studies, clarify methodology, discuss results, suggest recommendations, and provide suggestions for future research.

Jordanian Banking Sector

The banking industry in Jordan is considered as one of the main pillars of the Jordanian financial system. Despite the tragic events that have been happening since the Arab Uprising (Arab Spring) which began in 2011, the organized and highly regulated banking sector has shown stability, maintaining its presence and expanding over the past three years (2013–2015) (Orabi, Saymeh, & Mohammad, 2016) & (Zeitun & Benjelloun, 2013).

 According to the Association Banks of Jordan (ABJ) annual report in 2021, there are 23 banks in the sector at the moment (16 Jordanians (13 commercial and 3 Islamic), and 7 foreign banks (6 commercial, 1 Islamic)) with 877 branches all over the Kingdom. The commercial banks in Jordan employ around (16516) by the end of 2021, of which around (650) are in the north region branches (Abj, 2021). In general, the Jordanian banking industry can be described as well-established, with access to cutting-edge IT systems and skilled human resources.

The banking industry is demonstrating designations of positive magnification in a market with favorable demographics. The Jordanian banking industry as a whole is evolving so that both its operations and its financing are more focused on sustainability-related projects.

Jordan's banking industry cooperated effectively, sensibly, and cooperatively with the Central Bank of Jordan to help the country's economy recover from the Corona pandemic, support its citizens in dealing with its negative effects, and strengthen the country's resilience.

As a result, this study aims to assess the performance of OC in the selected Jordanian commercial banks.

Research Objectives and Questions

Objectives

This study aims to achieve the following key objectives
- To evaluate the four dimensions of organizational culture.
- To assess the impact of organizational culture on organizational performance in the selected Jordanian commercial banks.
- To come up with appropriate recommendations based on the results of the study.

Key Question: What Is the Level of OC Performance in the Selected Jordanian Commercial Banks?

More specifically, a number of sub-questions may arise from the key question as follows:
- How can we evaluate OC performance in the Jordan banking industry?
- What is OC and its prominent dimensions?
- What are the justifications for assessing OC in Jordan banking industry?

Hypothesis

H1: *Organizational culture (OC) is positively and strongly correlated with organizational performance.*

Proposed Model: Figure (1) below depicts the proposed model of the study comprising the four OC core dimensions (independent variable) as well as the organizational Performance dimension (dependent variable).

Figure 1: A Conceptual Model of Organizational Culture and Organizational Performance.
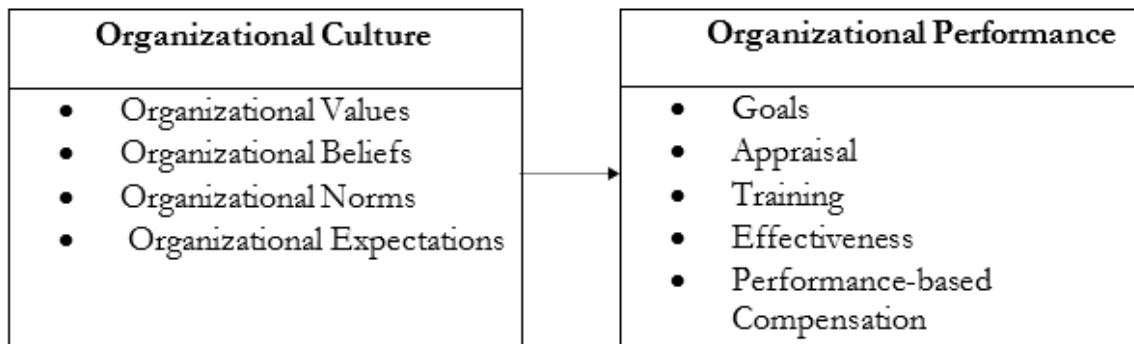
Source: Prepared by the researchers with reference to the studies of (Al- Dirawi, 2019), (Ghailani, 2017), (Khawla, 2015), (Al. Sahbani, 2016), and (Dension & Mishra, 1995) regarding the variable (organizational culture). While organizational performance measures as outlined in (Cavalluzzo & Ittner, 2004).

Theoritical Background

Organizational Culture (OC)

Hall (1976) sees culture as man's medium.; there is not one aspect of human life that is not touched and altered by culture. He adds that a given culture cannot be understood simply in terms of content and parts. One has to know how the whole system is put together, how the major systems function, and how they are interrelated.

Schien (1991) sees culture as "a sum of basic hypotheses that a particular group has invented, discovered or put forward by learning to solve its problems via external adaptation and/or internal integration".

Robbins and Judge (2017) claim that OC is composed of common meanings that organization members stick to so as to differentiate it from other organizations. Al- Douri and Saleh (2009) define OC as a set of knowledge, beliefs, arts, laws, habits values, capabilities that differentiate one group of people from another.

Corporate culture represents the attitudes, beliefs and behaviors that characterize it. These are not written rules. Corporate culture can be defined as the set of norms, behaviors, practices and frameworks of thought within the company. It is shaped by all its members, from the least experienced employees to the most senior managers.

Al- Ghalbi and Al- Amiri (2010) sees OC as a set of values, beliefs, assumptions, symbols, rituals, traditions, and norms prevailing within an organization which gives privacy and uniqueness to the organization and distinguishes it from other organizations. Wudarezewski (2018) defines organizational culture as a set of principles, policies, and ideologies within organizations. OC is often described as a collection of presumptions, symbols, organizational ideas, practices, shared language, and myths that influence how people act and see the world. The potential for improving awareness of "self-evident" organizational and managerial patterns is a key justification for addressing the cultural aspects of organizations (Alvesson, 2002). Mahadevan (2009) conceives culture as an open interacting process of sense-making in two ways interaction with changing boundaries. While, (Torres, 2022) confirms that culture is limited to symbolic patterns, essentially shared, and accepted, by organization stakeholders according to managerialist viewpoints.

