

Organizational Performance: Study on Jordanian Insurance Sector

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Abstract

Organizational culture is an important part to be considered by dynamic organizations in order to develop some competitive advantage to ensure enhanced organizational performance. This study aims to close the gap between understanding the role of organizational culture and the effect on organizational performance among the employees in insurance companies. The objective of this study is to examine the relationship between the dimensions of organizational culture and organizational performance among insurance companies operating in the Jordanian market. A sample of 240 respondents that were selected randomly from insurance companies participated in this study. Data were collected by survey questionnaire. Both descriptive and influential statistic namely frequency, mean, and multiple regression were used to analyze the data. The result shows that there is limited significant relationship between organizational expectations, encourage development, behavioral styles, and stability and communication and organizational performance. The results also showed that a significant relationship exists between policies and procedures and organizational performance. This study explored the results of the effect of organizational culture dimensions on organizational performance and to assess which organizational culture dimensions have a larger marginal impact on organizational performance. This study improved the managers' understanding on a way to improve organizational culture dimensions that have a vital impact on overall performance.

Keywords: Insurance; organizational culture; performance; Jordan

Abstrak

Budaya organisasi adalah bahagian penting yang perlu dipertimbangkan oleh organisasi dinamik dalam usaha untuk membangunkan beberapa kelebihan daya saing untuk memastikan prestasi organisasi dipertingkatkan. Kajian ini bertujuan untuk merapatkan jurang antara memahami peranan budaya organisasi dan kesan ke atas prestasi organisasi di kalangan pekerja dalam syarikat-syarikat insurans. Objektif kajian ini adalah untuk mengkaji hubungan antara dimensi budaya organisasi dan prestasi organisasi di kalangan syarikat-syarikat insurans yang beroperasi di pasaran Jordan. Sampel 240 orang responden yang telah dipilih secara rawak daripada syarikat-syarikat insurans telah mengambil bahagian dalam kajian ini. Data dipungut soal selidik. Kedua-dua statistik deskriptif dan berpengaruh iaitu kekerapan, min, dan regresi telah digunakan untuk menganalisis data. Hasil yang menunjukkan bahawa terdapat hubungan yang signifikan antara jangkaan terhadap organisasi, menggalakkan pembangunan, gaya tingkah laku, dan kestabilan dan komunikasi dan prestasi organisasi. Keputusan juga menunjukkan bahawa hubungan yang signifikan wujud di antara dasar-dasar dan prosedur dan prestasi organisasi. Kajian ini meneroka hasil kesan dimensi budaya organisasi terhadap prestasi organisasi dan untuk menilai yang dimensi budaya organisasi memberi kesan marginal yang lebih besar ke atas prestasi organisasi. Kajian ini bertambah baik pemahaman pengurus pada satu cara untuk meningkatkan dimensi budaya organisasi yang mempunyai kesan penting kepada prestasi keseluruhan.

Kata kunci: Insurans; budaya organisasi; prestasi; Jordan

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1.0 INTRODUCTION

Recent literature proved that management of human resource in company has become an increasingly important for organizational performance and business vision attainment. Employees are considered as valuable assets to an organization, which require effective management of these employees in firms. A lot of research in organizational theory has focused on developed countries; 95% and whereas only 5% of the studies testing organizational theories are found to be done in developing countries (Farashahi *et al.*, 2005) in spite of the highly dynamic environment.

Organizational culture has been an important factor that powerfully influences the performance of any organization. Within the past decades, an analysis has been done on the relationship between the organizational culture and performance (Anne and Maaja, 2007; Ogbonna and Harris, 2000; Murugan, 2010; and Rousseau, 1991). The organizational culture is a complex phenomenon, which is characterized by many dimensions (Marcoulides and Heck, 1993).

