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## Developing Items for Organizational Culture among SMES in Jordan: An Exploratory Factor Analysis

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### Abstract

This study explored and developed a valid and reliable instrument to measure Organizational Culture (OC) in Small and Medium Enterprises (SMEs) in Jordan. A pilot study was conducted with a random sample of 100 managers/owners of SMEs from the sampling frame of SMEs in Jordan. The data were collected using self-administered questionnaires. The Exploratory Factor Analysis (EFA) procedure employing Principal Component Analysis (PCA) was conducted utilizing IBM-SPSS version 21.0, which extracted all figures required for assessing the usefulness of the instrument. Finally, the assessment of the internal reliability of the retained items was carried out using Cronbach's Alpha. The study resulted in a remarkable contribution to the measurement of OC construct among SMEs in Jordan. This instrument can be beneficial for future researchers.

**Keywords:** Organizational Culture, Organizational Performance, SMEs, Exploratory Factor Analysis.

### Introduction

Small Medium Enterprises (SMEs) feature significantly in the development of most national economies, as they play a crucial role in generating jobs, creative production, poverty reduction, and contribute positively to greater economic progress. The latest statistics in Jordan, for example, showed SMEs constitute more than 98% of Jordan's total business enterprises, particularly in the economy of industrial sectors. Such SMEs contribute substantially to the Jordanian economy. Besides, SMEs employ 60% of Jordan's workforce and contribute to approximately 50% of the Gross Domestic Product (AL-Hussamee and Nassar, 2017; Mashal, 2018). Despite the vital role of SMEs in Jordan's economy, the research by Alzuod et al. (2017) revealed that the sector has suffered from different challenges. Moreover, according to the Jordan Enterprise Development Corporation, the production volume of SMEs in the industrial sector dropped 9.5 points in 2018 and 13.1 points in 2019 (the reference year 2015), because the overall performance was not sufficiently optimized (JEDCO, 2019, 2020).

The development of Organizational Performance (OP) is considered to be a fundamental requirement for corporate strategic management; therefore, the performance of SMEs in Jordan directly affects the economic level. However, in reality, these companies have many

weaknesses that need to be improved, and as such, appropriate procedures need to be developed.

Meanwhile, to face the environment that is constantly changing, organizations attempt to achieve rapid growth but with continuum improvement, hence causing the organizations to spend both much time and expenses on the changes to attain high performance.

Clearly, from the above discussions, Organizational Performance needs improvement in the industrial sector of Jordan SMEs context. In this regard, organizations have no choice but to adopt novel managerial approaches, and one of the main factors that can effectively enhance Organization Performance (OP) is Organizational Culture (OC) (Nikpour, 2017).

### **Objective of the Study**

This study sought to develop a measuring instrument for the Organizational Culture construct in the specific context of Jordanian SMEs.

### **Theoretical Basics**

Organizational Culture (OC): Definition and Dimensions

OC is known as “a pattern of shared initial presumptions related to a group learned as it resolved its difficulties and troubles, based on the internal integration and the external adaptation” (Nikpour, 2017). In this regard, Jogaratnam. (2017) adds that “The Organizational Culture includes the different values and norms that are shared by members of the organization and refers to the way things are done in a social unit, while according to a study by Matkó and Takács (2017) “ Organizational Culture means the values, beliefs, and the system which are used by the organization’s members, that aim to understand the singularity of which the organization is derived, fed, worked and continually developed; to learn these concepts to the newly-arrived members”. In the same context, the Schein (2010) study described the Organizational Culture as “the behavior of the organization that determines how an organization can create an interactive bridge between each of the internal and external environments”.

In this present study, the Organizational Culture was examined according to Denison’s, (2006) study, using the proposed Organizational Culture’s, Denison’s model based on four cultural traits: consistency, involvement, mission, and adaptability, earlier shown in the literature (Denison et al., 2006).

### **Organizational Performance (OP): Definition and Dimensions**

OP is considered as “one of the most significant goals and objectives of an organization, so most organizations seek generally to improve these goals and objectives” (Pang and Lu, 2018). According to Ahmed and Shafiq (2018); Ahmad et al. (2015) Organizational performance is a comparison of results with the actual outcomes achieved, thus, it expands a standard for measuring the ability of an organization to attain goals under the effectively and efficiently attained results, based on the resources and meeting customers’ needs. On the other hand, Cania (2014) in his study argued that OP is a definitive point of a company's achievement or failure, thus successful companies show wonderful achievements in the market, whereas in contrast, companies that fail show low performance in the market. Besides, OP is an important issue for a company to play a substantial role, especially in a highly competitive market.

