

Organizational Immunity and its Impact on Organizational Excellence: Jordanian Commercial Banks

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Abstract

The study aimed to clarify the impact of organizational immunity, with its dimensions (organizational learning, organizational memory, and organizational genes), on organizational excellence, with its combined dimensions (strategic excellence, leadership excellence, structural excellence, subordinates' excellence, and organizational culture excellence) at Jordanian commercial banks. The study adopted a quantitative descriptive approach, and the study population consisted of all employees at various administrative levels at Jordanian commercial banks, which employ a total of (17383) employees. Primary data were collected through a questionnaire, and a sampling strategy was used. A total of (377) questionnaires were retrieved, representing the final sample of the study. The data were analyzed using the (SPSS) software, employing descriptive analysis tools such as the arithmetic mean and standard deviation, in addition to simple and multiple linear regression tests to examine the hypotheses. The results revealed that organizational immunity and its dimensions have an impact on organizational excellence. The levels of relative importance for both organizational immunity and organizational excellence were high, indicating that organizational immunity represents a pivotal factor in achieving organizational excellence within Jordanian commercial banks. Its dimensions contribute to enhancing institutional flexibility and the sustainability of performance in facing changes and challenges. The study recommended the need to develop effective knowledge management systems and activate organizational memory to ensure the preservation and utilization of previous experiences in addressing future challenges. It also recommended integrating the concepts of organizational immunity into the strategic plans and policies of banks to enhance their ability to adapt and sustain performance in a changing banking environment.

Keywords: Organizational Immunity, Organizational Excellence, Jordanian Commercial Banks

Introduction

In the context of dynamic work environments and the rapid changes taking place in the banking sector, organizations face increasing challenges that require flexibility and quick

responses to economic, technological, and social fluctuations. Maintaining institutional performance stability and ensuring the sustainability of excellence have become among the strategic priorities of modern organizations, as the ability to effectively address changes and challenges is directly linked to the quality of organizational decisions and the efficiency of internal operations.

From this standpoint, the concept of organizational immunity has emerged as a vital tool for enhancing an institution's capacity to adapt to such changes, protect its identity, and ensure the continuity of its outstanding performance. This immunity represents an integrated system that encompasses all organizational levels and directly influences employee behavior and operational efficiency. Organizational immunity manifests through three main dimensions: organizational learning, which enables the organization to acquire knowledge and learn from past experiences; organizational memory, which preserves experiences, successes, and failures to support decision-making; and organizational genes, which represent the core values, culture, and processes that define the organization's identity and guide its trajectory within the work environment (Alkhafaji et al., 2023).

Organizational excellence constitutes a strategic goal pursued by modern organizations to ensure performance sustainability and enhance their competitive capabilities in dynamic and complex environments. This concept reflects the organization's ability to achieve optimal performance across all areas of operation—including strategy, leadership, organizational structures, human resources, and organizational culture—with the aim of delivering added value to stakeholders and achieving superior and sustainable results. Organizational excellence is not viewed as a static state, but rather as a continuous practice that requires commitment to ongoing development of processes and organizational capabilities, the encouragement of innovation, and the active engagement of employees in achieving the organization's goals. This ensures alignment of performance with internal and external environmental requirements and enhances the organization's ability to adapt to challenges and changes (Mukhlif, 2023).

The relationship between organizational immunity and organizational excellence is characterized by strong interdependence. The organization's ability to safeguard its stability and adapt to internal and external environmental changes directly contributes to enhancing its performance and achieving excellence. Organizational immunity enables organizations to anticipate challenges early, leverage past experiences, and formulate strategic policies and values that support effective decision-making. Consequently, this immunity becomes a fundamental basis for achieving excellence in strategy, leadership, organizational structure, human resources, and institutional culture, as it provides a flexible organizational environment capable of innovation and renewal while maintaining institutional identity and performance sustainability.

In light of this close interrelationship, there arises a need to examine the extent to which organizational immunity is reflected in the level of organizational excellence in practice, particularly within commercial banks that operate in a complex and constantly changing competitive environment. This, in turn, highlights the following research problem.

The problem of the study lies in the issue of organizational excellence within Jordanian banks. Many Jordanian commercial banks continue to face persistent challenges in achieving organizational excellence despite technological advancements and growing competition in the local and regional banking sectors. Rapid changes in the banking environment, the emergence of innovative methods for providing financial services, and increasing customer pressures all necessitate improved performance and enhanced competitiveness. Although these banks have adopted clear strategic and organizational policies, there remain variations in the levels of organizational excellence among different banks—particularly in terms of the effectiveness of organizational structures, leadership capability, human resource efficiency, and the extent to which organizational culture supports innovation and continuous learning. The importance of studying this issue stems from the need to understand the factors that enhance or limit banks' ability to achieve organizational excellence, thereby enabling them to sustain performance and increase stakeholder satisfaction in a competitive and evolving banking environment.

