THE ROLE OF ORGANIZATION CULTURE AND SUSTAINABILITY ON INSTITUTIONAL DEVELOPMENT: EVIDENCE FROM JORDANIAN PUBLIC UNIVERSITIES

Hodifah Farhan Ahmad

Abstract

The main purpose of this study is to investigate the effect of organization culture and sustainability on institutional development. Past studies on the organizational culture and sustainability are limited only to the management level employees in the Public-sector so the definite focus of this study is to investigate the role of organizational culture and sustainability on institutional development among the top management staff of three public universities (The University of Jordan, Yarmouk University, Mutah University) in Jordan. A total number of 152 questionnaires were gathered through survey questionnaire from top management staff from Jordan. The data analyzes were done by using Smart PLS 3.0. The results of this study designate a significant relationship among organizational culture, organizational sustainability and institutional development. The study provides implications for the top management of public sector, Policymakers, and leaders in the public sector, they encourage the staff to towards organizational culture for better institutional development. Results stirred on how organizational culture can be used to manage organization strategically.

Keywords: Organizational culture, Organizational sustainability, Institutional Development Public Universities, Jordan

1. Introduction

Today's organizations are becoming flattered, decentralized and boundary-less. Business environments, both national and international crises, have encouraged organizations to look for more flexible, simpler, and more dynamic organization culture (Imperatori, 2017). To the employees, these business strategies with more flexible, simpler, and more dynamic organization culture are synonymous with retrenchment, fewer career opportunities, or fewer job promotions, and more pressures.

Employees who have to face this kind of culture are subjected to stressful life-event (Crane, 2017) or low commitment (Laforet, 2016). Irrespective of the changes and uncertainties faced by the employees, organizations still need to compete in order to survive. According to Johnson, (2016) people's brains and talents are the most important assets for sustained competitive advantage. The question now is how should organizations address the issue of low morale employees who are experiencing low job commitment and satisfaction? These employees need high motivation in order to work in the unstable environment with drastic changes in customer demand, plus other things such as increased and stiff competition to remain competitive in the marketplace. Therefore, it is crucial for Human Resource department or management of the organization to work on the issues on how to boost its employees' motivation. Motivating employees is daunting and very challenging. Employees are motivated in several ways, either by the scientific management approach, the human relation approach, or the human resource approach (Carlos, Rodrigues, & Dibb, 2014). They are motivated either by money, by fulfilling social needs, or by being able to contribute and participate.

Nwachukwu, (2016) suggested that management should provide the work environment that motivates institutional development through intrinsic and extrinsic rewards. However, it requires the great effort from the management to come up with ways or strategies to fully utilize their employees. Workplace environment such as organizational policies and procedures, relationships with peers, and fringe benefits are positively related to institutional development. However, extrinsic rewards may not be the most sought-after choice at the moment due to the economic slowdown, drastic changes in customer demand, as well as other things including the fierce competition to remain competitive in the marketplace. Thus, intrinsic motivation may be the right alternative to extrinsic motivation. This proposition is in line with the statement made by Halim, Ahmad, Ramayah, & Hanifah, (2014). Halim et al., (2014) stressed that intrinsic rewards could possibly produce employees who are open to initiatives, ready to embrace risk, willing to be stimulated with innovation and can cope with high uncertainties. She further added that these characteristics of employees could be achieved through institutional development.

Several scholars had also suggested ways on how to improve employees' morale and capabilities. Laforet (2017), for instance, observed that in order for the management to compete better and to have employees with high morale, the top management needs to have not only capable employees, it also has to practice different management styles. Moreover, new skills have to be unearthed to ensure that the management is better equipped in facing unforeseen challenges and uncertainties in the new environment (Prabhakar, Reddy, Savinkina, Gantasala, & Ankireddy, (2018). Accordingly, managers or leaders in most organizations must try their best to have highly skilled employees both on technical and personal skills. However, skills are not the only factors that can guarantee institutional development in the organization. These skilled employees should also have the right attitude about their work and their workplace to be considered as assets and only then their existence is critical to the organizational success (Laforet, 2017). The right attitude mentioned above refers to organizational culture, organizational sustainability, and job involvement since these are the common work attitudes that are related to institutional development (Robbins, 2005). In this respect, scholars have again concurred that organizational culture is one of the main factors that influence the attitude and development of any organizations (Arifin, 2014; Nwachukwu, 2016; Laforet, 2017).

The discussion above clearly illustrates that organizational culture and organisational sustainability can intrinsically encourage employees and this shows that management has to look further into the concept in order to make the institutional development at their very best. In Jordan, quite a number of researches in this area had been explored (Gillespie & Reader, 2017; Prabhakar, Reddy, Savinkina, Gantasala, & Ankireddy, 2018; Samad, 2007). However, research in the context of public sector during the economic crisis is still limited. Hence, one of the purposes of this study is to examine the influence organizational culture as a motivational approach on institutional development within three public universities (The University of Jordan, Yarmouk University, Mutah University) in Jordan.

