

The role of organizational DNA in enhancing the strategic balance in commercial banks in Madaba

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ABSTRACT

The present study aimed to explore the role of organizational DNA in enhancing the strategic balance in commercial banks in Madaba. The strategic balance is represented by organizational culture, human resources, customers and competitors. The researcher developed a thirty-item questionnaire and distributed to 87 employees in the commercial banks in Madaba where 74 forms were retrieved and 4 forms were valid for analysis. Several results were reached. For instance, the organizational DNA level in the targeted banks is high, the strategic balance level in the targeted banks is high. Organizational DNA level has a statistically significant impact ($\alpha \leq 5\%$) on strategic balance dimensions, i.e., organizational culture, human resources, customers and competitors, jointly and separately in commercial banks in Madaba. The researcher recommends providing more attention to competition by managements of banks and recommends conducting similar studies.

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1. Introduction

The subject of the present study is considered significant. That is because much attention has been provided by public and private organizations to matching their resources to the external environment in order to fight against the internal and external risks. In this regard, it should be noted that commercial banks have significant impacts on the Jordanian economy. For instance, it significantly contributes to increasing the gross domestic product of Jordan. Banks can be called organizations. That is because the term organization refers to a social unit that has an organizational structure and aim at meeting specific goals. An organization has a system that balances with the external environment (Daft, 2016). Thus, humans and organizations have things in common. Hamilton (2004) is the first study who sheds a light on the term (DNA). The term (DNA) is a medical term that is related to human's genes. Despite that, the term DNA was used in the studies related to administrative sciences. That is because medical and administrative sciences overlap with each other. The term organizational DNA is a modern administrative term for describing an organization. It reflects the characteristics, identity and the features that characterize the organization from other organizations. It reflects the way the banks do their financial and administrative operations and tasks. It reflects the performance of the bank and status in the market (Al-Abedi & Al-Asadi, 2015). The organizational DNA has several dimensions. Such dimensions may include: (the decision-making process, information, incentives and organizational structure) (Hamilton, 2004; Neilson, 2004). According to other scholars, the dimensions for the organizational DNA may include: the decision-making process, teams at workplace, communication and organizational structure (Naderi, 2009; Nafei, 2014; Qabaja, 2018).

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The present study aimed to shed a light on organizational DNA and its relationship with strategic balance. The term strategic balance has been receiving much attention by organizations. That is attributed to having major developments in the ICT field. It is because the intensity of the competition has been increasing in the local and international markets and is also because organizations must meet with total quality standards which require providing attention to organizational strategies. In order for organizations to develop effective strategies, they must conduct SOWT analysis and enjoy a high strategic balance level. That shall enable organizations to seize opportunism and address risks. The present study aimed to explore the role of organizational DNA in enhance strategic balance in commercial banks in Madaba, Jordan. It also aimed to explain the terms related to organizational DNA and strategic balance. It also aimed to explore the extent of conducting SWOT analysis by commercial banks and the extent of benefitting from the results of this analysis. It aimed to explore the organizational DNA level of commercial banks in Madaba, Jordan and aimed to provide the top management in these banks with information for improving their strategic balance and organizational DNA levels. The present study is significant due to the significance of commercial banks. The latter banks have a significant impact on the national economy and development. They play a significant role in fighting against the unemployment and raising the gross domestic product. The value of the assets of the commercial banks in 2018 was 52 billion JDs. In 2018, the latter banks contributed to 60.9% of the gross domestic product (The annual financial report, 2018). The present study is significant due to the significance of the targeted variables (i.e. organizational DNA and strategic balance). Those terms are considered modern terms in the field of administration. The present study is significant since it contributes to enriching the relevant literature. It is significant since it promotes awareness among managers in commercial banks about the significant impact of organizational DNA and strategic balance on doing tasks and carrying out operations. After reviewing the relevant literature in the field of administration, the researcher of the present study noticed that there were not many studies that address organizational DNA and strategic balance and the relationship between those variables. The researcher of the present study made several field visits to several commercial banks. After making such visits, we concluded that the meaning of the term (organizational DNA) is not clear for the employees working in these banks. We also found that the relationship between organizational DNA and strategic balance was not clear for those employees. Hence, the problem of the present study is represented in the following question: (What is the role of the organizational DNA in enhance strategic balance in terms of (organizational culture, human resources, customers and competitors) in the commercial banks in Madaba?).

The main hypothesis: H_1 : Oorganizational influences on strategic balance dimensions, i.e., organizational culture, human resources, customers and competitors, in commercial banks in Madaba.

H_{11} : Organizational DNA influences on organizational culture in commercial banks in Madaba.

H_{12} : Organizational DNA influences on human resources in commercial banks in Madaba.

H_{13} : Organizational DNA influences on customers in commercial banks in Madaba.

H_{14} : Organizational DNA influences on competitors in commercial banks in Madaba.