The researchers believe that Jordanian banks must pay greater attention to organizational immunity to achieve organizational excellence. Therefore, this study primarily seeks to examine the impact of organizational immunity—with its dimensions (organizational learning, organizational memory, and organizational genes)—on organizational excellence—with its dimensions (strategic excellence, leadership excellence, structural excellence, subordinates' excellence, and organizational culture excellence)—at Jordanian commercial banks. The Jordanian banking sector represents one of the main pillars of the national economy, contributing approximately 8% to the gross domestic product (GDP). Moreover, every Jordanian dinar spent in this sector generates about 1.5 dinars in the economy, directly and indirectly, highlighting its vital role in stimulating economic activity. The sector has been classified as safe and sound banking system due to its high levels of capital and liquidity. In terms of human resources, it is considered one of the leading employment sectors in the Kingdom, employing about 22.4 thousand Jordanians, of whom 35% are women. Its branches are spread across all regions of the Kingdom, and it has demonstrated a clear acceleration in the path toward digital transformation (Association of Banks in Jordan, 2023).

Literature Review

Organizational Immunity

organizational culture, formal and informal policies, structures, and behavioral patterns that together constitute the organization's defense mechanism. This system functions to protect the organization's stability and preserve its organizational identity from any unfamiliar threats or changes that may affect its internal balance or strategy, such as the emergence of innovative ideas, the adoption of new technologies, or the inclusion of individuals with different experiences and cultures. (Gilley et al., 2009, 377–378).

Organizational immunity is viewed as a double-edged sword: on one hand, it ensures the organization's stability and protects it from chaos and deviation from its strategic goals; on the other hand, it may become an obstacle to innovation and renewal if it is excessive or rigid. Therefore, it requires a conscious strategic management approach that balances between protecting the existing system and promoting positive change that ensures sustainable growth and long-term competitiveness. (Basten & Haamann, 2018).

Dimensions of Organizational Immunity

The authors of this study adopted three dimensions to measure organizational immunity, namely:

Organizational Learning

Organizational learning is a continuous and dynamic process that enables the organization to develop an increasing awareness of the problems and challenges it faces, analyze them accurately, extract lessons from them, and take appropriate corrective actions. It is viewed as a strategic capability based on the generation, acquisition, assimilation, and dissemination of new knowledge, which is then translated into practical behaviors and actions at all administrative levels—individual, group, and organizational—to ensure improved institutional performance (Smith, 2001).

Organizational learning is regarded as the “nervous system” of the organization, as it enables the organization to sense changes in its internal and external environments, correct errors, and continuously update its knowledge base. This, in turn, enhances its capacity for adaptation, innovation, and more flexible and intelligent decision-making in the face of complexity and uncertainty in markets (Huang, 2013).

Organizational Memory

Organizational memory resembles the memory cells in the human body; it retains all the experiences, decisions, successes, and failures that the organization has undergone—whether in the form of tacit knowledge held by individuals or explicit knowledge stored in information systems and formal documents. This knowledge is recalled when needed to support decision-making, solve problems, and avoid repeating past mistakes (Park & Bunn, 2003).

Organizational memory serves as the organization’s strategic knowledge repository, enabling continuous learning, the formulation of flexible strategies based on past lessons, and the building of a sustainable competitive advantage. It also ensures the continuity of knowledge despite personnel changes and enhances innovation and adaptability within a changing work environment (Simmons, 2013).

Organizational Genes

Organizational DNA can be defined as the core structure composed of the values, beliefs, assumptions, culture, behavioral patterns, and fundamental processes that shape the organization’s identity and unique characteristics—elements that are difficult for competitors to imitate or replicate. It directly influences the organization’s way of thinking, decision-making style, internal and external relationships, and performance level, thereby granting it the ability to achieve a sustainable competitive advantage and exerting a positive impact on its activities and future strategies (Persyn, 2014).

Organizational genes refer to the fundamental code that determines the organization’s identity and destiny through its system of values, beliefs, culture, and inherent personality traits. These genes directly affect the organization’s performance and operations; they may either enhance its capabilities or constrain them. They consist of a natural genetic imprint, which represents the organization’s original and authentic characteristics, and an acquired

genetic imprint, formed through experiences, challenges, and learning processes. Together, they act as a natural and adaptive defense mechanism that enables the organization to adjust to its environment, foster development, and maintain continuity within a competitive context (Yuan & Chayanuvat, 2021).