The organizational culture must also be present at all times in the company. We must neither change our values, nor our ethics, nor our general work environment from day to day. Culture must be non-sporadic so that we can feel as if we are truly ourselves. How can we involve and motivate our employees if our overall vision is constantly changing? Applying it at all times does not mean not improving it, on the contrary! We just have to avoid adapting your organizational culture according to a given situation, or by being selective depending on the people we speak to in the company.

Organizational culture is a crucial aspect of how a company operates. Indeed, it encompasses the values, beliefs, attitudes and behaviors that characterize an organization. This is why this culture is a determining factor in the way employees behave at work and in the way they communicate with other members of the company. Therefore, organizational culture is the personality of a company because it determines how employees interact with each other and with customers. It is also important for business management because it can help define the priorities and goals of the organization (Schein, 2009).

Xanthopoulou, Sahinidis, and Bakaki (2022) sees OC as a set of fundamental assumptions, beliefs, and values that guide an organization's conduct as well as its mode of operation and activities.

 A system of assumptions, values, norms, and attitudes is known as organizational culture. These assumptions, values, norms, and attitudes are expressed through symbols that members of an organization have developed and adopted through shared experience. These symbols help employees figure out what the world means to them and how to behave in it (Janićijević, 2012) & (Dension & Mishra, 1995).

Finally, Cabrera, Cabrera, and Barjas (2015) defines organizational culture as variations in norms and shared behaviors that are taught at work and are accepted as legitimate within the confines of a specific organization. (Baek, Chang, & Kim, 2019)suggest that the research community may as well shape a whole new discourse on OC and thus recommend several new promising research approaches.

To conclude, OC is viewed as a set of values, habits and shared norms, beliefs, and assumptions that govern the way members of the organization think, and the way they interact with environmental variables, how they handle information, and make use of it to achieve a competitive advantage for the organization.

Attributes of OC

Recent research specifies seven attributes that describe the essence of OC as follows (Robbins & Judge, 2017)

- **Innovation and Risk Taking**: where employees are encouraged to go for renewal and risk taking.
- **Attention to Detail**: when employees exercise accuracy, analysis and pay attention to details.
- **Result Orientation**: It is when management focuses on results rather than methods and processes to achieve results.
- **Employee Orientation**: It is when management considers the impact of decisions on employees.
- **Team Orientation**: It is when work is organized around teamwork rather than individuals.
- **Aggressiveness**: It relates to the degree of competitiveness among employees rather than cooperation.
- **Stability**: Where organization activities prefer maintaining the current situation instead of growth.

Benefits of OC

Organizational culture improves organizational commitment and increases employee conformity. This is clearly one of the benefits for the organization. From an individual's point of view, culture is valuable because it contributes to reducing uncertainties. It shows workers how things work and how important they are (Robbins & Judge, 2017).

According to, (Tarawneh, 2011) OC can help achieve a number of benefits and advantages as follows:

- OC can build a sense of history since deep rooted culture works as a method by which one can list tales of performance and dedicated work and eminent persons in the organization.
- Establishes a shared feeling that directs behavior and gives meaning to roles, strengthens communication and promotes shared values and high-performance standards.
- It can develop a sense of membership and affiliation that help enhance job security and the right selection, training and development of employees.
- OC can contribute to the diversification of the workforce, and attract and employ high-value employees.
- Enhances interchange and participation among members in terms of decision making, teamwork development, and coordination between departments, groups, and individuals.
- Organizational culture, also called corporate culture, is today one of the most important criteria for candidates when selecting a job. It also represents an essential aspect for employees already in place in our organization, so that they develop a strong sense of belonging. Corporate culture is not though without certain issues and organizations must consider them in order to better characterize the company.

Functions of Organizational Culture

According to (Robbins and Judge, 2017) OC performs a range of functions in the organization as follows:

- OC has a role in stabilizing the boundaries of the organization, meaning that it distinguishes the organization from other organizations.
- OC gives a sense of identity to the members of the organization.

- OC contributes to generating a commitment to something greater than individual interest.
- OC helps reinforce the stability of the social system. It represents the social glue that tightens the organization's cohesion, by providing appropriate standards that show workers what they say and what they do.
- Whenever organizations attract, select, and retain individuals who fit within the existing culture (values, beliefs, norms, interests, expectations). This will help organizations to maintain and strengthen the OC.
- OC as an emotional and monitoring tool guides and shapes individual attitudes and behavior.
- Corporate culture is, in a way, the overall lifestyle of the company. It involves a whole range of elements that will set the organization apart among internal and external allies and collaborators. Corporate culture may include: company beliefs, working methods, the history of the company, ethics, social commitment, the company's values and the means of transmitting them to others, pleasure and well-being at work, team spirit, customer service, the work environment, and the dress code (Cameron, 2008).
- Organizational culture is generally described as the set of beliefs, values and attitudes of a company, and how these influence the behavior of staff members.
- Organizational culture affects the experience of those who interact with the organization, such as the customer's purchasing experience or the collaboration experience of a supplier. It manifests itself in company policies, such as dress code and working hours. It also governs aspects like workspace design and employee benefits. Typically, the company's leaders set the culture.
- Companies rarely define their culture explicitly. Rather, culture tends to emerge from people's beliefs, ways of thinking, words and actions. Culture shapes acceptable or unacceptable behavior. Culture can help define the core values and principles that guide organizational behavior.
- Culture can be a useful tool or an obstacle during organizational changes. For example, a company that has adopted a culture of collaboration and adaptability will more easily accept change, while a company with a less flexible and more bureaucratic culture may react negatively to transformation. Leaders must be aware of this when guiding their companies through periods of change.