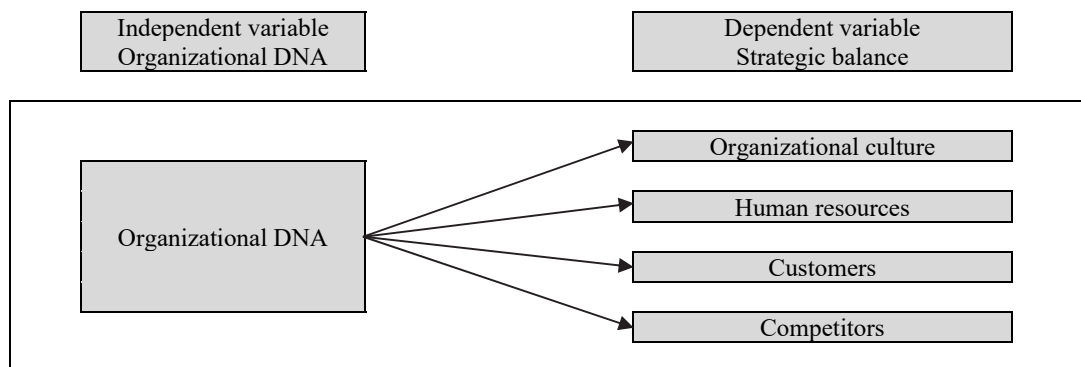


Fig. 1. The Study's Model

6. Theoretical Framework

6.1 Organizational DNA

The term organizational DNA is a modern term in the field of administration, which represents the characteristics and features that distinguish each organization from other organizations. It represents the internal environment of the organization and the way it delivers services to customers (Badwan, 2018). There are several definitions for the term organizational DNA. For instance, Al-Sa'idi and Za'lan (2013) defined organizational DNA as a representation for the identity of the organization that distinguishes the organization from other organization. Organizational DNA reflects the organizational performance and the quality of its products. It reflects its organizational structure and human resources. It distinguishes the organization from its

competitors. It reflects how innovative and creative the organization is. It reflects the capabilities of the organization to solve problems and utilize the available opportunities (Al-Sa'idi & Za'lan, 2013).

Ivanov (2013) suggested that the term organizational DNA represents the relationships and roles of the organization. When identifying the organizational DNA of the organization, it shall become easy to direct the organization in the sought direction (Ivanov, 2013). Abdul-Majeed (2016) suggest that the organizational DNA represents the distinguished identity of the organization. Such an identity distinguishes the organization from other organizations. It represents the capability of the organization to cope and compete in the business environment (Abdul-Majeed, 2016). Abu Ehjair and Abu Naser (2017) suggest that the organizational DNA represents the organizational identity that distinguishes the organization from other organizations. Organizational DNA represents the characteristics of the internal environment of the organization. It affects how successful the organization is. It affects the organizational performance and the capability of the organization to meet its intended goals (Abu Ehjair & Abu Naser, 2017). In the light of the aforementioned information, the researcher of the present study defines the organizational DNA as a set of characteristics that represent the organizational identity which distinguishes it from others. Such characteristics are enjoyed only by the concerned organization. These characteristics can be identified through examining the stages through which the organization has been developed. They are developed throughout time.

6.2 *The elements of the organizational DNA*

According to Booz Allon Hamilton (2013), and Neilson et al. (2003), the organizational DNA elements include: (information, incentives, right to making decision and organizational structure). According to Naderi (2009), Nafei (2014) and Qabaja (2018), the organizational DNA elements are: decision making, teams at workplace, communication and organizational structure. According Timble (2005) and Al-Sa'idi and Za'lan (2013), the organizational DNA elements are: organizational structure, systems, and culture and employees. Through the present study, the researcher targeted the following organizational DNA elements: organizational structure, right to decision making, information and incentives.

6.2.1 *Organizational structure*

It is one of the elements of the organizational DNA. It is related to the organizational size, scope of supervision, career path and compliance with regulations. It refers to a system used to define a hierarchy within an organization (Booz, 2012). It refers to a structure or a framework that determine the divisions of the organization in accordance with the organizational hierarchy. It identifies the ones who have authority and the ones who have the power to make administrative decisions. It identifies the way of dividing works and tasks among employees. It identifies who shall report to whom and the way of communicating and coordinating with employees (Al-Dahan et al., 2018; Al-E'baidi, 2015). It may be a mechanical or an organic structure (Nafei, 2014).

6.2.2 *The right to decision making*

It involves the following questions: (Who shall report?); (What are the things he/she is entitled to decide?) (How many ones engage in the decision-making process? What is the scope of someone's authority? (Neilson et al., 2003). The right to decision making is associated with specific powers and responsibilities that are determined based on one's position on the organizational structure. Reducing the number of administrative levels and expanding the supervision scope shall accelerate the decision-making process. The right to making decision is the basis of the decision-making process. It plays a significant role in achieving organizational reform (Booz, 2012).