2. Literature Review

2.1 institutional development

In the literature, the institutional development has mostly regularly appeared as the dependent variable (Halim et al., 2014). Gillespie et al., (2017) insisted organizations to pay equal attention towards internal organizational strategies as they give importance to external factors such as economic, consumer and competitors. Their (Barrett et al., 2012) argument is also in-line with the suggestions forwarded by Covin and Laforet, (2016); who stated that the external factors at-large remain out of the control of an organization. These scholars

(Carlos & Paula, 2014) have further stated that the influence of internal organizational factors is found to be greater than external environmental factors over institutional development.
The past studies on measuring institutional development effectively, have empirically provided that there exists a high level of diversity in institutional development indicators (Prabhakar, Reddy, Savinkina, Gantasala, & Ankireddy, 2018). It could, therefore, be inferred that measuring and operationalizing institutional development would not be that simple. One need to look into appropriate justifications for why there is a need to measure institutional development and what aspects of development could better represent their needs to measure it. By stepping further into the details on what indicators could best measure the institutional development in any given markets and economies; the researchers have broadly classified the measurement of institutional development into two categories namely, financial and non-financial (Combs, Crook & Shook, 2005; Venkatraman & Ramanujam, 1986).
Apart from above discussion, the literature also provides a healthy discussion on the measurement of institutional development. In this domain, the scholars have reached up to two different streams; where one is of the opinion that institutional development should be measured using financial means. This opinion of measuring institutional development on the objective basis has strong roots in the literature (Demirbag, Tatoglu, Tekinus, & Zaim, 2006; Jusoh, Ibrahim, & Zainuddin, 2008). It would not be wrong to say that traditionally the researchers have been measuring institutional development on the basis of number (Demirbag *et al.*, 2006). At the same researchers has also stated that this type of measure has remained under great debate (Jusoh *et al.*, 2008).
One of the possible reasons for this would be that measurement of institutional development by using financial means would be simple and easy to quantifiable using generally accepted account principles. This could simply provide the interested managers a side by side comparison of the respective businesses. In doing so, past researchers have used net- profit, revenues, year-over-year increases in net income, besides others for measuring the development of their respective institutes. Concluding, the proponents of financial development tried to support it as it provides more objectivity in the measure.
However, the opponents of financial measures to study institutional development stated that the financial measures lack the strategic focus (Kaplan & Norton, 1996). Furthermore, these measures may mislead the top management in predicting the future development of their respective businesses (Kaplan & Norton, 1996). In addition to this, literature also provides that non-financial outcomes offer a variety of benefits to organizations such as increasing employee motivation, involving them into task(s), keeping high potential employees of the firm, and cultivating a culture that may inspire workers (at all level) to meet organizational objectives (Peters & Waterman, 1982).
Similarly, to explain advantages of the use of non-financial measures McGrath, Venkatraman, and MacMillan (1992) added that first, these non-financial measure help to increase the importance of an organization, secondly, these measures support in creating worth for customers, and finally these measures insulate the firm from its competition on evaluating institutional development on non-financial basis. This notion of using non-financial measures to determine institutional development is also supported in the literature (Kaplan, 2001; Atikinson & Brown, 2001; Hunt & Morgan, 1995). Further to the above arguments, in the following part, a detailed discussion has been provided with regards to measuring institutional development drawing upon the past studies. Because the main purpose of the current research was to investigate the institutional development of three public universities in Jordan therefore, the measurement of institutional development has also been discussed.
As elaborated before, the institutional development measurement in the literature has been

based on financial as well as non-financial measures. However, according to Kaplan and Norton, (1992), the organizational culture is rapidly changing which has brought numerous challenges for organizations and have also exceeded customer expectations; due to these challenges the businesses require to go beyond the traditional measurement mechanism. Further stating Kaplan and Norton, (1992) have suggested that rather than employing narrow focused traditional measurements the businesses should be able enough to consider all operational aspects and the market factors in measuring institutional development.

In addition to these recommendations, the work of Johannessen *et al*., (1999) provides critics on the efficiency of institutional development measures that were financial in nature. Accordingly, the first limitation that Johannessen *et al*., (1999) have stated is due to the vulnerability of the financial measurement to the method of variance. They suggested that these measures might be misleading as they could be affected by the industry-related factors. Secondly, Johannessen *et al*., (1999) stated that due to the financial measures could be manipulated; the financial measures do not always represent the actual development.

Thirdly, according to Kaplan and Norton, (1996), the financial measurements could only reflect the effect of past activities on institutional development and they might mislead when the purpose of a given research is to predict future development. Fourthly, measuring new goals are not reflected in the financial measures as they tend to be more stable (Hanson & Mowen, 2003). To simplify the argument of (Hanson & Mowen, 2003) it could be said that the financial measures fail in identifying the contemporary issues that related to institutional development. Fifthly, researchers have mutually stated that the strategic focus is lacking in financial measures (Neely, 1999; Kaplan & Norton, 1996). Further stating researchers (Neely, 1999; Kaplan & Norton, 1996) have also claimed that these financial measures always emphasized on short-term benefits; hence it resulted in an increasing gap between established strategies and their execution (Neely, 1999; Kaplan & Norton, 1996).