Types of organizational cultures

Organizational cultures differ in their linguistic vocabulary, context, and mechanisms of practice. As identified by (Al- Douri and Saleh, 2009), and (Hall, 1976) there are four types of OCs as follows:

1- **Low-context Culture:** It is an organizational culture in which most communications are written or verbal, accurate, clear, and specific.
2- **High-context Culture**: It is an organizational culture in which most of the communication is through expressive means or hints, in addition to written and oral communications.
3- **Monochromic Culture:** It is the culture of individuals and managers who tend to do one job at a time.
4- **Polychromic Culture:** The culture of individuals who are used to completing several works simultaneously.

5- Various Cultural Types

The Competing Values Framework (CVF), which was introduced by (Cameron & Quinn, 2011), is a two-dimensional area that reflects various cultural types (figure2). First, the organization's focus on stability or change is shown by the difference between the flexibility and discretion axis and the stability and control axis. The organization's external or internal orientation is the subject of the second dimension. CFV distinguishes four fundamental cultural types on the basis of these two dimensions: as

depicted in the figure aside: Clan, Adhocracy, Hierarchy, and Market.

Figure 2: Competing Values Framework (CVF).
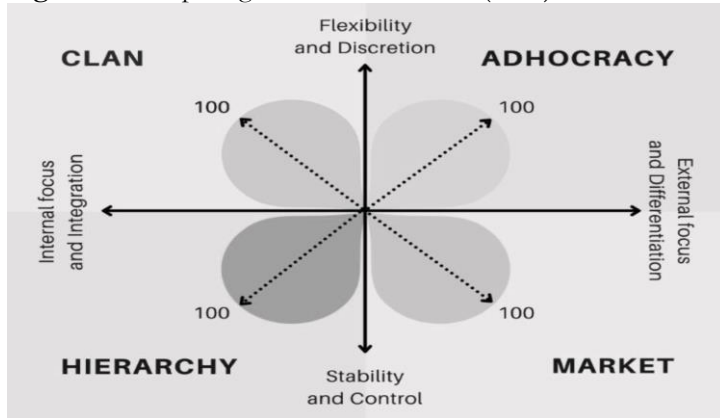
The first two, the clan model and the hierarchical model, exist in more traditional organizational cultures as well as digital cultures. For example, a clan culture will focus on development through interpersonal relationships or mentoring programs, and create a sense of belonging to an extended family.

This applies to many small businesses or corporations that are literally run by families. This type of organizational culture is intimate, and while it can work for teams within large organizations, it is not a scalable culture for a large company. Communication in this type of culture should be kept minimal and simple. Complex processes or projects are difficult (or almost impossible) to achieve in a clan culture.

A hierarchical culture is a culture strongly structured by responsibility and the role that each person must occupy. Power and influence are strongly consolidated at the top of the organization. In this type of culture, those at the top hold all the power, and those at the bottom often feel very powerless. While this type of organizational culture can be very effective, it does not create an environment that fosters creativity or innovation.

Conversely, the other two cultures, adhocracy and market, are more suited to businesses that are digitally empowered and determined to grow. The market culture is results-oriented. This culture values competitive efforts and rewards success. The market culture demands high performance from employees, but it also offers real bonuses to reward their success. This culture is very effective within sales organizations. Salespeople are often motivated by high stakes and high rewards.

 The culture of adhocracy is a culture in which risk-taking is encouraged, and where a dynamic and entrepreneurial environment is created that values innovation. In this more modern and dynamic organizational structure, all employees are encouraged to contribute, regardless of their rank or role.

The definition of organizational culture changes depending on the workplace. Quinn and Cameron discovered, by studying organizational types, that flexible organizations are more likely to succeed than rigid organizations. For the modern manager, it is imperative to carefully choose and implement the relevant organizational culture to ensure the success of their company.

Elements of Organizational Culture

Corporate culture is what characterizes it as a human group. The notion of culture is broad. It includes anything that reflects the corporate individuality for staff, customers or partners. A corporate culture can in fact be expressed in many ways: beliefs, norms, ideals, moral values, internal functioning, etc. It

defines the character and personality of the company, and impacts its notoriety and its effectiveness.

According to a group of researchers, such as (Robbins & Judge, 2017), (Al- Omyan, 2010) and (Cameron & Quinn, 2011), the organizational culture includes four main elements represented by the following:

- **Organizational Values:** These are common agreements between members of the organization on what is desired or not, good or not, important or unimportant … etc.). The organizational values represent the values in the workplace, so that these values can guide the behavior of workers within the different organizational conditions by forming basic pillars for the sustainability of success. Some of these values might include the importance of workers and investing in their well-being, attention to time management, good governance, independence, integrity, teamwork, equality, respect for human rights, attention to performance and respect for others. Moreover, organizational values are certainly the most determining component of a corporate culture. Generally, these are general principles of a moral nature (benevolence, collaboration) or ethics (sustainable development, redistribution of wealth). Defining corporate values makes it possible to give meaning to the work carried out and the objectives sought. Displayed and shared by employees, the values guide the work and behavior of teams. The first, and perhaps most crucial, elements of culture are its values and beliefs. Values are the norm of a culture that allows people to discern what is good and just in society. Values are deeply rooted and essential to the transmission and teaching of a culture's beliefs. Values help shape a society by suggesting what is good and bad, beautiful and ugly, sought after or avoided.