6.2.3 *Incentives*

They play a significant role in achieving organizational success and advancement (Al-Dahan et al., 2018). The management of Hamilton Co. suggests that incentives is one of the elements of the organizational DNA. Incentives affect employees' motivation and enthusiasm when doing tasks. They play a significant role in improving the employees' performance. They include several tools that are used by the organizational management to motivate employees to do tasks effectively and efficiently through utilizing the maximum powers and potentials. They include: moral and financial incentives. They include: bonus, financial incentives, wage, and advancement and promotion opportunities (Soqoor, 2017).

6.2.4 *Information*

Who possesses knowledge? How is knowledge transmitted to the one who needs it? How is knowledge transferred? What are the measures used for assessing performance? Information plays a significant role in achieving organizational success. It can be used for measuring the employees' performance. It must be accurate in order for the decision maker to make effective decisions and utilize the available opportunism in the market (Neilson et al., 2018). It is one of the organizational characteristics. There are two factors that affect the effectiveness of information. These factors are: the adequacy of information, and the degree to which information can be trusted (Ameenh & Maymoon, 2017). Generating accurate, and valid information of high quality is considered one of the most difficult tasks in the organization (Soqoor, 2015).

Information is presented above about the elements of the organizational DNA. These elements are interrelated with each other. For instance, making a change to the organizational structure requires making changes to the decision-making rights. It requires adopting a decentralized approach in the decision-making process. Adopting the latter approach requires providing employees with new incentives. It requires providing employees with information that enables them to make effective decisions, act freely and show creativity. In addition, making a change to the organizational structure requires developing new measures for measuring the employees' performance. It requires developing a new bonus system through which the employees who made achievements shall be rewarded. Making changes to the organizational DNA requires having employees whose decision skills are excellent. It requires having collaboration in order to meet the common goals. The best organizational structures are the ones that can be adapted in accordance with the changes. It should be noted that making changes to organizational structures shall lead to having better outcomes. Making such changes may require years (Neilson et al, 2003). Hamilton Co. uploaded an online questionnaire that includes 19 items. This questionnaire sheds a light on these four elements. Based on this questionnaire, organizations are classified into 7 types in accordance with the quality of their organizational DNA. Such types include: the resilient organization, the just-in-time organization, the military organization, the passive-aggressive organization, the fits-and-starts organization, the outgrown organization and the over-managed organization (Neilson et al., 2004; Al-Mashi & Al-Masdi, 2008; Al-Sa'idi & Za'lan, 2013; Ameenah & Maymoon, 2017; Al-Obaidy; 2015). According to Silverman et al. (2012), organizations are classified into four types of organizations based on their organizational DNA. These types are: the realistic, conceptual, contextual and individual organization.

6.3 Types of organizations based on the Fusion of DNA components

6.3.1 The resilient organization

It refers to the one that can adapt rapidly to changes in the market. It provides employees with an environment that make them always motivated to work. It provides employees with the required resources and powers that are needed for addressing difficult problems.

6.3.2 The passive-aggressive organization

It refers to the organization that is free from conflict. The harmony between the organizational elements is high. In this organizations, there is much agreement, but nothing changes. In other words, there is difficulty in implementing strategies.

6.3.3 The military organization

The top executives in this organization have unlimited powers. It is often driven by a small, hands-on senior management team. The middle management is either non-existent or serves for a short time. This organization is often making preparations for achieving growth after the tenure of its current leaders.

6.3.4 The outgrown organization

It has outgrown its organizational model. It is too large and complex to be effectively managed. It has many potentials that aren't utilized yet. It achieves progress in a slow manner. It often fails to adopt a new approach. It usually losses many available opportunities in the market. It fails to implement its strategies effectively due to adopting a centralized approach

6.3.5 The just in time organization

It is difficult to work in this organization. It highly motivates employees to work. It doesn't take proactive measures against the changes that may occur to the environment. It can utilize ten cents without overlooking the main goals. It can attract the employees who have great talents. The workplace of this organization is dominated by harmony and affection. This organization provides employees with many learning opportunities. However, it fails in becoming a great organization instead of a good organization.

6.3.6 The Fits-and-Starts organization

It can attract very smart employees who have a sense of initiative and entrepreneurship and are willing to work hard. However, the employees in this organization don't collaborate with each. Thus, they don't have common values nor work in alignment to achieve the same goals. Thus, this organization lacks coordination and lacks control. It is incapable to achieve success in a regular manner.

6.3.7 The over-managed organization

It has many administrate levels. It adopts a bureaucratic leadership style. It makes beginners feel frustrated about their capabilities. It makes employees feel frustrated about the outcomes. Managers in this organization are concerned in examining and analysing the environment instead of addressing the risks and seizing opportunities. They often fail in seizing opportunities.