Organizational culture is that the assortment of operational principles that verify how people behave among the context of the company (Khan, 2005). Organizational culture is considered a vital theme in management and business research for the past few decades as results of its potential impact on the preferred and expected outcomes organizationally and individually such as commitment and loyalty (Chow *et al.*, 2001). Organizational culture research can be divided into three groups. The first group embraces scientific works, in which

culture is only described (Schein, 1992; Nahav and Malekzadeh, 1993; and Spivak, 2001). The second one includes works, in which dimensions are picked out (Van der *et al.*, 1997; Veiga *et al.*, 2000; and Sarros *et al.*, 2005). Their influence on success is validated theoretically or empirically in the third group of works (Ogbonna and Harris, 2000; Child, 1974; Olie, 1994; Denison and Mishra, 1995; Larson and Finkelstein, 1999; Kangis *et al.*, 2000; Howitz *et al.*, 2002; and Nahm *et al.*, 2004). The further dimensions of the analyzed phenomenon will be disclosed, the more clearly it will be perceived (Ginevicius and Vaitkunaite, 2006).

Scholars, who analyze organizational culture, present a different number of dimensions. Furthermore, some of them are very similar by their content (meaning), i.e. they are components of each other. Not all researchers examine the link between dimensions and organizational outcomes (Ginevicius and Vaitkunaite, 2006).

People are the most vital resource of an organization, and that the management of people makes a difference to firm performance (Patterson, West, Lawthom and Nickell, 1997). Many studies have been brought up to study the effectiveness of people management and business performance, but very few studies were conducted on the cultural impact on performance management. Every nation has a varying effect of cultural dimensions in organizations and the employees working over there. It is important to consider the cultural dimensions before creating strategies and objectives in organizations as this helps he management in effective performance (Patterson *et al.*, 1997).

Thus, this research tries to focus on this issue and studies the impact of culture and cultural dimensions on organizational performance especially in Jordanian insurance companies. This research intends to bring about awareness in the readers and to make them learn the importance of focusing on cultural dimensions. Insurance in the Middle East region, especially in Jordanian case has traditionally lagged in growth and development relative to other elements of the region's financial services sector. This is evidenced by the low level of demand as measured by penetration and density levels, undercapitalized supply, and generally underdeveloped legal and regulatory environments (Vayanous and Hammoud, 2007).

Therefore the goal of this paper is to realize the conceptual of organizational culture dimensions, and measurement the link of organizational culture dimensions and organizational performance. The research methods, used in this work, are systematic analysis of scientific literature, content analysis, method of descriptive, correlation and regression.

1.1 Organizational Performance

Most studies on organizational performance use a variety of success measures each financial and non financial. Some specialists have examined the organizational performance theoretically and through empirical observation and the results show different measurement (Muafi, 2009; and Gary, 2009).

Performance indicates to the degree of accomplishment of the mission at the work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts concerning performance. Mostly researcher's used the term performance to express vary of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). According to Barney (1991) performance is a continuous process to controversial issue between organizational researchers. Organizational performance does not solely mean to outline the problem, but it also for resolution of problem (Heffernan and Flood, 2000). Daft (2000), mention that organizational performance is the organization's capability to accomplish its goals effectively and with efficiency using resources. As similar to Daft (2000), Ricardo (2001) said that achieving the goals of organization and objectives is known as organizational performance. Ricardo (2001) prompts that organization's success shows high returning on equity and this become possible due to establishment of better employee's performance management system.

The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and refreshing the human resource (Kandula, 2006). Competitive capacity of organization can be increased by building strong people and effectively managing and developing people, which is in essence performance management (Shakil, 2012).

DeWaal (2002) said the process that enables a corporation to deliver a certain contribution to sustained value creation. A world-class performance management method consists of excellent strategy development, budgeting and target setting, performance measuring, performance review, and incentive compensation sub-processes.

Consequently, the management principle underpinning performance management is that performance management could be a management 'tool' that integrates the business operations with the strategic purpose of the organization. The success of any organization is alleged to depend upon its ability to execute its functions against its strategies and as Flapper (1996) argues that strategies within the organization should make sure that "all noses are pointing in the same direction", and that every person at intervals the organization is contributing to the organization's objectives via their daily activities in support of measurements as contained within the performance management system.

Undoubtedly, the organization's performance is a function of the potential return to the inculcation of strong culture into the organization's systems enabling it to execute its routines.