Organizational Excellence

The concept of excellence emerged and gained attention in the early 1980s when Peters and Waterman introduced it in their famous book *In Search of Excellence* (1982). They emphasized that excellence is not a permanent attribute of any organization, but rather a continuous pursuit that organizations constantly strive for, representing the goal they aspire to achieve (Peters & Waterman, 2006, 55).

The term Excellence is derived from the Greek word *Aristeas*, which means braver or mightier, referring to courage and superiority in their finest forms. According to the Macmillan Dictionary, excellence is defined as a quality that expresses distinctiveness and superiority (Rundell, 2007, 50).

Organizational excellence is defined as the continuous pursuit of organizations to seize critical opportunities through effective strategic planning and a collective commitment to achieving a shared vision characterized by clear objectives, available resources, and a strong focus on performance quality and execution (Goetsch & Davis, 2020).

It is also defined as the development and enhancement of management systems and organizational processes to improve performance and create added value for stakeholders. Organizational excellence goes beyond the mere implementation of a specific quality system; it represents the organization's ongoing effort to achieve optimal performance across all dimensions of organizational work, including leadership, strategy, and culture, to ensure superior and sustainable results (Aladwan & Forrester, 2016).

Dimensions of Organizational Excellence

The dimensions of organizational excellence that will be addressed in this study are as follows:

Strategic Excellence

Strategic excellence refers to the pursuit by organizations of achieving their goals, which necessitates adopting an effective strategy. Such a strategy contributes to defining the organization's position and strategic options, enabling it to realize its vision and mission. Moreover, the strategy allows for the alignment and integration of plans in accordance with the organization's capabilities, thereby enhancing its ability to face challenges and overcome them effectively (Al-Fatafta & Alkashali, 2020).

It is also defined as the adoption by top management of an appropriate and suitable strategy that ensures the organization's existence and continuity based on clear and realistic values, objectives, and plans. Consequently, it is the responsibility of top management to formulate distinguished strategies that guarantee the organization's survival and enhance its capacity for excellence and competitiveness in its environment (Ahmed, 2008).

Leadership Excellence

leadership excellence refers to the leader's ability to effectively leverage organizational opportunities, while providing development opportunities and embracing challenging tasks that enable the organization to handle complex processes and multiple crises. This capability allows the organization to overcome difficulties in both internal and external work environments, thereby enhancing its adaptability and resilience under various conditions (Aladwan & Forrester, 2016).

Leadership excellence is manifested in the capacity of distinguished leaders to seize organizational opportunities and provide the necessary developmental resources within the organization, as well as to accept diverse forms of challenges, whether related to the work environment or surrounding circumstances. This empowers the organization to adapt and respond effectively to changes in a dynamic environment (Whelan, 2019, 99).

Organizational Structure Excellence

The development of organizational structures began in the late 18th century with the onset of the Industrial Revolution. Early organizational structures were characterized by rigidity, due to the focus on organizing individuals into specific specialties and performing fixed routine tasks. However, rapid transformations and developments in work environments led to significant evolution in these structures, resulting in more flexible forms, eventually paving the way for the emergence of virtual organizations (Hoskisson et al., 1993).

An organizational structure is defined as the formal process of defining and allocating roles and responsibilities within an organization. It serves as an administrative tool for organizing activities, integrating operations, monitoring performance, and exercising control. Organizational structure stands out as a management approach that differentiates organizations through the clear distribution of responsibilities, lines of authority, and relationships among different managerial levels. It also establishes an effective communication network that facilitates interaction among functions and employees, thereby enhancing efficiency and effectiveness in strategy execution and increasing the organization's capacity for change and adaptation to developments and innovations to achieve its objectives (Stanford, 2018, 48–49).

Employee Excellence

Human resources are considered the fundamental pillar for organizational success and excellence, representing one of the organization's most valuable assets. The organization's success or failure largely depends on its ability to attract and retain outstanding employees. Therefore, organizations must maintain these employees, as they form the foundation of excellence and stability within the work environment (Al-Fatafta & Alkashali, 2020).

Supporting, training, and empowering employees within their roles, and providing opportunities for participation in decision-making, contributes to enhancing their ability to generate innovative and distinguished ideas and outputs, thereby achieving organizational goals as well as their personal aspirations for growth and career advancement. Management plays a pivotal role in refining the excellence of this resource by involving them in decision-making, creating a work environment that fosters excellence, and enhancing their

capabilities, which in turn positively reflects on the overall excellence of the organization (Chakrabarti & Chatterjea, 2018, 166).