The aforementioned classification for organizations is based on the organizational DNA. The organizational DNA affects the capability of the organization to enjoy a high strategic balance. That shall enable the organization to enjoy stability and achieve advancement and growth. It shall enable the organization to raise its market share, increase its sales and profits, and deliver better services.

6.4 Strategic Balance

It refers to achieving a state of harmony and balance through achieving alignment between four elements (organizational culture, human resources, customers and competitors). In the organizations that enjoy a high strategic balance, the goals of the organization are clear and applicable (Al-Sayah & Al-Halalmeh, 2013). Strategic balance refers to achieving a balance between the external and internal organizational environments. It significantly affects the organizational effectiveness and stability and capability to survive (Jones, 2013). Strategic balance can be defined as the extent of achieving complementarity between the elements of the external organizational environment and the elements of the internal organizational environment through using various measures. That shall lead to having a complete strategic system (Mansoor, 2016). The internal organizational environment is represented in organizational aspects (i.e. the organization structure and culture and resources). It is also represented in financial aspects (i.e. profits, income, liquidity and the capability to pay off liabilities). It is also represented in the operations and human resources-related aspects (i.e. acquisition, recruitment, training, performance assessment, and relationships at the workplace). It is represented in the marketing element. The marketing element includes the marketing mix (i.e. product, price, promotion and distribution). The internal environment of the organization is represented in production-related aspects. Such aspects include: employing technology in production, research and development (Idrees & Al-Ghalebi, 2016). The external organizational environment is represented in all the things that surround the organization. It is classified into general and specific external organizational environment. The general external organizational environment affects all the organizations regardless of the sector or field it operates in. The specific external organizational environment affects a specific sector only, such as the industrial or service sector only. Michael Porter developed a model that consists from five dimensions; (current competitors, suppliers, customers, potential customers and alternative products). He suggests that those dimensions affect the industrial sector (Durrah & Jradat, 2016). According to the researcher, strategic balance refers to a state of harmony between the internal and external organizational environments. The internal organizational environment in this regard is represented in the (human resources, organizational structure, budget and culture). The external organizational environment in this regard include: the general and specific external environments. The general external environment is affected by (economic, political, legislative, social, legal and cultural factors). The specific external environment is affected by (current competitors, suppliers, customers, potential customers and alternative products). Enjoying a high strategic balance level requires having an applicable, clear, and written strategy that can be easily comprehended by all employees. Having a low strategic balance level indicates that the organizational strategy is either not applicable. It may indicate that the organization doesn't have any strategy. The best way for achieving a high strategic balance level is represented in achieving alignment between (human resources, strategies, operations and customers). There must be alignment to achieve the same organizational mission, and goals. After achieving a high strategic balance level, feedback must be provided. It shall enable the organization to maintain this high level (Al-Sayah & Al-Halalmeh, 2013).

6.5 The dimensions of strategic balance

After reviewing the relevant studies, the researcher found that there is a debate among researchers about the dimensions of strategic balance. Based on Abu Zaiter (2019), the researcher of the present study targeted the following dimensions of strategic balance: (organizational culture, human resources, customers and competitors). Customers and competitors are dimensions of the external environment. Organizational culture, and human resources are dimensions of the internal environment.

6.5.1 Organizational culture

It refers to a set of values, customers, beliefs and expectations that must be promoted among employees in the organization (Wheelen & Hunger, 2010). Each organization has its own distinguished organizational culture. The organizational culture determines the behaviors of the employees and teams in the organization. It enables the employees to identify which behavior is considered accepted and which behavior isn't considered so (Al-Ani, 2018). It reflects the practices of employees in the organization which develop throughout time (Al-Qaryooti, 2019). It may be contemporary or conventional (Abu Zaiter, 2019).

6.5.2 Human resources

They refer to all the ones who work in the organization, including managers and employees (Al-E'qaily, 2015). They include the employees who are recruited by the organization temporarily or permanently (Al-Salem, 2014). They play a significant role in production process. Thus, they must possess the needed capabilities, potentials and knowledge needed for improving the production process. That is requires to achieve a high customer satisfaction level, and provide customers with products of high quality that meet the quality standards (Al-E'qaily, 2015). In this regard, the triangle of quality was developed.



Fig. 2. The triangle of quality (source: Al-E'qaily, 2015)

6.5.3 Customers

They are one of the elements of the production process. The customer satisfaction level shall affect the sale volume. The higher the customer satisfaction level is, the higher the sale volume is. In fact, increasing the sale volume is a main goal sought by all organizations. It should be organizations seek showing high compliance with the total quality management standards in order to increase the customer satisfaction and retention levels. Organizations must improve their products and services in an ongoing manner. They must keep exerting effort to meet their customers' desires and expectations. Thus, they must communicate with customer to get information from them about their products and services in order to make further improvements to products and services. That shall contribute to raising the satisfaction and loyalty of employees (Abu Zaiter, 2019). The value of the customer is determined based on the sale volume (Durrah & Jradat, 2016).