1.2 Organizational Culture

Organizational culture is the set of important assumptions—often unstated—that members of an organization share in common. There are two major assumptions in common; beliefs and values. Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for (Muya and Wesonga, 2012).

Culture is an arrangement of various attributes that express a corporation and differentiate the firm from other one (Forehand and Von Gilmer, 1964). According to Kotter and Heskett (1992), culture means fairly established set of beliefs, behaviors and values of society contains generally. In simple words, we can perceive that culture is gaining knowledge, explanations, values, beliefs, communication and behaviors of a huge group of people, at the same time and same place.

Culture idea should be learned and shared within the organizations (Titiey, 1959). Pettigrew (1979) argues that cultures of organization based on cognitive systems that facilitate to elucidate how employees think and make decisions. According to Tichy (1982) organizational culture is understood as "normative glue" means that to hold the overall organization along. The concept of OC else makes

available a base for determining the differentiation which will survive in-between the organizations that are doing business within the same national culture (Schein, 1990). Culture outlined as system of common values which might be estimated that individuals describe the similar OC even with completely different background at different levels within the organization (Robbins and Sanghi, 2007). As stated by Kotter (2008), that organization's norms and values have a powerful affect on all of those who are attached to the organization. It is thought about by him that norms are invisible, but if the organizations want to enhance the performance of the employees and profitability, norms are placed first to look.

According to Handy's (1993) theory, culture has been divided into four main classes, particularly power culture, role culture, task culture, and person culture. Culture has also been termed as a link between employee and employer. The first component of culture comes from power that can be either from the top with few people or from the inner circle. The role is performed by a number of the individuals implementing rules who can be termed as bureaucracy, whereas task culture is concentrated on the accomplishment of objectives with cost-effective use of resources. Power culture relates to the degree of influence that comes from a central power or an internal circle. This means that the influence of a number of people determines the actions of others and is common in smaller organizations. Person's culture is a reflection of the central role of a person in an organization.

Organizational culture varies from business to business and forms country to country. It shows its different characteristics like diversity in the workforce. It can create both positive and negative effect on the employees and the workplace. In fact culture determines the survival of an organization over the long term. Cultures can be a responsibility to an organization if it creates barriers to change, create barriers to diversity or barriers to mergers and acquisitions (Robbins, 2009).

It is extensively accepted in the literature that the organizational culture is a complex concept. It may be analyzed from various perspectives. After a detailed investigation of the literature, the best fitting culture dimensions (in accordance with our research area) were selected from the study of Okashah (2008) cultural dimensions that focus on the five aspects of OC. These dimensions were used in the telecommunications sector within the same region of the researcher, and the researcher will re-applied in the insurance sector. The dimensions can be viewed as follow:

1.2.1 Stability and Communication

Communication generally emphasizes the flexibility and willingness to interact in open and critical communication. This dimension also assumed to be positively associated with the firm's ability to create and maintain long-term relationships with outsiders (Okashah, 2008). This is therefore as results of a climate of open crucial communication within a company will modify the members to learn from their mistakes through self-reflective and self-correction. Walter (1999) noted that self-reflective and self-criticisms enable actors to cooperate, resolve conflicts and act responsibly.

1.2.2 Organizational Expectations

The organizational expectations contracted psychological unwritten, which means a set of expectations that defined or expect individual or organization from each other during the work of the individual in the organization, for example, expectations superiors from subordinates, and subordinates from superiors, and colleagues from other colleagues and represented the appreciation and mutual respect, and to provide an organizational environment and regulatory climate helps and supports the needs of the individual psychological and economic factor (Alamiyan, 2002; and Rousseau, 2004).

1.2.3 Encourage Development

Employers benefit once employees develop new skills and technique for improving performance at work. A method to enhance productivity is to teach employees new strategies for handling job responsibilities. Employers that encourage worker development are far more probable to benefit from that training and growth (Alamiyan, 2002). Employees can benefit from employers that supply job training programs. Employers should provide clear ways for advancement that outline what training and knowledge are needed to advance. Employees who have a clear understanding of the necessities are a lot of doubtless to take on the quest to get the training and development needed (Okashah, 2008).