2.1 Organizational Culture

More recently, Engelen, Flatten, Thalmann, and Brettel, (2017) while investigating the role of organizational culture on entrepreneurial orientation with the sample of 643 German and Thai companies have suggested that the two are complementary to each other. These scholars have further suggested that the firms should harvest appropriate organizational culture to advance in entrepreneurial orientation (corporate entrepreneurship). However, Engelen *et al.*, (2014) have also supported the notion that organizations do have varying cultures and those cultures are also at large influenced by the national cultures (a broader perspective of culture at a country level) therefore it is necessary to investigate the influence of organizational culture on corporate entrepreneurial practices in a given company under a given national culture.

Allaire and Firsirotu, (1984) for identifying OC system argued that two interrelated sets of systems can have a great influence on an organization’s culture. The first among them is the system, which is in-lined with (Schein’s, 1990) typology of culture. This system consists of strategies, policies, structures and management practices of an organization and is aligned with the classic theory of management (CTM). The focus of this CTM has been on achieving the organizational goals with the focus on task orientation (Mackenzie, 1986; Thompson, 1967).

The second system which influences OC is the organization's belief system consisting of ideologies and values. However, scholars suggest that the responsibility for the development of organizational culture is central to top management (Allaire & Firsirotu, 1984). From setting organizational goals till communicating them effectively to all people concerned with an organization is the leader’s responsibility (Heck, Larsen, & Marcoulides 1990; Reynolds,

1986).
As per the research emphasis of Allaire and Firsirotu (1984) individuals are mentioned as important ‘pillars' of organizational culture. In fact, individual interaction with each other in the organization is based on the beliefs, goals, and attitudes as well as the organizational belief system. A strong organizational culture can be formulated only when organizational members get well with its definition of the firm. Importantly, the attitudes and values of employees are collectively considered as important determinants of organizational culture. Due to the significance of the role of organizational culture as an institutional development determinant, researchers have paid a great deal of attention for examining its effects and potential limitations (Schein, 1990)
Since a long time, the organizational culture has been reported as imperative construct having its great influence on many individual behaviors (Barney, 1986). Moreover, the organizational culture has played the significant role in understanding individual variables for instance commitment, job-satisfaction, self-efficacy, and collective efficacy (Walumbwa *et al*., 2005; Lund, 2003; Maignan *et al*., 2001). For example, Lund (2003), while investigating the organizational culture’s influence over employee behaviors in the workplace, reported that the clan and adhocracy types of culture enhance job satisfaction of employees.
With the well-established organizational culture the organizations not only differentiate themselves from their rivals, but they also establish a sense of identity of an organization, resulting in an increase in overall commitment to the organizational goals and objectives. Yiing & Ahmed, (2009) supported this notion stating organizational culture as glue for binding all individuals, activities, and behaviors together through a set of standards that determine the acceptable sets of behaviors.
Beside the other assumptions of organizational culture, the subcultures also exist in organizations (Jermier, Slocum, Fry, & Gaines, 1991). By talking about culture in an organization we talk about the culture which is dominant in an organization. Large organizations have many departments and each of them might have a different culture. Uniformity in interpretations on the basis of culture will not exist without any dominant culture and there will be no judgmental uniformity about the appropriate and inappropriate behaviors. The culture's dynamic view has been studied by several researchers.
Zheng, Yang, and Mclean (2010) stated that the dominant culture of an organization goes through the phases of inspiration, implementation, negotiation, and transformation while the organization is going through growth phases such as start-up phase, growth phase, maturity phase and revival phase. For a longer period of time, the organizational culture has been thought of unitary (Schein, 1983). Whereas other researchers claimed that organizational culture is dynamic by challenging the earlier assumption of ‘unitary' (Barely, 1983). Therefore, the gradual development of sub-cultures within organizations has received much attention in research.

H1**:** Organizational culture has a positive relationship with institutional development

2.2 Organizational Sustainability

According to some scholars like Godfrey (2005), Margolis et al. (2007), and Porter and Kramer (2011), institutes that do good can do well. From this basic belief emerges the concept of organizational sustainability and how important this concept is for organizations that adopt long-term policies and objectives. In this regard, sustainability organizations attempt to adopt and employ sustainability strategies that they may reap economic and cultural benefits from by doing what is environmentally responsible. In the circles of businessmen and academics, the natural environment has recently become a major strategic issue. Through "implementing sustainability strategies, firms can integrate long-run profitability with their efforts to protect the ecosystem, providing them with opportunities to achieve the traditional competitive advantages and cost leadership and market differentiation via environmental responsibility" (Van Marrewijk, 2003). The impact of corporate sustainability on institutional development was examined by Eccles, Ioannou and Serfeim (2013) and they revealed that businesses voluntarily adopting sustainability policies have distinct processes in comparison to their non-adopting counterparts.