Organizational Culture Excellence

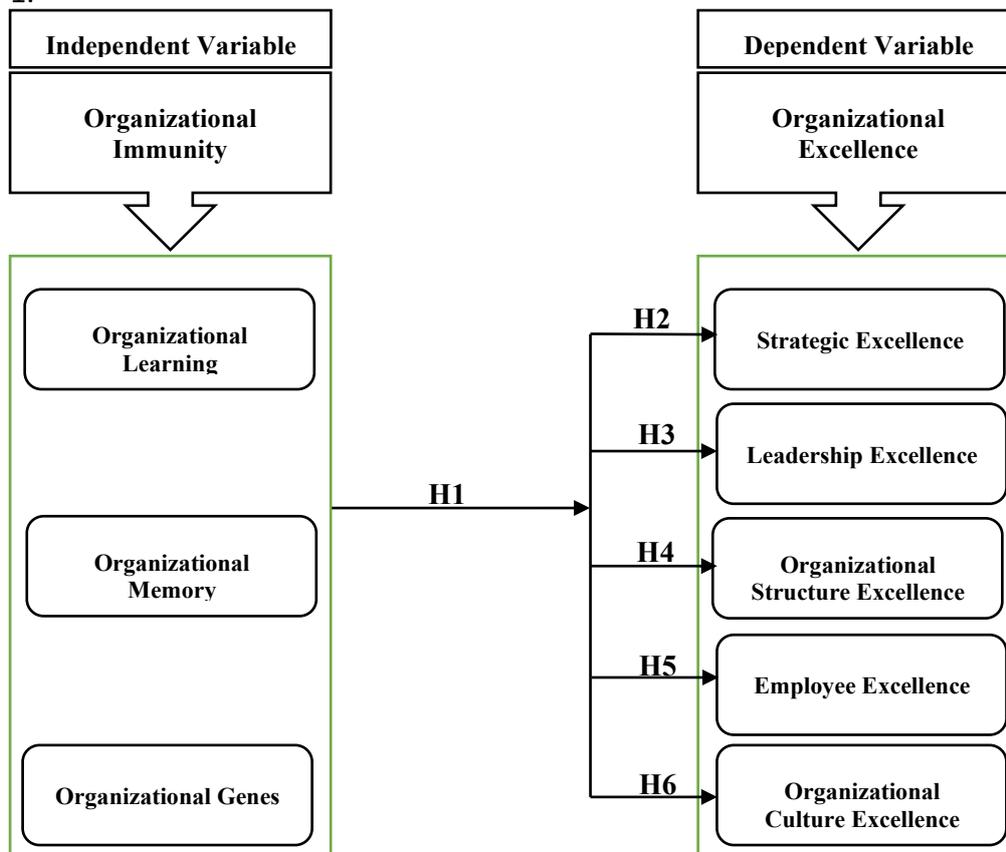
Schein (2010, 18) noted that the mid-20th century marked the beginning of interest in organizational culture and its effects, because of ongoing research into declining productivity and efficiency levels, and the inability of administrative rules and procedures to establish effective and successful relationships between managers and subordinates within organizations.

Organizational culture excellence forms the framework that guides and shapes the behavior and actions of individuals within the organization through a set of core values, beliefs, and assumptions, as well as the norms and organizational standards shared across all levels. This culture directly and indirectly influences employee behavior, performance, and decision-making processes, and is also shaped by the values and beliefs held by leaders, managers, and decision-makers (Needle, 2004, 66).

Study Hypotheses and Model

- H1:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity by its dimensions (organizational learning, organizational memory, organizational genes) on organizational excellence (strategic excellence, leadership excellence, organizational structure excellence, employee excellence, organizational culture excellence) at Jordanian commercial banks.
- H2:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on strategic excellence at Jordanian commercial banks.
- H3:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on leadership excellence at Jordanian commercial banks.
- H4:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on organizational structure excellence at Jordanian commercial banks.
- H5:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on employee excellence at Jordanian commercial banks.
- H6:** There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on organizational culture excellence at Jordanian commercial banks.

The researchers designed the study model based on the hypotheses, as illustrated in Figure 1.



Method

Study Population

The study population consisted of employees working at Jordanian commercial banks, totaling 17,383 employees (according to the 2024 annual reports of each bank included in the study population). These employees work in 12 commercial banks, as shown in Table (1). The study adopted a sampling strategy, and a proportionate stratified random sample was drawn from employees at Jordanian commercial banks. The sample size amounted to 377 employees, with an allowable margin of error of 5% (Sekaran & Bougie, 2016). The researcher distributed the questionnaire electronically through the human resources departments of the banks to all employees working at Jordanian commercial banks.