6.5.4 Competitors

They refer to the current organizations compete the concerned organization. Those organizations operate in the same field. The severity of the competition is affected by the number of the organizations that compete the organization. The competitiveness of the organization is affected by the growth rate of the sector and the characteristics of the delivered product/service. It is affected by the significance of the strategic sale point and how accessible it is by customers. It is affected by the productive capacity of the organization. In case the severity of the competition is low, the organization can easily raise the prices of its products/services. In case the severity of the competition is high, the organization shall be obliged to reduce the prices of its products/services. Otherwise, the profit of the organization shall significantly drop (Durrah & Jradat, 2016). Under the modern trends in the field of strategic management, organizations should adopt strategies for cooperation instead of strategies for competing with others. That means that an organization should cooperate with competing organization(s) to achieve a competitive advantage. Such strategies may include: alliance, implicit, or explicit strategies (Durrah & Jradat, 2016).

7. Previous Studies

Al-Baghdadi and Thafer (2019) aimed to explore the impact of ethical marketing on strategic balance in the industrial companies. They used a statistical analysis program called (SmartPLSV) to analyze the data that was collected through a questionnaire. Several results were reached. For instance, it was found that there is a statistically significant positive relationship between ethical marketing and strategic balance in the private and public sectors. Badwan (2018) aimed to explore the extent of having awareness about organizational DNA in terms of (the right to making decision, information quality, incentives, and organizational structure). He aimed to explore that in the universities in Palestine, Gaza. He aimed to explore the impact of organizational DNA on organizational excellence in the latter universities. Several results were reached. For instance, it was found that there is statistically significant positive correlation between organizational DNA dimensions and organizational excellence in the latter universities. In addition, organizational DNA dimensions have a statistically significant impact on achieving organizational excellence in the latter universities. The factors that affect the organizational excellence are: ((the right to making decision, information quality and organizational structure). It was found that incentives don't have any statistically significant impact on achieving organizational excellence in the latter universities. Mansoor (2016) aimed to explore the relationship between organizational culture and excellence mediated by strategic balance in the universities in Gaza. He aimed to explore the role of strategic balance in achieving excellence. It was found that there isn't any statistically significant difference between the respondents' extent of achieving strategic balance which can be attributed to (gender, supervisory position, experience and academic rank. It was found that organizational expectations and beliefs have a statistically significant impact on the strategic balance level. The organizational values and customers don't have any statistically significant impact on the strategic balance level. Nafei (2014) aimed to explore the role of the organizational DNA in improving the organizational performance. He used a questionnaire for collecting the relevant data. 372 questionnaire forms were distributed to the members of the sample. 300 questionnaire forms were retrieved. The response rate is 81%. It was found that the organizational DNA dimensions (i.e. organizational structure, right to making decision, incentives and information) have a significant impact on organizational performance. Companies can improve their performance through improving their organizational structure, incentives, information and right to decision making. Soroush et al. (2014) aimed to shed a light on the organizational DNA of the sport and youth offices in Asfahan. They aimed to shed a light on that based on the model of Silverman et al. (2012). He used a survey to collect the relevant data. The sample consists from 52 individuals. SPSS program was used to analyze data. Several results were reached. It was found that the leadership activities and responsibilities from one hand and organizational structure, and mission and leadership style from another hand. The organizational DNA have a significant

impact on leadership activities and responsibilities. The leadership style that is prevalent the most is the realistic, conceptual and individual leadership styles respectively. Al-Sayah and Al-Halalmeh (2013) aimed to explore the impact of strategic balance on quality level and the costs associated with raising quality. They aimed to explore the impact of the strategic balance level of the targeted organizations. He aimed to develop a model and test its validity and effectiveness. Several results were reached. For instance, it was found that there is a statistically significant relationship between strategic balance from one and the costs associated with raising quality from one hand. It was found that the strategic balance level is very low. That is because some organizations have poor strategic plans, whereas other organizations don't implement their strategic plans. It was found that the costs associated with raising quality is high due to having low strategic level. That led to reducing the quality level of the products and services provided by the targeted organizations. Bordum (2010) aimed to explore the impact of the strategic balance on change management. He found that strategic balance has a significant impact on change management.

8. The Study's Methodology

A descriptive analytical approach was adopted. The researcher used a questionnaire to collect the relevant data. The questionnaire consists from thirty-one items. To analyze the collected data, the SPSS program was used. Means and standard deviations were calculated to identify the characteristics of the respondents. The simple regression analysis was conducted to test the study's hypothesis. The Cronbach alpha coefficient values were calculated to measure the internal consistency of the questionnaire.

8.1. Population and Sample

In the present study, the population is represented in all the employees who work in the commercial banks located in Madaba, Jordan. There are 10 commercial banks in the latter city. 87 questionnaire forms were distributed to employees who work in such banks. 74 questionnaire forms were retrieved/ 70 questionnaire forms are considered valid for analysis. The response rate is 80.46%. 4 questionnaire forms were excluded. Table 1 presents information about the size of the sample.