Organizational sustainability is referred to as the search for a balance between what is socially desirable, economically viable and ecologically sustainable (Silva & Quelhas, 2006). In other words, a sustainable company is one that generates profits for shareholders, is environmentally friendly, and is one that improves the welfare of the people through its interactions with them (Savitz & Weber, 2007). Similarly, Dyllick and Hockerts (2002) referred to organizational sustainability as the companies' capacity to leverage their economic, social and environmental capital in order to contribute to development in their political domain. Moreover, Munck and Borim-de-Souza (2009) described as actions that lead to the least impact to the environment but could still facilitate operational activities, and such actions address socio-economic development in the survival of present and future generations.

According to Shelly and Walker (2007), the evolution of the standards that corporate sustainability initiatives are based on, firms have started to integrate sustainability capabilities into their processes, and culture. They added that companies that integrate sustainability into their management practices consider it as an opportunity to obtain competitive edge in a highly dynamic market. They believed that companies that adopt corporate sustainability have a greater potential to meet their short-term needs while making a niche for themselves in the long run. Nevertheless, despite the generally acknowledged notion that organizational sustainability can produce competitive advantage, little or no theory underpins such notion (Reed, Lemak & Mero, 2000).

***H2*:** Organizational sustainability has a positive relationship with institutional development

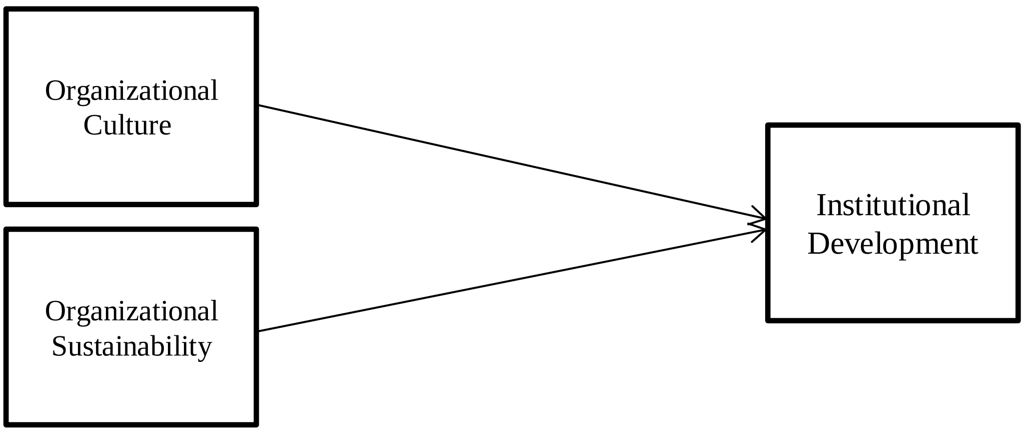

Figure 1: Theoretical framework

3. Methodology

3.1 *Instrumentation and Data Collection Procedure*

Consistent with Rosenthal, and Masarech, (2003), this study would also adopt Wallach (1983) operationalization to measure the organizational culture within the organization. The aggregated score of the nine items measures the characteristics of organizational culture as a continuum with a perception of the culture as highly mechanistically structured on the lower end of the scale, and highly organically structured on the upper end. Individuals are required to evaluate their perceptions of their working culture as mechanistic or organic, based on a nine-item instrument. Reliability coefficient for the measures is 0.81 both by Ouchi, and Wilkins, (1985); Prajogo, and McDermott, (2005)

The data collection procedure was done by using survey questionnaire from the top management staff. For the total population of 7059 top management in the three public universities (The University of Jordan, Yarmouk University, Mutah University) in Jordan, at least 142 responses were required (Krejcie & Morgan, 1970) nevertheless to improve response rate 370 questionnaires were circulated out of those 152 complete questionnaires were collected.

4. Results of study

Demographic variables

Table 1 provides a summary of the distribution of samples on demographic characteristics (N=152). A majority (53%) of the respondents were female. They were aged between 31 to 50 years and working in the current position for not more than 10 years (92.7%) while being in the industry ranging from 11 to 20 years (43.7%).

Table 1.
Profile of Respondents

Variables	Categories	Frequency	(%)
Gender	Male	72	47.0
	Female	80	53.0
Age	21-30	31	20.5
	31-40	55	36.4
	41-50	54	35.8
	Above 50	11	7.3
Years in current position	1 -10	140	92.7
	11- 20	7	4.6
	21 – 30	3	2.0
	Nr	2	0.7
Years in organization	1 -10	52	34.4
	11- 20	66	43.7
	21 - 30	27	17.9
	31 – 40	6	4.0

5. Measurement Model

To experimentally determine the construct validity of the model, specialists apply a 2-step Structural Equations Modeling (SEM) method that has been directed by Anderson and Gerbing (1988). According to Anderson and Gerbing (1988's) approach to start with, analyst surveyed the internal reliability convergent validity for the questionnaire, trailed by the

IJRP.ORG
International Journal of Research Publications
ISSN: 2708-3578 (Online)

discriminant validity of builds brings about table 1 and table 2 individually. Next are the figures.

Table 2.