In this study, the indicators of organization performance include only non-financial performance, depending on seven dimensions which are most significant in explaining non-

financial organizational performance, namely: "customer satisfaction, customer retention, employees' performance, and product quality, market share, innovation, and sales growth", all of them adaptations from earlier studies such as Ahmad et al., (2011); Alrowwad et al., (2017); Fuentes-Fuentes et al., (2004); Haldma et al., (2012); Harif et al., (2013); Ho et al., (2016); Hughes and Morgan, (2007); Khan et al., (2011); Maina., (2016); Nasri and Zekovski., (2014); and Oduol (2015).

### **The Relationship between Organizational Culture and Organizational Performance**

Nikpour (2017) showed the positive and significant influence of OC that directly affected OP and added that according to the study's suggested model, the OC had also, an appropriate role behind indirect impact exerted, like the mediation of employees' organizational commitment. In the study by García-Fernández et al. (2018), the authors mentioned the positive impact of the relationship between OC and OP, whereas Purnama (2013) considered the culture as essentially a foundation for any organization. The results of the experiment also showed the significant and positive influence of Organizational Culture on Organizational Performance. Bahri et al. (2012) examined the application of Total Quality Management (TQM) on OP directly and indirectly, based on the mediating variable of Organizational Culture of the company, and found that Organizational Culture had a considerable influence on the organizational process and the more conducive the culture within a company the better the chances of maximizing the company's performance. Furthermore, Shehu and Mahmood (2014) tried to identify the mediating role of OC in the relationship between market orientation and business performance, the result showed the significant role of culture in OP, while the mediation test was not significant.

### **Underlying Theory**

Resource-based View (RBV) Theory in this study seeks to formulate perceptions regarding the effects of Organizational Culture on Organizational Performance.

The Resource-Based View Theory adopts an internal view, focusing on the company as the primary item of analysis, whereas competitive advantage is an outcome of tangible and intangible resources, which have a hard way to create, buy, substitute or imitate (Lavie, 2006). RBV Theory posits that "Firms achieve sustainable competitive advantage if they possess certain key resources" (Barney, 1991). In this regard, according to Fotopoulos and Posmas (2009), the Resource-based View Theory suggests that "a firm's competitive advantage and superior performance are mainly associated with its resources and capabilities, which are rare, valuable, difficult to imitate, and not substitutable".

According to Barney (1991), Organizational Culture is an example of human intangible resources and capabilities, and in this context, the RBV Theory suggests that competitive advantage can be obtained and sustained over time and impact on firm's performance from the internal organization and exploitation of resources such as Organizational Culture.

Based on the previous discussion and RBV Theory too, the conceptual framework was built, and a research model was proposed, comprising two variables, in which the independent variable is OC while the dependent variable is OP. Figure 1 shows the conceptual framework of this study.



Figure 1: Conceptual framework of Organizational Culture on Organizational Performance

## Methodology

This is a cross-sectional study to determine the validity and reliability measure for Organizational Culture among Jordanian SMEs, from which data were collected across the population using a self-administered survey questionnaire. The instrument was adapted from the literature and subjected to appropriate modification to suit the objectives of this study and later translated into the Arabic language. First of all, the study validated the instrument in the pre-test stage which involved verifying the content, as well as determining the face validity, and criterion validity (Dehisat and Awang, 2020; Rahlin et al., 2019).

The face validity was determined using three steps, namely, forward translation, backward translation, and review translation. A scale between 1 ("strongly disagree") and 10 ("strongly agree") was used to meet the parametric statistical assumption for this study (Awang et al., 2016, 2019; Dehisat and Awang, 2020; Rahlin et al., 2019). This study used the industrial sector of Jordan to obtain the lists of SMEs in Jordan as a sampling frame. From this list, some 100 SMEs were chosen at random and the self-administered questionnaires were distributed to the selected respondents comprising SMEs managers or owners. At the end of the data collection period, all 100 questionnaires were returned and found usable for analysis.

## Results

The EFA for Organization Culture

Organization Culture comprises 10 items in the questionnaire. This study applied the 10-point interval scale mentioned by Alias et al. (2019); Dehisat and Awang (2020) where 1 refers to "strongly disagree", and 10 refers to "strongly agree". The results of the descriptive statistics as presented in Table 1 clarify that for each item measuring the OC construct, the mean value for items ranged from 7.70 - 8.15, furthermore, the standard deviation of every item value was less than 1.5.