- **Organizational Beliefs:** They are common ideas that are often hidden and invisible about the nature of work and social life in the workplace, how to accomplish work and organizational tasks. Organizational beliefs play an important role in organizational life and contribute strongly to shaping the culture of the organization. Among these beliefs are the importance of participating in decision-making and contributing to teamwork, and the effect of this on achieving organizational goals. Beliefs are the principles or convictions that people hold to be true. Individuals in a given society may hold specific beliefs, but in return, they share collective values.

- **Organizational Norms**: They are standards that employees in the organization adhere to as they are criteria that are beneficial to the organization, or they are rules that guide workers towards the proper and desirable behavior in the organization as sharing information. Organizational norms are informal and unwritten understandings that control and direct the behavior of individuals and groups in the organization. Social norms can be defined as follows: "a norm reflects the impact of the social on individual behavior and judgments" (Dubois, 2003). Social norms indeed are rules or behavioral norms practiced by a group of people that may serve as a guide for individual actions on daily basis. They will also provide predictions about how others will act and thus promote better coordination in social life (Neville, Templeton, Smith, & Louis, 2021). Social norms will therefore manifest themselves through our daily habits, through shared values or beliefs.

- **Organizational Expectations**: They are the unwritten psychological contract which relates to a set of expectations determined or expected by the individual or the organization from each other during the individual's period of work in the organization. Examples include the expectations of managers from subordinates, subordinates from managers, represented in appreciation and mutual respect, maintaining high ethical standards in the organization, and providing excellent customer and high-quality services, sustaining an organizational environment and organizational climate that help and support the psychological, professional and economic needs of employees.

Integrated Culture Framework

Groysberg, Lee, Price, and Cheng (2018) propose two main dimensions of culture that apply regardless of organization type, size, industry, or geography: A) People dynamics: Independence vs. interdependence, and B) Lucky attitude: Flexibility vs. Stability. As depicted in figure (3), the following eight cultural components are clarified below:

1. Kindness: The main areas of focus are trust, collaboration, relationships, teamwork and positivity. People care for each other and are united by empathy.
2. Purpose: The primary purpose is a noble, often "bigger than life" cause that goes beyond the everyday and transactional and prioritizes community betterment.
3. Learning: The emphasis is on curiosity, innovation and discovery. Results are often the result of repeated exploration, creativity and serendipity.
4. Fun: The emphasis is on play, stimulation and spontaneity and people are encouraged to do what makes them happy.
5. Results: The focus is on results; success is glorified and workers are pushed to achieve key performance indicators.
6. Authority: The emphasis is on power and trust. Everyone seeks to become an authority figure and dominate the competition.
7. Safety: Emphasis   placed on vigilance, caution and preparation. Teams protect themselves against risks, prioritize stability, and prefer to plan realistically.
8. Order: The emphasis is on method, respect and shared standards. Employees play by the rules, follow the structure, and stick to established customs.

Figure 3: Integrated Culture Framework.
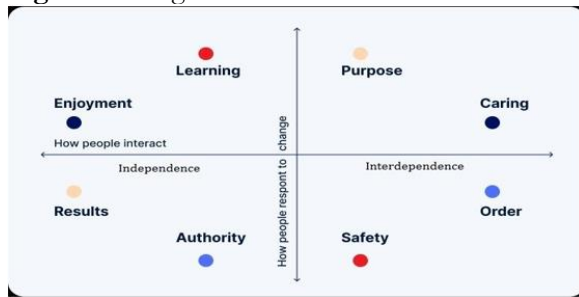
Previous Studies

Cruz Junior, de, Profeta, and Hanai- Yoshida (2022) study entitled "Relationship between organizational culture and business innovation in micro and small enterprises".

The objective of this study was to analyze the relationship between predominant organizational culture and business innovation in Small and Micro Enterprises (SMEs). The study sample included Thirty SMEs in the industrial segment in one region in Brazil. Four types of organizational cultures (clan culture, adhocratic culture, hierarchical culture, and market culture) were the focus of this study. The study found that the predominant organizational culture is complemented by other cultures, and the participating companies in the study were identified as clan, hierarchical, and market type cultures. Also, a positive relationship was found between organizational culture and innovation. The study recommended improving organizational culture so as to increase the degree of innovation in the selected SMEs.

Aichouche, et al., (2022) study entitled "Exploring the Relationship between Organizational Culture

Types and Knowledge Management Processes".

The aim of this study was to investigate the type of relationship between organizational culture types according to Competing Values Framework (Clan, Adhocracy, Market, Hierarchy) and knowledge management. The results of the study found that the clan culture is associated with knowledge creation, while Adhocracy culture has a greater effect on knowledge application, and market has a stronger effect on knowledge dissemination and storage. According to the findings of the study, in order to make significant improvements to the necessary KM processes, every organization ought to be aware of the predominant cultural characteristics that characterize it.

Mahamadou, Fall , and Laurent (2020) study entitled "The impact of organizational culture on work performance: the mediating role of intrinsic motivation".

The objective of this study is to identify the dimensions of organizational culture (Involvement, Coherence, Adaptability, Mission) which affect task and contextual performance through intrinsic motivation at work. The results from regression analyzes on a sample of 300 employees show that certain dimensions of organizational culture are positively associated with intrinsic motivation and work performance. Also drawing on (Hayes, 2013) approach to analyzing indirect effects, the analysis of our data shows that the mediating effect of intrinsic motivation between the sub-dimensions of organizational culture and work performance depends the type of performance: task or contextual performance. This study thus reveals the specific mechanisms by which organizational culture influences work performance through intrinsic motivation. Theoretical and managerial contributions are discussed.