A result of the measurement model

latent variable	Item	Loading	AVE	CR
Organizational culture	OC1	0.827233	0.63457	0.9343
	OC2	0.460531		
	OC3	0.809267		
	OC4	0.791859		
	OC5	0.760399		
	OC8	0.814543		
	OC9	0.824244		
Organizational sustainability	OS1	0.809859	0.63457	0.9343
	OS2	0.581399		
	OS3	0.809543		
	OS4	0.799244		
	OS6	0.773443		
	OS8	0.844234		
	OC9	0.801353		
Institutional Development	ID1	0.802655	0.72237	0.9456
	ID2	0.819325		
	ID4	0.551685		
	ID5	0.467496		
	ID7	0.701468		

OC6, OC10, OS5, OS7 and ID6, ID8 were removed since the loading is below 0.45 succeeding to Hulland (1999).

Table 3.

The discriminatory validity of constructs

Latent variables	1	2	3
Organizational culture	0.829		
Organizational sustainability	0.782	0.624	
Institutional Development	0.667	0.782	0.795

To measure reliability, all items' loading for reflective constructs were inspected to pass a cut-off point of 0.5, as recommended by Hair et al. (2010). The higher the loadings mean that there is more shared variance between the construct and low loadings shows the very small explanatory power of the model, as well as reducing the estimated parameters linking the construct (Hulland, 1999). To assess convergent validity, outer loadings, composite reliability (CR) and the average variance extracted (AVE) were determined. Any loadings below 0.5 were deleted, resulting in final AVE and CR to be above the benchmark value of 0.5 and 0.7 respectively (please refer to Table 2). In addition, discriminant validity for reflective measurement model can also be established through the Fornell-Larcker criterion. According to this criterion, the square root of AVE for each latent construct should be greater than the correlations of any other latent construct. As shown in Table 3, the square root of AVE for each construct is evidently higher than the correlation for each construct.

6. Structure Model

Structural model: subsequently presenting the outcomes of the measurement model, next are the outcomes of the structural model (Ringle et al., 2005) presented below in Table 4 and Figure 1.

Table 4.
Path coefficient and hypothesis testing

H	Relationship	Beta	SE	P value	Result
H1	Organizational culture and Institutional Development	0.420	0.004562	0.00	Supported
H2	Organizational sustainability and Institutional Development	0.553	0.006722	0.00	Supported

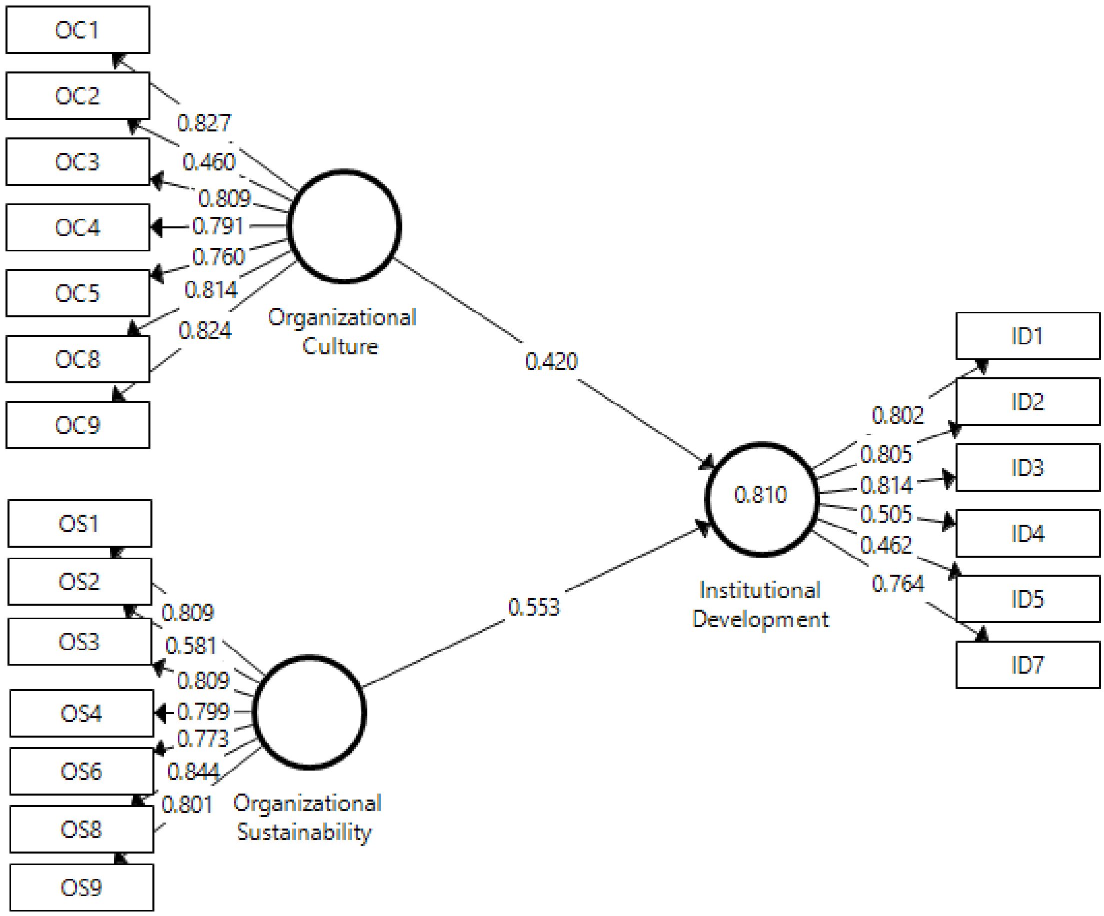

Figure 2: Outcome of the structural model analysis (p <0.05; p<0.01)