Table 1

No.	Bank Name	No. of Employees	Sample Size
1	Arab Bank	3582	78
2	Jordan Ahli Bank	1381	30
3	Bank of Jordan	1655	36
4	Cairo Amman Bank	1574	34
5	Housing Bank for Trade and Finance	2815	61
6	Jordan Kuwait Bank	1516	33
7	Jordan Commercial Bank	710	15
8	Jordan Arab Investment Bank	798	17
9	Arab Banking Corporation (ABC Bank)	530	12
10	Jordan Investment and Finance Bank	544	12
11	Union Bank for Savings and Investment	1394	30
12	Jordan Capital Bank	884	19
Total		17383	377

Study Tool

The researchers developed a questionnaire as a data collection tool to measure the opinions of the study sample members, who are employees of Jordanian commercial banks. To ensure the reliability of the questionnaire, the Cronbach's Alpha formula was used to calculate internal consistency reliability. The questionnaire was then distributed to the study sample members to obtain the data that were analyzed to achieve the study's objectives, answer its research questions, and test its hypotheses.

The study instrument consisted of three parts, as follows:

- Part One: Demographic variables, which include age, gender, educational qualification, and years of experience.
- Part Two: This part included the items used to measure the independent variable (organizational immunity). The items in this part were developed based on a set of previous studies: (Alkhafaji et al., 2023; Amin & Mhaibes, 2024).
- Part Three: This part included the items used to measure the dependent variable (organizational excellence). The items in this part were developed based on a set of previous studies: (AlQdeimat & Alkshali, 2023; Al-Hiassat & Al-Shawabkeh, 2022).

Results

The reliability of the instrument (questionnaire) used to measure the variables included in the study was verified by calculating the Cronbach's Alpha coefficient for the dimensions of both the independent and dependent variables. The result is considered statistically acceptable if its value is greater than 0.70 (Sekaran & Bougie, 2016, 235).

The table below indicates that Cronbach's Alpha value for the study instrument reached 0.974. The value for the independent variable (organizational immunity) was 0.939, while for the dependent variable (organizational excellence) it was 0.962. The values of the dimensions ranged between 0.842 and 0.877. Therefore, the study instrument can be described as highly reliable, and the items used to collect data are suitable for measuring the variables, demonstrating a high level of internal consistency.

The table also shows that the levels of organizational immunity dimensions were mostly high, with a mean score of 4.04, and the means ranging between 4.00 and 4.08. The dimension organizational learning ranked first with a mean of 4.08, indicating a high level of agreement, followed by organizational memory in second place with a mean of 4.04, and organizational genes in third place with a mean of 4.00, all with high levels of agreement. This indicates that organizational immunity at Jordanian commercial banks is at a high level from the employees' point of view.

Furthermore, the table shows that the levels of organizational excellence were also high, with an overall mean of 4.02. The strategic excellence dimension ranked first, with a mean of 4.05 and a standard deviation of 0.52, indicating a high level of agreement. In second place came both leadership excellence and organizational culture excellence, each with a mean of 4.03 and a standard deviation of 0.54, followed by subordinates' excellence in third place with a mean of 4.01 and a standard deviation of 0.59, and finally organizational structure excellence in fourth place with a mean of 3.97 and a standard deviation of 0.58, all at high levels of agreement. This indicates that organizational excellence at Jordanian commercial banks is perceived as being at a high level from the employees' perspective.

Table 2

Descriptive Analysis Results for Study Items

Variable	Items	Alpha	Mean	Std. deviation
Organizational Learning	5	0.864	4.08	0.53
Organizational Memory	5	0.877	4.04	0.61
Organizational Genes	5	0.842	4.00	0.59
Organizational Immunity	15	0.939	4.04	.053
Strategic Excellence	5	0.858	4.05	0.52
Leadership Excellence	5	0.865	4.03	0.54
Organizational Structure Excellence	5	0.846	3.97	0.58
Employee Excellence	5	0.866	4.01	0.59
Organizational Culture Excellence	5	0.874	4.03	0.54
Organizational Excellence	25	0.962	4.02	0.50
study tool	40	0.974	-	-

The researcher employed multiple regression coefficients to test H1 while simple regression was employed to test H2 – H6. As presented in the following tables:

Table 3

	Model Summary		ANOVA			Coefficient					
	R	R ²	F	DF	Sig.	Statement	B	Std. error	β	T	Sig.
H1											
<i>The impact of Organizational Immunity on Organizational Excellence</i>	.883	.780	441.010	3	0.000	Organizational Learning	0.416	0.039	0.441	10.711	0.000
						Organizational Memory	0.064	0.038	0.078	1.684	0.093
						Organizational Genes	0.374	0.034	0.439	10.883	0.000
H2											
<i>The impact of Organizational Immunity on Strategic Excellence</i>	.801	.642	65.210	1	0.000	Strategic Excellence	0.789	0.030	0.801	25.952	0.000
H3											
<i>The impact of Organizational Immunity on Leadership Excellence</i>	.818	.669	756.509	1	0.000	Leadership Excellence	0.838	0.030	0.818	27.511	0.000
H4											
<i>The impact of Organizational Immunity on Organizational Structure Excellence</i>	.782	.612	590.965	1	0.000	Organizational Structure Excellence	0.856	0.035	0.782	24.310	0.000
H5											
<i>The impact of Organizational Immunity on Employee Excellence</i>	.797	.635	82.817	1	0.000	Employee Excellence	0.889	0.035	0.797	25.537	0.000
H6											
<i>The impact of Organizational Immunity on Organizational Culture Excellence</i>	.731	.534	58.007	1	0.000	Organizational Culture Excellence	0.744	0.036	0.731	20.723	0.000

H1: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity by its dimensions (organizational learning, organizational memory, organizational genes) on organizational excellence (strategic excellence, leadership excellence, organizational structure excellence, employee excellence, organizational culture excellence) at Jordanian commercial banks.

The table presents the results of the multiple linear regression analysis examining the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on organizational excellence and its combined dimensions (strategic excellence, leadership excellence, organizational structure excellence,

subordinates' excellence, and organizational culture excellence) at Jordanian commercial banks.

The value of the correlation coefficient was ($R = 0.883$), indicating a strong relationship between organizational immunity and its dimensions and organizational excellence. The coefficient of determination was ($R^2 = 0.78$), which means that the dimensions of organizational immunity (organizational learning, organizational memory, and organizational genes) explained 78.0% of the variance in organizational excellence (Zikmund, 2000, p. 513).

The ANOVA analysis indicated that the F-value was ($F = 441.010$) at degrees of freedom ($df = 3$) and a significance level ($Sig = 0.000$), which is statistically significant. This confirms the significance of the regression model.

The Coefficient Table shows that the β value for the organizational learning dimension was ($\beta = 0.441$), with a T-value of (10.711) and a significance level ($Sig = 0.000$). These results indicate that this dimension is statistically significant.

For the organizational memory dimension, the β value was ($\beta = 0.078$), with a T-value of (1.684) and a significance level ($Sig = 0.093$). These results indicate that this dimension is not statistically significant. Meanwhile, the β value for the organizational genes dimension was ($\beta = 0.439$), with a T-value (10.883) and a significance level ($Sig = 0.000$), confirming that this dimension is statistically significant. Based on the above results, both organizational learning and organizational genes have a significant effect, while organizational memory does not have a significant effect. Therefore, the hypothesis is accepted.

H2: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on strategic excellence at Jordanian commercial banks.

The table presents the results of the simple linear regression analysis of the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on strategic excellence at Jordanian commercial banks. The correlation coefficient was ($R = 0.801$), indicating a strong relationship between organizational immunity (in its combined dimensions) and strategic excellence. The coefficient of determination was ($R^2 = 0.642$), which means that organizational immunity explains 64.2% of the variance in strategic excellence. Furthermore, the F-value was ($F = 65.210$) with degrees of freedom ($DF = 1$) and a significance level ($Sig = 0.000$), which is statistically significant. This confirms the significance of the regression model.

The Coefficients Table also shows that the β value reached ($\beta = 0.801$), with a T-value of (25.952) and a significance level ($Sig = 0.000$), which confirms the statistical significance of the coefficient.

H3: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on leadership excellence at Jordanian commercial banks.

The table presents the results of the simple linear regression analysis examining the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on leadership excellence at Jordanian commercial banks. The correlation coefficient was ($R = 0.818$), indicating a strong relationship between

organizational immunity (in its combined dimensions) and leadership excellence. The coefficient of determination was ($R^2 = 0.669$), meaning that organizational immunity explains 66.9% of the variance in leadership excellence. Furthermore, the F-value was ($F = 756.509$) with degrees of freedom ($DF = 1$) and a significance level ($Sig = 0.000$), which is statistically significant. This confirms the significance of the regression model.

The Coefficients Table also shows that the β value was ($\beta = 0.818$), with a T-value of (27.511) and a significance level ($Sig = 0.000$), confirming the statistical significance of the coefficient.

H4: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on organizational structure excellence at Jordanian commercial banks.