Table 1: The Mean and Standard Deviation for Items Measuring O C construct

	Item Statement	Mean	Std. Deviation
IQ1	"Our firm's employees are highly involved in their work."	7.94	1.14
IQ2	"In our firm, everyone believes to have a positive impact."	7.80	1.21
IQ3	"Our firm has a set of values that governs the way we do business."	7.98	1.22
IQ4	"Our firm has an ethical code that guides our behaviour."	7.88	1.25
IQ5	"Our firm has a strong culture."	7.75	1.23
IQ6	"Our firm has a flexible way to change and do things."	8.05	1.10
IQ7	"Our firm is continually improving ways to do work."	8.03	1.23
IQ8	"Our firm has a clear strategy for the future."	7.70	1.34
IQ9	"Our firm has a widespread agreement about goals."	8.03	1.23
IQ10	"Our firm has a shared vision for the future."	8.15	1.16

PCA conducted via Varimax Rotation and the results indicated a significant value of the Bartlett's Test of Sphericity (P-Value < 0.05). Kaiser-Meyer-Olkin (KMO) achieved a target value (0.901) that was more than 0.6 as suggested by Bahkia et al. (2019). Thus, both results marked the adequacy of the samples. Hence, data were satisfactory to proceed with factor analysis (Dehisat and Awang, 2020; Ehido et al., 2020; Yahaya et al., 2018; Khalid, 2020) as illustrated in Table 2 below.

Table 2: The Value for KMO Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.901
Bartlett's Test of Sphericity	Approx. Chi-Square	501.079
	Df	45
	Sig.	0.000

Figure 2 demonstrates scree plot results with two components established from the EFA procedure for Organizational Culture Construct with its own 10 components items.

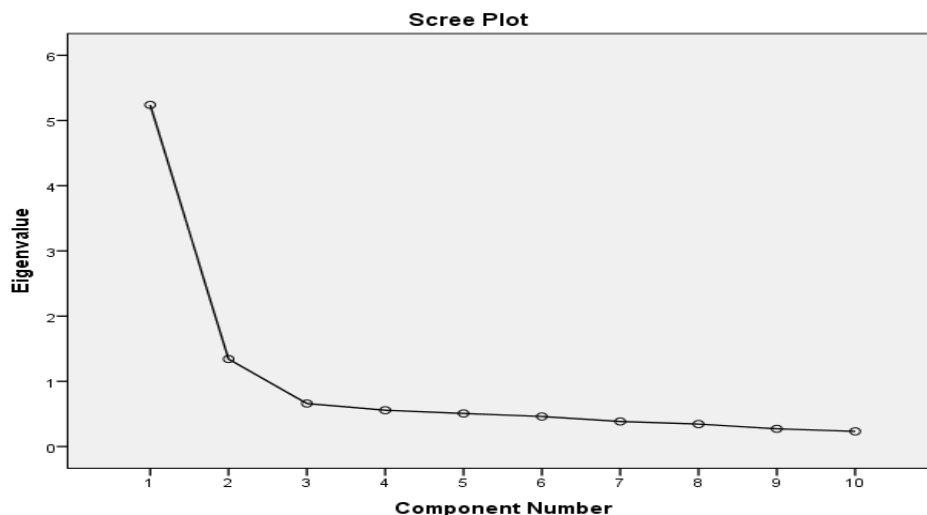


Figure 2: The Scree plot shows the two components that emerged.

Table 3 shows that the findings of the total variance explained for the first component is 39.577%, and the second component is 26.229%, while the total variance explained for the measure of this construct is 65.806. Hence, these values exceed 60% and acceptable (Bahkia et al., 2019; Dehisat and Awang, 2020; Hoque et al., 2018; Yahaya et al., 2018).

Table 3: TVE Contributed by Every Component of OC

Component	Total Variance Explained					
	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.239	52.389	52.389	3.958	39.577	39.577
2	1.342	13.417	65.806	2.623	26.229	65.806

Note: Extraction method: Principal Component Analysis.

Next, Table 4 presents the results of the rotated component matrix that marks the factor loading values for every item which achieves a minimum acceptance value that should be more than 0.6 as supported by Baistaman et al. (2020); Dehisat and Awang (2020), Yahaya et al. (2018).

Table 4: The Factor Loading for the Items and Their Component

<b>Rotated Component Matrix</b>		
	<b>Component</b>	
	<b>1</b>	<b>2</b>
IQ1	0.842	
IQ2	0.712	
IQ3	0.771	
IQ4	0.752	
IQ5	0.746	
IQ6	0.834	
IQ7		0.812
IQ8		0.766
IQ9		0.603
IQ10		0.814

*Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.*

*Rotation converged in three iterations.*

## 5.2 The EFA for Organization Performance

Ten items (IIQ1-IIQ10) from Table 5, were used to measure this construct and each item was measured employing a 10-point Likert scale, where 1 indicates “strongly disagree ” and 10 indicates “strongly agree.” In this context, the item statement, the mean response, and standard deviation, for every item, are illustrated in Table 5.