Table 4 defined the effect of organizational culture and sustainability with institutional development. The result of the study shows significant relationship between organizational culture and institutional development (β =0.420, t=4.317, p<0.05) similarly the result shows the significant positive relationship between organizational sustainability and institutional development at the level of significance of 0.05 (β= 0. 533, t=7.321, p<0.05). Furthermore, the result of figure 2 shows the H1and H2 are supported. R-square reported 0.810 for organizational culture and sustainability. This independent variable can clarify 80% variance of organizational culture and sustainability.

7. Discussion

The influence of organizational culture on institutional development in the top management of three public universities of Jordan was inspected in this study. The obtained positive and significant impact of organizational culture and sustainability on the institutional development may be attributed to the fact that organizational culture refers to the shared perception of what the organization is in light of its practices, policies, procedures, routines and rewards in the eyes of the organizational members. Basic differences between the two concepts do exist as highlighted by Denison (1996). He stated that organizational culture is the underlying organizational structure that is integrated with the values, beliefs, and assumptions of its members. On the other hand, organizational sustainability refers to the practices and procedures that are discernible at the surface of the organizational activities. It is stressed as being temporary, under direct control, and confined to aspects that can be perceived by organizational members. From the viewpoint of management, organizational culture is an interesting concept and it can be relatively influenced easily, where changes in it can be observed in a short period.

Prior studies defined organizational culture as the personnel perception's manifestations at the individual level while others like Whitley (2002) proposed the significance of shared perceptions to be the core of organizational culture. Meanwhile, Wolpin, Burke and Green (1999) defined the concept in light of the shared perception of the status quo underlined by the settings of the organization. On the whole, organizational culture is a basic force of an organization and it provides lines for delving into institutional development, enabling the exploration of both individual and group behaviors (Asif, 2011; Denison, 1996; Ostroff, Kinicky&Tamkins, 2003). It is attributed with the moderating influence where it changes the relationship between strategic practices as well as aims (e.g., organizational sustainability) as evidenced by Cullbertson and Rodgers (1997), Vartia (2008) and Bartram, Robertson and Callinan (2002).

Management has a key role on the perceptions of employees regarding the organizational culture as the former is responsible for the implementation of institutional development. In other words, while management can facilitate the required organizational culture through particular human resource practices, the perceptions among employees regarding these practices is key to its realization. This may be possible if top management members must move their respective parts of the organization according to the change and embody and model the essence of the new culture through communication and sharing of resources among departments. A successful top management is one that can deliver sustained enhancements in the system, culture depending on the ability of the team to share vision and to be consistently committed to the organizational sustainability and its objectives.

8. Conclusion and Contribution

The findings of the current study have contributed to a number of important implications for theory and practice. In particular, it offers recommendations to academicians, managers and business practitioners on the need to consider appropriate measures and ways to improve organizational culture. In short, the below section would discuss the contribution of the study in terms of theoretical and practical aspect.

The results provided an initial demonstration of the important relationships among contextual variable, organizational culture, and institutional development. These relationships provided several practical implications for organizations. Firstly, organizational culture is seen as a conducive condition for the growth of the organization. Thus, this study enhanced the importance of the organizational culture that plays an important role in promoting institutional development and sustaining a durable competitive advantage in an organization. Therefore, it is recommended that management of an organization should maintain excellent organizational culture.

Secondly, the research result reported that organizational culture has the positive relationship with institutional development. Therefore, it is wise for the management to consider organizational culture in designing an organization. In the environment that is changing rather fast, an organic organization is expected to be more suitable. As in the public sector, top management should be responding immediately to the needs and demand of the customers.

Lastly, the relationship between organizational culture, sustainability and institutional development necessitates the management to come up with better ideas and knowledge on how to shape the attitude of the employees. Therefore, organizations that which requires employees who can take initiative and cope with uncertainty such as in the public sector could benefit from organizational culture. The result of this study gives evidence that those who experience organizational culture would become more involved with their job. According to Keller (1997) and Diefendorff et al. (2002), organizational culture is a predictor of institutional development. Hence, developing organizational culture about one's job is crucial.

Therefore, the model proposed in this study is suitable to be a guide especially for the organizational trainers and human resource personnel in their effort to develop organizational culture and sustainability. However, cautions are needed because these are not the only contributors to organizational culture as it explains only 70 % of the variance. There are other factors that would contribute to the institutional development in the public sector that needs to be explored further.