The study of (Al- Dirawi, 2019) entitled "The effect of organizational culture on the relationship between strategic management and the performance of NGOs working in the Gaza Strip".

The research aimed to study the effect of organizational culture (organizational values, and organizational trends) on the relationship between strategic management (mission, goals, and vision) and the performance of NGOs working in the Gaza Strip. The descriptive analytical method was used through an intentional sample of about (90) individuals. Among the most prominent results of the study are the following:

- There is a positive impact with statistical significance between the dimensions of strategic management and the performance of NGOs in the Gaza Strip.
- There is a positive impact with statistical significance between the dimensions of strategic management and organizational culture of the NGOs in the Gaza Strip.
- There are statistically significant differences between the averages of the respondents' opinions of the impact of strategic management on the performance of organizations: organizational culture as an intermediate variable attributable to variables of educational qualification, age and years of experience.
- There were no statistical differences between the averages of the respondents' opinions of the impact of strategic management on the performance of organizations: organizational culture as an intermediate variable attributable to gender and job title variables.

The study recommended the necessity of increasing the administration's awareness of the importance of applying strategic management in order for organizations to enrich organizational culture.

Lee and Kim (2017) study entitled "Exploring the Organizational Culture's Moderating Role of Effects of Corporate Social Responsibility (CSR) on Firm Performance: Focused on Corporate Contributions in Korea".

The study aimed to examine the role of organizational culture in its four dimensions: (Clan Culture), (Adhocracy Culture), (Market Culture), and (Hierarchy Culture) in translating institutional social

responsibility into institutional performance. The sample size was about (4269) workers in about (164) establishments operating in the industrial and financial services sectors in Korea. The study showed that organizational culture plays an important role in improving the relationship between corporate social responsibility and organizational performance. A positive relationship was found between CSR and institutional performance. The study recommended conducting future studies among public and private sector institutions taking into account the national culture and other dimensions of organizational and professional culture.

Khawla (2015) study entitled "The Impact of Organizational Culture on Excellence Management (A Case Study of Prolipos Foundation for the Production of Fatty Substances and Their Derivatives from Melilla - Umm Al-Bawaqi)".

The study aimed to identify the impact of organizational culture in its dimensions (commitment and respect for the value of time, teamwork, and encouraging creativity and innovation) to manage excellence in one of the Algerian institutions for the production of fatty materials and their derivatives. The study used the descriptive analytical approach, which is based on collecting data, information related to the subject of the study, classifying and analyzing it, and revealing the relationship between its various dimensions in order to reach an interpretation of the results. The study reached a number of results, the most important of which are:

- There is a positive impact of organizational culture on excellence management in the researched institution.
- There is a positive impact of statistically significant organizational culture that encourages creativity and innovation in managing discrimination.
- There is a positive and statistically significant effect of organizational culture characterized by teamwork on managing discrimination.
- The results of the study indicate that 61% of the change in discrimination management is due to the change in organizational culture.
- The lack of a statistically significant positive effect of organizational culture characterized by commitment and respect for the value of time on excellence management.

The study recommended the necessity of working to provide a suitable environment for workers by providing a work environment in which trust and mutual respect prevails between the various administrative levels, and spreading the spirit of cooperation to achieve the goals of the institution.

Qawasmeh, Darqal, and Qawasmeh, (2013) study entitled "The Role of Organization Culture in Achieving Organizational Excellence -Jadara University as a Case Study)".

The study aimed to identify the role of organizational culture in achieving organizational excellence in its four dimensions (distinction of management, distinction of employees, distinction of organizational structure, and distinction of strategy) at Jadara University in Jordan. The study used a questionnaire prepared for the purpose of collecting data from the study population, whose size consisted of (450) workers in the academic and administrative fields. While the size of the study sample was about (158) individuals, representing (35%) of the study population. Among the most prominent results of the study are the following:

- OC mean was moderate (3.4).
- Organizational excellence mean rose to (3.6) on the 5-Likert scale.
- There is a strong positive correlation with high correlation coefficient (0.889) between organizational culture and organizational excellence.

- The absence of statistically significant differences in the responses of the study sample towards organizational culture and organizational excellence attributed to academic and administrative fields variables.

The study recommended the necessity of providing training and development opportunities for all university cadres and conducting future studies to monitor any changes that may occur to the organizational culture that would affect the level of university excellence.

Methodology

Population

The study population consisted of all employees in 13 Jordanian commercial banks operating in the north region totaling around (650) male and female employees, while the study sample was (233) elements representing (36%) of the population according to sample size determination by (Krejcie & Morgan, 1970).

Sample

The study sample consisted of (233) male and female employees in the 13 Jordanian commercial banks operating in the north region of kingdom who were chosen randomly from the study population. Table No. (3) shows the distribution of the study sample according to demographic and functional variables.

Variables

The organizational culture variable is being measured by items (1-20) and according to the following organizational culture dimensions:

- Organizational values measured by items (1-5.)
- Organizational beliefs measured by items (6-10.)
- Organizational norms measured by items (11-15.)
- Organizational expectations, as measured by items (16-20).
- Organizational performance, measured by items (21-30).

Tool

The tool consisted of three sections: the first section included demographic and functional variables (gender, age, educational qualification, job position, and job experience). The second part consisted of the OC four subdimensions (organizational values, organizational beliefs, organizational norms, and organizational expectations). The third section consisted of ten items to measure organizational performance. The researchers built and developed the questionnaire based on several studies: (Al-Dirawi, 2019); (Ghailani, 2017); (Khawla, 2015); (Cavalluzzo & Ittner, 2004) & (Al. Sahbani, 2016). A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'Strongly disagree', 2 point as 'Disagree', 3-point as 'Neutral', 4-point as 'Agree', and 5-point as 'Strongly Agree'.