Table 1

Information about the size of the sample

No.	Bank name	Number of managers	Number of employees	Number of the distributed questionnaire forms	Number of the retrieved questionnaire forms	Number of the invalid questionnaire forms	Number of the forms that are valid analysis
1	Bank al Etihad	1	6	7	5		5
2	Housing Bank	-	20	20	17	2	15
3	Jordan Kuwait Bank	1	6	7	6	1	5
4	ABC Bank	1	5	6	6		6
5	Jordan Ahli Bank	1	7	8	5		5
6	Arab Jordan Investment Bank	1	6	7	7		7
7	Bank of Jordan	1	7	8	6		6
8	Jordan Commercial Bank	1	6	7	7		7
9	Arab Bank	1	9	10	8		8
10	Societe Generale Bank/ Jordan	1	6	7	7	1	6
	Total	9	78	87	74	4	70

8.2 Reliability of the Instrument

To measure the reliability of the questionnaire, the researcher calculated the Cronbach alpha coefficient value of each item. All the Cronbach alpha coefficient values indicate that the questionnaire is reliable. That is because these values are greater than 60% as it's suggested by Sekaran & Bougie (2016).

Table 2

The Cronbach alpha coefficient values

Variable	Cronbach alpha	Variable	Cronbach alpha
Organizational DNA	0.847	Customers	0.860
Organizational culture	0.882	Competitors	0.879
Human resources	0.858	Strategic balance	0.820
Total	0.879		

8.3 Descriptive statistical analysis for the study's sample

Table 3

Means of the study's variables

Variable	Mean	Std.	Variable	Mean	Std.
Organizational DNA	4.173	0.563	Human resources	4.164	0.594
Strategic balance	4.155	0.450	Customers	4.075	0.635
Organizational culture	4.071	0.647	Competitors	4.310	0.508

Organizational DNA: Based on table (4), the mean of statement (1) is ranked first. It is 4.51. The standard deviation of the latter statement is 0.531. The mean of statement (8) is ranked last. It is 3.9. The standard deviation of the latter statement is 0.994.

Table 4
Means and standard deviations of the respondents' attitudes

Variable	Item No.	Item	Mean	Std.	Rank	Level
Organizational DNA	1	The decision makers in the bank obtain their information from reliable sources	4.51	0.531	1	High
Organizational DNA	8	The bank uses peer-reviewed, specialized and accredited journals for publishing studies that are beneficial for others	3.9	0.994	15	High
Organizational culture	19	The bank management emphasize quality-related values to prevent the damages that may be caused by employees to the internal organizational environment	4.44	0.773	1	High
Organizational culture	16	The management of the bank rejects the western values that don't fit with the bank culture	3.68	0.101	4	High
Human resources	21	The employees in the bank receive professional development courses in order to foster its vigilance strategy. That shall enable the bank to maintain its status in the market	4.25	0.792	1	High
Human resources	20	The management of the bank attracts the employees who are highly qualified	4.04	0.825	4	High
Customers	26	The bank has a special body that is responsible for tracking the customers' demands in order to meet them	4.32	0.653	1	High
Customers	25	The customers of the bank play a significant role in detecting any error in the bank services through filing complaints to the bank	3.94	0.866	4	High
Competitors	28	The management of the bank carry an examination for the market in order to identify the current and potential competitors	4.44	0.601	1	High
Competitors	31	The management of the bank establishes good relationships with competitors	4.14	0.839	4	High

Description of the strategic balance dimensions based on Table 4:

Organizational culture: The mean of statement (4) is ranked first. It is 4.44. The standard deviation of the latter statement is 0.773.

The mean of statement (1) is ranked last. It is 3.68. The standard deviation of the latter statement is 1.01.

Human resources: The mean of statement (2) is ranked first. It is 4.25. The standard deviation of the latter statement is 0.792. The mean of statement (3) is ranked last. It is 4.04. The standard deviation of the latter statement is 0.824.

Customers: The mean of statement (3) is ranked first. It is 4.32. The standard deviation of the latter statement is 0.653. The mean of statement (2) is ranked last. It is 3.94. The standard deviation of the latter statement is 0.866

Competitors: The mean of statement (1) is ranked first. It is 4.44. The standard deviation of the latter statement is 0.601. The mean of statement (4) is ranked last. It is 4.14. The standard deviation of the latter statement is 0.839.