9. Limitations of the Study

Although the study objectives were fulfilled and the findings contribution to literature and practice are evident, its limitations should be kept under consideration when interpreting the findings. The first limitation is the focus that is limited to the pubic universities to the exclusion of others.

The study's second limitation is the adopted cross-sectional approach employed to examine the relationship at a certain point in time. The psychological human aspects are constantly evolving and hence, a longitudinal study is called for to examine the impact of organizational culture on institutional development.

The third limitation concerns the context of the study, which is the Jordanian context – in this regard, future authors should examine the same variables in the context of GCC countries (e.g., Oman, Qatar, Bahrain, Kuwait etc.) to help policy makers to enhance the determinants of organizational culture in the hopes of enhancing organizational sustainability.

Lastly, some limitations provided by prior studies could be compared to this study by other authors. Because this study is one of the few studies conducted in this context, benchmarking the findings to provide a deep insight is impossible and hence, more studies of this caliber are called for, for this purpose.

10. Suggestions for Future Research

The present study provides avenues for future studies in many ways. The first recommendation pertains to the data collection procedure that was conducted at a single point in time (cross-sectional method). Because strategies like organizational culture as well as organizational sustainability and the relationships among them are rife with complexity, it is important for future studies to adopt a longitudinal design to shed better light on the phenomenon. The latter design is more suitable to examine the developing variables over time to determine the changes in the relationships among them. Added to this, the call for the employment of longitudinal design of study is compounded by the fact that psychological human aspects are ever- evolving and this aspect can only be captured through such a method.

The last recommendation pertains to the future authors is the examination of variables in the context of other countries other than Saudi Arabia; for instance, the GCC countries like Oman, Qatar, Bahrain, and Kuwait in order to contribute to the policy makers agenda of improving the antecedent variables of organizational culture with the objective of enhancing institutional development.

References

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. Psychological bulletin, 103(3), 411. http://dx.doi.org/10.1037/0033-2909.103.3.411

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. Psychological bulletin, 103(3), 411. http://dx.doi.org/10.1037/0033-2909.103.3.411

Arifin, H. M. (2014). The influence of competence, motivation, and organisational culture to high chool teacher job satisfaction and performance. *International Education Studies*, *8*(1), 38.

Barrett, H., & Weinstein, A. (2015). Corporate entrepreneurship, the marketing mix, and business performance. Paper presented at the Proceedings of the *1997 Academy of Marketing Science (AMS) Annual Conference*.

Barrett, H., Balloun, J. L., & Weinstein, A. (2012). Creative climate: a critical success factor for 21st century organizations. *International Journal of Business Innovation and Research*, 6(2), 202-219.

Carlos Pinho, J., Paula Rodrigues, A., & Dibb, S. (2014). The role of corporate culture, market orientation and organisational commitment in organisational performance: the case of non-profit organisations. *Journal of Management Development*, *33*(4), 374-398.

Cheung, S. O., Wonga, P. S., & Lam, A. L. (2012). An investigation of the relationship between organizational culture and the performance of construction organizations. *Journal of Business Economics and Management*, *13*(4), 688-704. doi:10.3846/16111699.2011.620157

Combs, J. G., Crook, T. R., & Shook, C. L. (2005). The dimensionality of organizational performance and its implications for strategic management research. *Research methodology in strategy and management*, 2(05), 259-286.

Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325-334

Cooper, A. C. (1993). Challenges in predicting new firm performance. *Journal of business venturing*, 8(3), 241-253.

Covin, J. G. (1991). Entrepreneurial versus conservative firms: A comparison of strategies and performance. *Journal of management studies*, 28(5), 439-462

Crane, A. (2017). Rhetoric and reality in the greening of organisational culture. In *Greening the Boardroom* (pp. 129-144). Routledge.

Dunlop, P. D., & Lee, K. (2004). Workplace deviance, organizational citizenship behavior, and business unit performance: The bad apples do spoil the whole barrel. *Journal of oganizational behavior,* 25(1), 67-80.

Erkutlu, H. (2012). The impact of organizational culture on the relationship between shared leadership and team proactivity." Team Performance Management. *An International Journal*, *18*(2), 102-119.

Gillespie, A., & Reader, T. W. (2017). Investigating organisational culture from the 'outside', and implications for investing. *Psychology at LSE*.

Gómez-Miranda, M., Pérez-López, M., Argente-Linares, E., & Rodríguez-Ariza, L. (2015). The impact of organizational culture on competitiveness, effectiveness, and efficiency in Spanish-Moroccan international joint ventures. *Personnel Review, 44*(3), 364-387. doi:http://dx.doi.org/10.1108/PR-07-2013-0119

Hair, J. J. F., Black, W. C., Babin, B., J, Anderson, R. E., & Tatham, R. L. (2010).*Multivariate Data Analysis* (7 ed.). New Jersey: Pearson Prentice Hall.

Halim, H. A., Ahmad, N. H., Ramayah, T., & Hanifah, H. (2014). The growth of innovative performance among SMEs: Leveraging on organisational culture and innovative human capital. *Journal of Small Business and Entrepreneurship Development*, *2*(1), 107-125.