Table 5: The Mean and Standard Deviation for Items Measuring OP construct

	Statement	Mean	Std. Deviation
IIQ1	“The level of our customer complaints within the last period has declined sharply.”	7.65	1.35
IIQ2	“Our firm's reputation has improved in the eyes of our customers.”	7.60	1.19
IIQ3	“Our firm has succeeded in retaining our existing customers.”	7.88	1.33
IIQ4	“Our firm's employees commit maximum effort to their work.”	7.83	1.18
IIQ5	“The level of employees’ productivity in our firm has improved in the last period.”	7.44	1.26
IIQ6	“Our firm promoted the level of employee job satisfaction over the last period.”	7.93	1.06
IIQ7	“Our firm has improved and developed new products over the last period.”	8.02	1.10
IIQ8	“OUR firm has increased its market share.”	8.02	1.21
IIQ9	“The level of innovations in our firm has improved.”	7.92	1.10
IIQ10	“The overall sales growth of our firm has increased relative to our competitors.”	7.75	1.08

Based on PCA as an extraction method via Varimax Rotation for the 10 items to assess the OP construct, the results are presented in Table 6, showing that Bartlett’s test of sphericity is Significant ( $P < 0.05$ ). Also, the KMO achieved target value is 0.886.

Table 6. The Value for KMO Bartlett’s Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.886
Bartlett's Test of Sphericity	Approx. Chi-Square	522.653
	Df	45
	Sig.	.000

In Figure 3, the scree plot shows the emergence of two mutually exclusive components. The 10 items that fall under each component are determined in Table 8 in this subsection.





Figure 3. The Scree plot showing the two components that emerged

Table 7 shows findings of the total variance explained for the first component is 33.653%, and the second component is 33.120%, while the total variance explained for the measure of this construct is 66.773. Thus, these values exceed 60% and are acceptable (Bahkia et al., 2019; Dehisat and Awang, 2020; Hoque et al., 2018).

Table 7: TVE Contributed by Every Component of OC

Component	Total Variance Explained					
	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.254	52.537	52.537	3.365	33.653	33.653
2	1.424	14.236	66.773	3.312	33.120	66.773

Note: Extraction method: Principal Component Analysis.

Finally, Table 8 shows the outcomes of the rotated component matrix, indicating that factor loading values for every item achieved a minimum acceptance value, which should be more than 0.6 as mentioned by Baistaman et al. (2020); Shkeer and Awang, (2019).

Table 8 : The Factor Loading for the Items and Their Component

Rotated Component Matrix		
	Component	
	1	2
IIQ1		0.761
IIQ2		0.833
IIQ3		0.731
IIQ4		0.720
IIQ5		0.825
IIQ6	0.772	
IIQ7	0.794	
IIQ8	0.816	
IIQ9	0.771	
IIQ10	0.714	

*Notes:* Extraction method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in three iterations.

The Internal Reliability for OC and OP constructs

Table 9 presents the values of Cronbach's Alpha which was performed to evaluate the internal reliability of components of these constructs. The outcomes showed values greater than 0.7 which met the requirement for internal reliability (Dehisat and Awang, 2020; Ehido et al., 2020). This shows the consistency of the retained items to each other in the measurement of this construct.

Table 9: The Internal Reliability Value for Each Construct

Reliability Statistics			
Construct	Component	No. of Items	Cronbach's alpha
Organization Culture	1	6	0.895
	2	4	0.804
	All items	10	0.895
Organization Performance	1	5	0.871
	2	5	0.873
	All items	10	0.898

### Discussion

To findings of the EFA, the procedure indicated that for the element of Organizational Culture, KMO was met ( $> 0.6$ ), Bartlett Test was significant, factor loading exceeded the acceptable value  $> 0.6$ . Besides, the two components extracted achieved the minimum threshold of the variance among the items. Meanwhile, both components of Organizational Culture had high Cronbach's Alpha's values for internal reliabilities.

### Conclusion

This study has succeeded in building a verified and reliable instrument for assessing the OC construct. Furthermore, the study's results demonstrate that the element is applicable and

can be used in future studies, particularly in the Jordanian context. To further validate, the study recommends employ of confirmatory factor analysis, to produce a more comprehensive scale of organizational culture.

### Theoretical and Practical Contribution

Theoretically, this study contributes to enhancing future studies by confirming the dimensions that contribute to Organizational Culture, particularly among Jordanian SMEs. Besides practical contribution by helping owners, managers, and decision-makers who need to understand what factors boost their organizational performance through the best utilize of company resources such as organizational culture.

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