8.4 Testing the study's main hypothesis and the sub-hypotheses

The main hypothesis: H1: Organizational DNA influences on strategic balance dimensions (i.e. organizational culture, human resources, customers and competitors) in commercial banks in Madaba

The simple regression analysis was conducted to test the main hypothesis. The results of the latter analysis are presented in Table 5 below:

Table 5

The results of the simple regression analysis for exploring the impact of Organizational DNA on strategic balance in commercial banks in Madaba

Coefficients					ANOVA			Model Summary		Dependent Variable
Sig T	T	S.E	B	Beta	Sig F	F	R ²	R		
0.000	9.49	0.064	0.603	0.755	DNA	0.000	89.99	0.570	0.755	Strategic Balance

Based on Table 5, the R value is 0.755, which indicates that there is a statistically significant positive correlation. The strength of the latter correlation is strong. Based on the determination coefficient value, 57% of the changes in the strategic balance are attributed to the organizational DNA. The significance value is 0.000. The B value is 0.603. That means that a change in one unit in the organizational DNA shall lead to changing 60% of the strategic balance. The significance value is less than 5%. Based on those values, the null main hypothesis is rejected and the alternative hypothesis is accepted. The organizational

DNA has a statistically significant impact –at the statistical significance level of ($\alpha \leq 5\%$) on strategic balance dimensions (i.e. organizational culture, human resources, customers and competitors) in commercial banks in Madaba

Testing the first sub-hypothesis

H₁₁: Organizational DNA has a significant impact on organizational culture in commercial banks in Madaba.

Table 6

The results of the simple regression analysis for exploring the impact of the organizational DNA doesn't on organizational culture in commercial banks in Madaba

Coefficients					ANOVA		Model Summary		Dependent Variable	
Sig T	T	S.E	B	Beta	Sig F	F	R ²	R		
0.000	4.83	0.12	0.58	0.506	DNA	0.000	23.36	0.256	0.506	Culture

Based on Table 6, the R value is 0.506. It indicates that there is a statistically significant positive correlation. The strength of the latter correlation is moderate. Based on the determination coefficient value, 25.6% of the changes in the strategic balance are attributed to the organizational culture. The significance value is 0.000. The B value is 0.58. That means that a change in one unit in the organizational DNA shall lead to changing 58% of the organizational culture. The significance value is less than 5%. Based on those values, the null first sub-hypothesis is rejected and the alternative first sub-hypothesis is accepted. The organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on organizational culture in commercial banks in Madaba.

Testing the second sub-hypothesis

H₁₂: Organizational DNA has a significant impact on human resources in commercial banks in Madaba.

Table 7

The results of the simple regression analysis for exploring the impact of the organizational DNA doesn't on human resources in commercial banks in Madaba

Coefficients					ANOVA		Model Summary		Dependent Variable	
Sig T	T	S.E	B	Beta	Sig F	F	R ²	R		
0.000	7.401	0.095	0.705	0.668	DNA	0.000	54.77	0.446	0.668	HR

Based on Table 7, the R value is 0.668. It indicates that there is a statistically significant positive correlation. The strength of the latter correlation is moderate. Based on the determination coefficient value, 44.6% of the changes in the strategic balance are attributed to the human resources. The significance value is 0.000. The B value is 0.705. That means that a change in one unit in the organizational DNA shall lead to changing 70.5% of the human resources. The significance value is less than 5%. Based on those values, the null second sub-hypothesis is rejected and the alternative second sub-hypothesis is accepted. The organizational DNA has a statistically significant impact –at the statistical significance level of ($\alpha \leq 5\%$) on human resources in commercial banks in Madaba.

Testing the third sub-hypothesis

H₁₃: Organizational DNA has a significant impact on customers in commercial banks in Madaba.

Table 8

The results of the simple regression analysis for exploring the impact of the organizational DNA doesn't on customers in commercial banks in Madaba

Coefficients					ANOVA		Model Summary		Dependent Variable	
Sig T	T	S.E	B	Beta	Sig F	F	R ²	R		
0.000	7.482	0.101	0.757	0.672	DNA	0.000	55.977	0.452	0.672	Customers

Based on Table 8, the R value is 0.672. It indicates that there is a statistically significant positive correlation. The strength of the latter correlation is moderate. Based on the determination coefficient value, 45.2% of the changes in the strategic balance are attributed to the customers. The significance value is 0.000. The B value is 0.757. That means that a change in one unit in the organizational DNA shall lead to changing 75.5% of the customers. The significance value is less than 5%. Based on those values, the null third sub-hypothesis is rejected and the alternative third sub-hypothesis is accepted. The organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on customers in commercial banks in Madaba.

Testing the fourth sub-hypothesis

H₁₄: Organizational DNA has a significant impact on competitors in commercial banks in Madaba.