Harari, O. (1999). The trust factor. *Management Review, 88*(1), 28-32

Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. *Journal of Applied Psychology, 96*(4), 677-694. doi:10.1037/a0021987

Jacobs, R., Mannion, R., Davies, H. T., Harrison, S., Konteh, F., & Walshe, K. (2013). The relationship between organizational culture and performance in acute hospitals. *Social Science & Medicine*, *76*, 115–125. doi:10.1016/j.socscimed.2012.10.014

Jermier, J. M., Slocum Jr, J. W., Fry, L. W., & Gaines, J. (1991). Organizational subcultures in a soft bureaucracy: Resistance behind the myth and facade of an official culture. Organization science, 2(2), 170-194.

Johnson, G. (2016). *Exploring strategy: text and cases*. Pearson Education.

Kessapidou, S., & Varsakelis, N. C. (2002). The impact of national culture on international business performance: the case of foreign firms in Greece. European Business Review, 14(4), 268-275.

Kilmann, R. H., Saxton, M. J., & Serpa, R. (1985). Gaining control of the corporate culture: Jossey-Bass Inc Pub.

Kotter, J. P., & Heskett, J. L. (1992). Organizational culture and performance: Free Press, New York, NY Lee, P.-M., Khong, P., Ghista, D. N., & Mohammad Mosadegh Rad, A. (2006). The impact of organizational culture on the successful implementation of total quality management. The TQM Magazine, 18(6), 606-625.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

Laforet, S. (2016). Effects of organisational culture on organisational innovation performance in family firms. *Journal of Small Business and Enterprise Development*, *23*(2), 379-407.

Laforet, S. (2017). Effects of organisational culture on brand portfolio performance. *Journal of Marketing Communications*, *23*(1), 92-110.

Lee, S. K. J., & Yu, K. (2004). Corporate culture and organizational performance. *Journal of Managerial Psychology*, *19*(4), 340-359.

Lewis, D. (2002). Five years on-the organizational culture saga revisited. Leadership & Organization Development Journal, 23(5), 280-287.

Lin, H.-E., Kaohsiung, T., & McDonough, E. (2011). Investigating the role of leadership and organizational culture in fostering innovation ambidexterity. *Engineering Management, IEEE*, *58*(3), 497 - 509. doi:10.1109/TEM.2010.2092781

Lukas, B., Whitwell, G., & Heide, J. (2013). Why do customers get more than they need? How organizational culture shapes product capacity decisions. *Journal of Marketing, 77*(1), 1-12.

Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, *18*(3), 219-236. doi:10.1108/0885862031047313

Lund, D.B. (2003). Organizational Culture (OC) and job satisfaction. Journal of Business and *Industrial Marketing.18*(3), 219-236

Nwachukwu, C. (2016). The Impact of Performance Management and Employee Empowerment on Organisational Culture of Selected Banks in Nigeria. *Ekonomika a Management*, (2).

Ogbonna, E.(1993). Managing Organizational Culture (OC): Fantasy or reality.*Human Resource Management Journal*, 3(2), 42-54. Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(4), 766-788.

OReilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. *Research in Organizational Behavior*, VOL 18, 1996, 18, 157-200.

Ouchi, W. G., & Wilkins, A. L. (1985). Organizational culture. *Annual Review of Sociology*, 457-483.

Prabhakar, G. V., Reddy, P. R., Savinkina, L. A., Gantasala, S. B., & Ankireddy, S. (2018). Influence of organizational culture dimensions on knowledge management processes in higher educational institutions. *International Journal of Knowledge Management Studies*, *9*(1), 51-71.

Prajogo, D. I., & McDermott, C. M. (2005). The relationship between total quality management practices and organizational culture. *International journal of operations & production management*, 25(11), 1101-1122.

Reynolds, P. D. (1986). Organizational culture as related to industry, position and performance: a preliminary report [1]. *Journal of Management Studies*, 23(3), 333-345

Ringle, C. M., Wende, S., & Will, S. (2005).Smartpls 2.0 beta. University of hamburger. Hamburger, Germany.

Rosenthal, J., & Masarech, M. A. (2003). High-performance cultures: How values can drive business results. *Journal of Organizational Excellence*, 22(2), 3-18.

Schein, E. H. (2010). *Organizational Culture and Leadership*. John Wiley & Sons.

Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary Journal of Contemporary Research In Business, 3*(9), 975-985.

Ting. (2011). Research on the influence of organizational culture and organizational restructuring on organizational performance: Talking old folks nursing organization in Taiwan as an example. *The Journal of Human Resource and Adult Learning, 7*(2), 96-109.

Venkatraman, N. (1989). Strategic orientation of business enterprises: The construct, dimensionality, and measurement. *Management science, 35(8),* 942-962.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801-814.

Wiewiora, A., Trigunarsyah, B., Murphy, G., & Coffey, V. (2013). Organizational culture and willingness to share knowledge: A competing values perspective in Australian context. *International Journal of Project Management*, *31*(8), 1163–1174. doi:10.1016/j.ijproman.2012.12.014