Table 2: Cronbach Alpha Results.

Variables	Number of Items	Cronbach alpha
Organizational Values	5	0.74
Organizational Beliefs	5	0.72
Organizational Norms	5	0.85
Organizational Expectations	5	0.88
Overall Organizational Culture	20	0.89
Organizational Performance	10	0.94

The stability of the study tool was evaluated as shown in Table (2) using the Cronbach alpha test.

To ensure the stability of the study tool, the stability of the application was verified by distributing the study tool to a survey sample consisting of (20) employees from outside the study sample twice, with a time difference of two weeks. The correlation coefficient was extracted between their answers to the fields of study in the two times, as it was found that all correlation coefficients between the two applications were statistically significant values, and this indicates the stability of the application of the study.
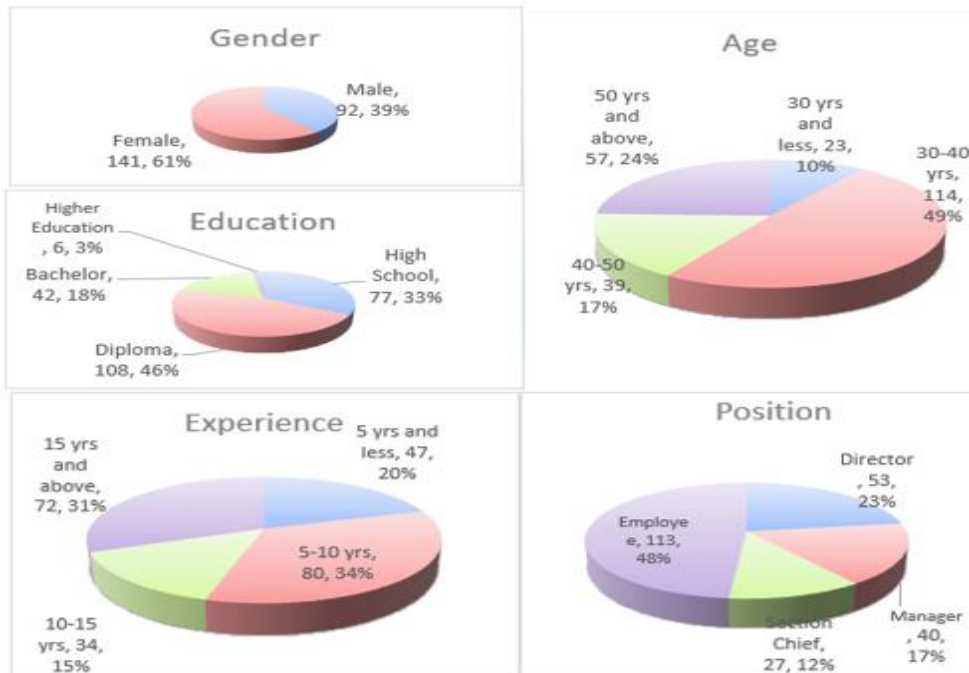
As shown in the above table, the overall Organizational Culture coefficient was (0.89), and such results are acceptable values for this type of study (Zickmund, 2000). Hence, the stability coefficient: 0.95 means that 95% of the variance or test depends on the true variance in the trait to be measured, and 5% depends on the error variance. Also, these results also confirm the integrity of the measurement tool and the strength of interdependence and harmony of its items and dimensions.

Table (3): Distribution of Respondents According to Personal and Organizational Characteristics (Sample Size = 233).

Variable	Class	Number	(%)	Variable	Class	Number	(%)
Gender	Male	92	%39.5	Position	Director	53	%22.7
	Female	141	%60.5		Manager	40	%17.2
	Total	233	%100		Section Chief	27	%11.6
Age	30 yrs and less	23	%9.9		Employee	113	%48.5
	30-40 yrs	114	%48.9		Total	233	%100
	40-50 yrs	39	%16.7	Experience	5 yrs and less	47	%20.2
	50 yrs and above	57	%24.5		5-10 yrs	80	%34.3
	Total	233	%100		10-15 yrs	34	%14.6
Education	High School	77	%33		15 yrs and above	72	%30.9
	Diploma	108	%46.4		Total	233	%100
	Bachelor	42	%18				
	Higher Education	6	%2.6				
	Total	233	%100				

The study sample consisted of (233) male and female employees of the organization who were chosen randomly from the study population. Table No. (3) shows the distribution of the study sample according to demographic and functional variables. Figure 1 below depicts relevant pie charts accordingly.

Figure 1: Demographic Data of Study Respondents.

Gender

Male, 92, 39%
Female, 141, 61%

Age

50 yrs and above, 57, 24%
30 yrs and less, 23, 10%
30-40 yrs, 114, 49%
40-50 yrs, 39, 17%

Education

Higher Education, 6, 3%
Bachelor, 42, 18%
High School, 77, 33%
Diploma, 108, 46%

Experience

15 yrs and above, 72, 31%
5 yrs and less, 47, 20%
5-10 yrs, 80, 34%
10-15 yrs, 34, 15%