Table 9

The results of the simple regression analysis for exploring the impact of the organizational DNA doesn't on competitors in commercial banks in Madaba

Coefficients					ANOVA		Model Summary		Dependent Variable	
Sig T	T	S.E	B	Beta	Sig F	F	R2	R		
0.000	3.718	0.100	0.371	0.411	DNA	0.000	13.821	0.169	0.411	Competitors

Based on Table 9, the R value is 0.411. It indicates that there is a statistically significant positive correlation. The strength of the latter correlation is moderate. Based on the determination coefficient value, 16.9% of the changes in the strategic balance are attributed to the competitors. The significance value is 0.000. The B value is 0.371. That means that a change in one unit in the organizational DNA shall lead to changing 37.1% of the competitors. The significance value is less than 5%. Based on those values, the null third sub-hypothesis is rejected and the alternative third sub-hypothesis is accepted. The organizational DNA has a statistically significant impact –at the statistical significance level of ($\alpha \leq 5\%$) on competitors in commercial banks in Madaba

9. Conclusion

Through carrying out a field investigation in the commercial banks in Madaba, the researcher concluded the following results:

- 1) The mean of the organizational DNA is 4.173 and the standard deviation of the organizational DNA is 0.563. That means that the organizational DNA level in the targeted commercial banks is high from the perspective of the respondents.
- 2) The mean of the strategic balance is 4.155 and the standard deviation of the strategic balance is 0.831. That means that the strategic balance level in the targeted commercial banks is high from the perspective of the respondents.
- 3) The mean of the organizational culture is 4.071 and the standard deviation of the organizational culture is 0.647. That means that the organizational culture level in the targeted commercial banks is high from the perspective of the respondents.
- 4) The mean of the human resources is 4.164 and the standard deviation of the organizational culture is 0.594. That means that the extent of achieving strategic balance in terms of the human resources in the targeted commercial banks is high from the perspective of the respondents.
- 5) The mean of the customers is 4.075 and the standard deviation of the organizational culture is 0.635. That means that the extent of achieving strategic balance in terms of the customers in the targeted commercial banks is high from the perspective of the respondents.
- 6) The mean of the competitors is 4.310 and the standard deviation of the organizational culture is 0.508. That means that the extent of achieving strategic balance in terms of the competitors in the targeted commercial banks is high from the perspective of the respondents.
- 7) Organizational DNA has a statistically significant impact –at the statistical significance level of ($\alpha \leq 5\%$) on strategic balance dimensions (i.e. organizational culture, human resources, customers and competitors) in commercial banks in Madaba
- 8) Organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on organizational culture in commercial banks in Madaba.
- 9) Organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on human resources in commercial banks in Madaba.
- 10) Organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on customers in commercial banks in Madaba
- 11) Organizational DNA has a statistically significant impact at the statistical significance level of ($\alpha \leq 5\%$) on competitors in commercial banks in Madaba

10. Implications

- 1) The organizational DNA level in the targeted banks is high from the perspective of the respondents. That means that the managements of commercial banks in Madaba provide much attention to the organizational DNA, especially in terms of information, decision making process, organizational structure and moral and financial incentives
- 2) The strategic balance level is high in terms of (organizational culture, human resources, customers and competitors) jointly and separately in the targeted commercial banks. That was concluded from the perspective of the respondents. It indicates that the managements of commercial banks in Madaba provide much attention to the analysis of the external and internal environment (i.e. SOWT analysis)
- 3) The extent of achieving strategic balance in term of competitors is high in the targeted banks. That means that the managements of commercial banks in Madaba provide much attention to competition. It indicates that the strategic agility of the targeted banks is high. It indicates that the latter managements seek analyzing the strengths and weaknesses of their competitors in order to seize the available opportunities
- 4) Organizational DNA has a statistically significant impact –at the statistical significance level of ($\alpha \leq 5\%$) on strategic balance dimensions (i.e. organizational culture, human resources, customers and competitors) jointly and separately in commercial banks in Madaba. That means that the managements of commercial banks in Madaba provide much attention

to Organizational DNA It was found that 57% of the changes in the strategic balance are attributed to the organizational DNA. That means that the study's model is valid.

11. Recommendations

The researcher recommends

- Providing much attention to the compliance with the regulations related to organizational DNA by the top, and middle managements. That shall significantly affect the effectiveness of operations. It shall significantly affect the human resources, tasks, and organizational culture.
- Encouraging employees to show cooperation, innovate, compete and work in teams
- Providing more attention to organizational attention. For instance, 25.6%% of the changes in the strategic balance are attributed to the organizational culture.
- Providing more attention to competition by the managements of banks. That is because competition has a significant impact on the industrial sector as it's suggested by Michael Porter
- Conducting studies about the impact of the organizational DNA dimensions on strategic balance. That shall provide knowledge about the views of various categories of people
- Providing compensations and bonus that attract employees who are highly qualified
- Conducting more studies about the impact of the types of organizations on the strategic balance level. Such studies must shed a light on the types of organizations that are suggested by Hamilton (2004; 2012). These types are: the resilient organization, the passive-aggressive organization, the military organization, the outgrown organization, just in time organization, the fits-and-starts organization and the over-managed organization).
- Conducting more studies to identify the type of organizations that the commercial banks belong to. Such studies must be based on the classification of Silverman et al. (2012).

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