The table presents the results of the simple linear regression analysis examining the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on organizational structure excellence at Jordanian commercial banks. The correlation coefficient was ($R = 0.782$), indicating a strong relationship between organizational immunity (in its combined dimensions) and organizational structure excellence. The coefficient of determination was ($R^2 = 0.612$), meaning that organizational immunity explains 61.2% of the variance in organizational structure excellence. Furthermore, the F-value was ($F = 590.965$) with degrees of freedom ($DF = 1$) and a significance level ($Sig = 0.000$), which is statistically significant. This confirms the significance of the regression model.

The Coefficients Table also shows that the β value was ($\beta = 0.782$), with a T-value of (24.310) and a significance level ($Sig = 0.000$), confirming the statistical significance of the coefficient.

H5: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on employee excellence at Jordanian commercial banks.

The table presents the results of the simple linear regression analysis examining the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on subordinates' excellence at Jordanian commercial banks. The correlation coefficient was ($R = 0.797$), indicating a strong relationship between organizational immunity (in its combined dimensions) and subordinates' excellence. The coefficient of determination was ($R^2 = 0.635$), meaning that organizational immunity explains 63.5% of the variance in subordinates' excellence. Furthermore, the F-value was ($F = 82.817$) with degrees of freedom ($DF = 1$) and a significance level ($Sig = 0.000$), which is statistically significant. This confirms the significance of the regression model.

The Coefficients Table also shows that the β value was ($\beta = 0.797$), with a T-value of (25.537) and a significance level ($Sig = 0.000$), confirming the statistical significance of the coefficient.

H6: There is a significant impact at ($\alpha \leq 0.05$) of the organizational immunity on organizational culture excellence at Jordanian commercial banks.

The table presents the results of the simple linear regression analysis examining the effect of organizational immunity and its dimensions (organizational learning, organizational memory, and organizational genes) on organizational culture excellence at Jordanian

commercial banks. The correlation coefficient was ($R = 0.731$), indicating a strong relationship between organizational immunity (in its combined dimensions) and organizational culture excellence. The coefficient of determination was ($R^2 = 0.534$), meaning that organizational immunity explains 53.4% of the variance in organizational culture excellence. Moreover, the F-value was ($F = 58.007$) with degrees of freedom ($DF = 1$) and a significance level ($Sig = 0.000$), confirming the statistical significance of the regression model.

The Coefficients Table also shows that the β value was ($\beta = 0.731$), with a T-value of (20.723) and a significance level ($Sig = 0.000$), confirming the statistical significance of the coefficient.

Discussion

The study results indicate that the level of organizational immunity in its three dimensions was high. Organizational learning ranked first with a mean score of (4.08), reflecting the perception of employees at Jordanian commercial banks regarding the importance of continuous learning as a key mechanism to enhance adaptability to environmental changes and to face operational challenges and market competition. This suggests that these banks possess organizational systems and knowledge that support knowledge exchange and the acquisition of new experiences, which aligns with Smith (2001), who argued that organizational learning is a fundamental mechanism for improving organizational efficiency and performance.

Organizational memory ranked second with a mean score of (4.04), indicating that there are additional opportunities for banks to strengthen mechanisms for preserving and retrieving accumulated organizational knowledge to optimally utilize it in decision-making and performance improvement. This result is consistent with Park and Bunn (2003), who emphasized that the strength of organizational memory lies in leveraging past experiences to avoid repeating mistakes and enhancing organizational effectiveness.

However, the study found that organizational memory did not have a statistically significant impact on organizational excellence at Jordanian commercial banks. This can be explained by several organizational and behavioral considerations regarding knowledge management practices within these banks. In many cases, organizational memory is used primarily as an archiving and documentation tool rather than a system for active learning and development. Efforts tend to focus on preserving information and operational procedures without effectively leveraging it to support improvement and innovation. Despite the availability of information, its inadequate utilization in daily practices limits the potential benefits, making accumulated knowledge have a minimal impact on organizational performance.

Additionally, the rapid digital transformation in the banking sector has reduced reliance on historical knowledge and accumulated experience, favoring intelligent systems and modern software based on real-time data, which diminishes the role of organizational memory in supporting excellence. Furthermore, the dominance of a formal and centralized culture in banking operations may limit knowledge exchange and renewal across management levels, reducing the effectiveness of organizational memory in achieving organizational excellence.

Organizational genes ranked third with a mean score of (4.00), indicating that banks possess a clear organizational identity and a well-established corporate culture, reflected in employees' behaviors and decisions in alignment with institutional values and goals. This finding supports Yuan and Chayanuvat (2021), who stated that organizational genes form the core structure that enables organizations to achieve excellence and continuity in a competitive and changing environment.