Position

Director, 53, 23%
Employee, 113, 48%
Section Chief, 27, 12%
Manager, 40, 17%

- **Gender**: The majority of the sample relates to females, with a percentage of (60.5%) of the total sample members, and the percentage of males amounted to (39.5%). This result indicates that the majority of administrative and secretarial workers in Jordan commercial banks are females.
- **Age**: The highest rate reached (48.9%) in the category (25-less than 35 years), and the lowest was in the category (less than 25 years) which amounted to (9.9%). These results indicate that most of the administrators are from the youth category.
- **Experience**: The results showed that the majority of workers with experience (5- less than 10 years) amounted to (34.3%), followed by (15 years and over) amounted to (30.9%), and the lowest percentage was (14.6%) for experience (10- less than 15 years), and these results indicate that most administrators have many years of experience in administrative work.
- **Education**: most of the respondents hold a (Bachelor's) degree with a percentage of (46.4%), followed by a diploma (diploma or less) with a percentage of (33%), and the lowest percentage of (2.6%) for holders of a (PhD) degree. These results indicate that administrative work does not require high academic qualifications.
- **Job level**: The results showed that the majority of workers from the job variable (employee) amounted to (48.5%), and the lowest percentage amounted to (11.6%) for the position of head of a division. The results indicate that the researchers target "employees" category more than others.

Results and Discussion

The first question: What is the level of OC performance in the selected Jordanian commercial banks in Jordan?

In order to answer this question related to organizational culture in its four dimensions (organizational values, organizational beliefs, organizational norms, and organizational expectations), it was measured to suit the requirements of the study, and the data obtained were analyzed to find out which of the

dimensions is the most important one.

It is clear from the results presented in Table No. (3) that the means of the organizational culture dimensions ranged between (3.72-4.21), with an overall mean of (3.93) on the five-point Likert scale. The overall mean score for the four sub dimensions of organizational culture: organizational values, organizational beliefs, organizational norms, and organizational expectations are (M=3.72; SD= 0.70, M=3.76; SD=0.65;M=4.21;SD=0.54 and M=4.21; SD=0.42), respectively.

Table 3: Means and standard deviations of OC dimensions.

No.	Rank	Dimension	Mean	SD	Degree
1	4	Organizational Values	3.72	0.70	High
2	3	Organizational Beliefs	3.76	0.65	High
3	2	Organizational Norms	4.06	0.54	High
4	1	Organizational Expectations	4.21	0.42	High
Overall Organizational Culture			3.93		High

Then the researchers extracted the means and standard deviations of the study sample's responses to the paragraphs of each dimension of the organizational culture separately, as follows:

The first dimension: organizational values

Table No. (4) shows that the means of the respondents' answers to the paragraphs of the organizational values level ranged between (3.50-3.95). The highest rated paragraph (5) "The organization takes into account the system of ethical values at work such as integrity and transparency" with a high mean (3.94), while the lowest rated paragraph (1) "The organization's management is keen to achieve justice and equality among workers" with a high average value (3.50). While the mean for the level of organizational values as a whole was high (3.72) and standard deviation (0.70).

Table 4: Means and Standard Deviations of Organizational Values.

No.	Rank	Dimension	Mean	SD	Degree
1	5	The bank's management is keen to achieve justice and equality among employees.	3.50	0.80	Moderate
2	3	The bank cares about career and professional development of all employees.	3.75	0.74	High
3	4	An atmosphere of mutual trust prevails between management and employees in the bank.	3.64	0.75	High
4	2	The management of the bank pays high attention to human relations between employees.	3.78	0.72	High
5	1	The bank takes into account the system of ethical values in work, such as integrity and transparency.	3.94	0.68	High
Organizational Values as a whole			3.72	0.70	High

The second dimension: organizational beliefs

It appears from Table No. (5) that the means of the respondents' answers to the paragraphs of the level of organizational beliefs ranged between (3.44-4.05). The highest rated paragraph (5) "Financial rewards are determined according to the performance of employees in the bank" with a high average (4.05), while the lowest rated paragraph (3) "The employees' beliefs coincide with the organizational beliefs of Jordanian commercial banks" with a mean average value (3.44). While the mean of the level of organizational beliefs as a whole was high (3.76) and standard deviation (0.65).

Table 5: Means and Standard Deviations of Organizational Beliefs.

No.	Rank	Dimension	Mean	SD	Degree
1	2	The principle of cooperation and collective participation prevails among employees in the bank.	3.85	0.52	High
2	3	The bank believes in the principle of administrative delegation of employees.	3.78	0.56	High
3	5	Employee beliefs coincide with organizational beliefs in the bank.	3.44	0.67	High
4	4	The bank involves workers in the management decision-making process.	3.72	0.61	High
5	1	Financial rewards are determined according to the performance of employees in the bank.	4.05	0.48	High
		Organizational Beliefs as a whole	3.76	0.65	High

The third dimension: organizational norms

Table No. (6) shows that the means of the respondents' answers to paragraphs of the organizational norms level ranged between (3.88-4.22). The highest rated paragraph (1) "The bank 's employees are keen to adhere to the governing regulations and instructions" with a high mean (4.22), while the lowest rated paragraph (4) "The administration is keen on the workers' participation in their social events constantly" with a high mean value (3.88). While the mean for the level of organizational norms as a whole was high (4.06) and standard deviation (0.54).

Table 6: Means and standard deviations of Organizational Norms.

No.	Rank	Dimension	Mean	SD	Degree
1	1	The bank's employees are keen to adhere to the governing regulations and instructions.	4.22	0.41	High
2	2	The bank adheres to the organizational norms recognized in the work environment.	4.15	0.48	High
3	3	Respect for customs and traditions of the community is one of the prevailing norms in the bank.	4.10	0.53	High
4	5	The management is keen on the participation of workers in their social events constantly.	3.88	0.66	High
5	4	Bank management takes into account the principle of equality to mitigate organizational conflict between workers.	3.95	0.69	High
		Organizational Norms as a whole	4.06	0.54	High

The fourth dimension: organizational expectations

Table No. (7) shows that the means of the respondents' answers to the paragraphs of the level of organizational expectations ranged between (4.05-4.43). The highest rated paragraph (3) "The employees of the bank make the necessary efforts to achieve the expected accomplishments" with a high mean (4.43), while the lowest rated paragraph (2) "The bank is keen to secure job security for workers" with a high mean value (4.05). While the mean for the level of organizational expectations as a whole was high (4.21) and standard deviation (0.42).