Overall, these results suggest that organizational immunity at Jordanian commercial banks is high, contributing to institutional stability, maintaining organizational identity, and simultaneously allowing room for development and innovation through continuous learning and effective knowledge management. This enhances the banks' flexibility and ability to face challenges while ensuring sustainable competitive performance.

The study also found that the level of organizational excellence at Jordanian commercial banks was high, with an overall mean score of (4.02), reflecting employees' clear awareness of the importance of striving for quality and excellence in institutional performance. Strategic excellence ranked first with a mean score of (4.05), indicating that banks have clear and integrated strategies aligned with their long-term objectives, enhancing their competitiveness in the local and regional banking environment. This aligns with Al-Fatafta and Alkashali (2020), who emphasized that adopting effective and directed strategies strengthens an organization's position and strategic excellence.

Leadership and organizational culture excellence ranked second with a mean score of (4.03), reflecting the presence of leadership capable of guidance and motivation, yet requiring further investment in participative leadership approaches and the empowerment of emerging leadership cadres. This also suggests that the culture at Jordanian commercial banks is positive but may require additional efforts to embed values of creativity, change, and continuous learning. These results are consistent with Schein (2010), who argued that organizational culture forms the foundation guiding employees' behavior and influencing their ability to achieve sustainable excellence.

Employee excellence ranked third, highlighting the recognition of human competence as a critical factor in achieving excellence and emphasizing the importance of investing in, developing, and empowering human resources. This is consistent with Chakrabarti and Chatterji (2018), who stated that distinguished employees are the main source of innovation and organizational sustainability.

Organizational structure excellence ranked fourth with a mean score of (3.97), indicating the presence of flexible structures with clear responsibilities, facilitating communication and coordination across management levels and supporting the rapid implementation of strategies. This aligns with Stanford (2018), who noted that an effective organizational structure is a key component of organizational excellence, contributing to role alignment and information flow within the organization.

Overall, these results confirm that Jordanian commercial banks possess high organizational excellence capabilities stemming from clear strategies, flexible structures, and

efficient human resources. Enhancing a culture of innovation and transformational leadership could further increase their ability to achieve higher levels of excellence in the future.

Based on the study findings, organizational immunity is a pivotal factor in achieving organizational excellence at Jordanian commercial banks. Its dimensions enhance institutional flexibility and performance sustainability in the face of changes and challenges. By focusing on organizational learning, memory, and genes, banks can build self-sustaining capabilities that ensure rapid adaptation to new developments while maintaining stability and competitive advantage. The results indicate that investing in organizational immunity is not merely an administrative choice but a strategic approach supporting institutional continuity and excellence in a dynamic and challenging banking environment.

Recommendations

Based on the study results, a set of recommendations is proposed as follows:

1. Enhance the effectiveness of organizational memory by developing interactive and continuously updated knowledge management systems that document individual and collective experiences and transform them into organizational knowledge accessible to all employees.
2. Promote continuous organizational learning within Jordanian commercial banks through training programs, knowledge exchange, and encouraging learning from past experiences to strengthen organizational immunity and improve performance.
3. Emphasize the importance of consolidating organizational values and culture, which reinforces organizational identity and guides employees' behavior toward achieving the bank's objectives and excellence.
4. Develop transformational leadership capable of motivating employees, encouraging creativity, and fostering initiative to achieve sustainable excellence.
5. Encourage organizational innovation and adopt developmental ideas that contribute to enhancing competitiveness and achieving organizational excellence.
6. Reconsider organizational structures to make them more flexible and responsive to environmental changes and market challenges.
7. Integrate the concepts of organizational immunity into banks' strategic plans and policies to support their adaptability and continuity in a dynamic banking environment.

Contribution

This study is one of the recent research efforts that addressed the concepts of organizational immunity and organizational excellence within an integrated theoretical framework. It contributed to enriching contemporary administrative thought by presenting a scientific approach that enhances the understanding of the relationship between these two concepts in the business environment. The study aimed to fill an existing knowledge gap in the literature related to organizational immunity and its role in supporting organizational excellence, making it a valuable contribution to the field of social sciences, particularly in the context of Jordanian commercial banks. Based on the findings of the study's model, which clarified the nature of the relationship between the variables, the study presented a set of practical recommendations for decision-makers. The most prominent of these include promoting continuous organizational learning through training, knowledge sharing, and learning from past experiences, as well as integrating the concepts of organizational immunity

into banks' strategic plans and policies to enhance their adaptability and sustainability in a dynamic and challenging banking environment.

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