Table 7: Means and Standard Deviations of Organizational Expectations.

No.	Rank	Dimension	Mean	SD	Degree
1	3	The management of the bank operates in the light of a stated and specific future strategic vision.	4.20	0.38	High
2	5	The bank is keen to secure job security for workers.	4.05	0.50	High
3	1	The employees of the organization make the necessary efforts to achieve the expected accomplishments.	4.43	0.28	High
4	2	The management of the bank meets the expected needs of workers, such as rewards, incentives, and bonuses.	4.25	0.34	High

| | 5 | 4 | The bank exploits all its resources and capabilities in formulating its future plans. | 4.14 | 0.47 | High |

| Organizational Expectations as a whole | | | | 4.21 | 0.42 | High |

The fifth dimension: Organizational Performance

We note from the table (8) that the mean of the answers was (4.04) with a standard deviation of 0.53. According to the study scale, this dimension indicates a high acceptance rate. Based on this, we conclude that the level of performance among the study sample was high.

Table 8: Means and standard deviations of Organizational Performance.

No.	Rank	Dimension	Mean	SD	Degree
1	3	Organization mission is clearly formulated.	4.20	0.38	High
2	6	Organizational goals are detailed and specifically documented.	4.05	0.50	High
3	1	Performance measures reflect the company's operating efficiency.	4.43	0.28	High
4	4	Customer satisfaction is one element of organizational performance.	4.14	0.41	High
5	7	Superiors normally discuss the performance of their subordinates on regular basis.	4.02	0.59	High
6	9	Performance appraisal is based on objectives and goals set for subordinates ahead of time.	3.70	0.79	High
7	5	My company conducts systematic analysis to determine the needs for training programs.	4.11	0.44	High
8	8	Management conducts cost-benefit analysis to assess the effectiveness of training programs.	3.85	0.80	High
9	2	In our organization, promotion is primarily based on seniority and achievement.	4.25	0.34	High
10	10	Individual Job performance is taken into account in determining personal compensation.	3.65	0.82	Moderate
Organizational Performance			4.04	0.53	High

Hypothesis testing

Hypothesis H1: *Organizational culture (OC) is positively and strongly correlated with organizational performance*

As shown in Table (9), strong evidence exists to accept hypothesis H1 that organizational culture is positively and strongly associated (r=0.799) with organizational performance at a confidence level of 0.99. According to this result, it is clear that organizational culture has an important role in the management of organizations and thus plays an important role in influencing individuals and directing their behavior to improve and raise organizational performance.

Table 9: Correlation Analysis: Organizational Culture to Organizational Performance.

		Organizational Culture (OC)	Organizational Performance
Organizational Culture	Pearson Correlation	1	.799**
	Sig. (2-tailed)		.000
	N	233	233
Organizational Performance	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	
	N	233	233

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

Summary of Results

- Organizational culture scored high, with a mean of (3.93).
- Organizational culture (OC) is positively and strongly correlated with organizational performance (r=0.799; p<0.01).
- Organizational values subdimension has got the highest mean score of (M=3.72, SD=0.7), which also indicates that it is very important culture within the banking sector according to the perception

of employees) .

- Organizational beliefs subdimension was high, with a mean of (M=3.76; SD=0.65).
- Organizational norms subdimension has got the highest mean score of (M=4.21; SD=0.54).
- Organizational expectations subdimension was high, with a mean of (M=4.21; SD=0.42).

Recommendations

In light of the findings of the study, it recommends the following:

- Pay attention to the prevailing organizational culture in the organization and its various elements and its role in improving organizational performance.
- Develop a positive organizational culture within companies, by improving the environment system, providing a comfortable atmosphere for work, establish good relations with colleagues, and create an organizational climate that encourages personal achievement and excellence.
- Hold training programs to reinforce concepts of organizational culture and its importance in achieving morale and belonging.
- Organizations must establish a good organizational culture, maintain it and invite employees to actively participate in it.
- The corporate culture must involve all employees. It can even come from teams rather than being imposed by senior management. It just needs to be done naturally and people feel like they are part of the implantation process.
- Provide a suitable climate for teamwork and raising the morale of employees.
- The development of organizational culture must become a priority for any organization, since it represents the very lifestyle of a company, in order to allow everyone to move in the same direction: towards success.
- Establishing the strategic thought of organizational culture dimension, which emphasizes that managing and controlling the activities and operations as an integral part of the comprehensive strategy directed at achieving and building effective organizations.
- Reaffirming the organization's current values through discussions and communications.

Suggestions for Future Research

- Conducting a study that diagnoses the relationship of organizational culture and the strategic decision-making process.
- Perceiving the effect of alignment between the dimensions of organizational culture and the characteristics of governance for a number of industrial and service organizations.
- Adopting the comparative approach by conducting an applied study to determine the factors influencing the application of organizational culture in different service organizations.
- Testing the relationship between culture and other organizational dimensions (organizational structure, organizational leadership, organizational capabilities), and examine its impact on the organization's performance.
- Testing the impact of organizational culture in consolidating the characteristics of governance and the effectiveness of the organization.
- Apply various types of organizational culture models formulated by other authors so as to widen the perspectives regarding organizational culture.

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