1.2.4 Behavioral Styles

As learning and development professionals have long recognized, totally people are different in terms of diversity in ways of learning. For example, some individuals learn additional effectively by observation videos or visual displays, whereas others answer an additional active tactical approach. However, what concerns variations in behavioral style? Even as individual method info in numerous ways in which, they additionally behave and answer the behavior of others in distinctive however predictable ways (Okashah, 2008). Unlike learning designs — how individuals cognitively process information — behavioral style is a lot of simply understood and visual to others as a result of it is a function of people's common behavioral patterns and preferences. Behavioral style can be seen and delineated, whereas it is more difficult to assess people's learning styles — many people themselves are unaware of their own learning preferences. One of the visible indicators of behavioral style is outgoings. Some individuals are naturally friendly and outspoken. Others are quiet and reserved. Another indicator is pace. Some act quickly, whereas others prefer to carefully consider all options.

1.2.5 Policies and Procedures

A set of policies, principles, rules, and tips created or adopted by a company to succeed in its long-term goals and generally printed in a booklet or different kind that is wide accessible. The policies and procedures are designed to influence and confirm all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the particular strategies utilized to express policies in

action in day-after-day operations of the organization. Together, policies and procedures make sure that a point of view held by the governing body of an organization is translated into steps that results in an outcome compatible with that view (Okashah, 2008).

1.3 Impact of Organizational Culture on Performance

Lee and Yu (2004) studied on corporate culture and its impact on organizational performance, particularly to validate the cultural construct and its impact on the performance. The study detected that culture influences numerous processes within the organization and its performance. Balthazard *et al.* (2006) measured behavior norms and expectations and its impact on the performance. The results explain positive influence of deductive culture style, whereas negative impact was illustrated as regard to dysfunction, defensive styles on the people, and organization.

Rashid (2003) suggests that corporate culture and the organization's commitment influence the organization performance. Deshpande and Farely's on corporate and Allens and Meyer's work on commitment were used. Strong but the positive correlation in this variable was found in these studies. Mallak (2003) administrated their research work to measure the relationship among culture, the built environment, and the outcome variable. Findings supported cultural correlation with higher performance and established environment's role, as a moderating variable facilitates in better process and results there from. Specifically, job satisfaction was found to be a positive outcome of the built environment.

Levine (2006) examined the impact of culture and the process as to how it is developed and sustained, and studied the impact on the organization in many industries. It absolutely was found in the study that most of the organizations in their work are responsive to the facts of their processes. However, joint action creates complexity within the organization. It has also been found in the study that people can prevent the conflict prior to it getting in their way. It additionally tested that sustained and acutely aware culture has the potential for enhancing productivity, creativity, and satisfying work experience.

Onken (1999) examined two temporal components of organizational culture, polychronicity and values, and their effect on organizational performance. Polychronicity involves the extent to what activities are organized by scheduling two or additional events at one time. Second, temporal dimension of organizational culture is that the speed with those employees accomplishes tasks and also the values attached to it. Onken found that organizational culture that supported each speeds of decision making and undertaking several tasks directly had a positive impact on firm performance, particularly in hypercompetitive environments.

Ojo (2009) shows from the findings that are an outsized number of respondents 57.7% strongly agree that corporate culture has an effect on employee job performance, and there is 48.7% of the employees additionally agree that corporate culture determines the productivity level of the organization. Kilic and Dursun (2010) investigated the role of organizational culture on client orientation and performance outcomes of client orientation within the promoting context through a theoretical model. The categories of organizational culture that were examined throughout this study area, unit market culture, adhocracy culture, clan culture, and hierarchical culture. The performance outcomes that were investigated are relationship development and individual performance. According to the study results, market culture incorporates a positive and vital impact on client orientation. The study results put together discovered that higher level of client orientation leads to higher levels of relationship development and individual performance. Based on the literature review, we develop and test the following hypothesis:

H: Organizational culture dimensions have positive impact on organizational performance within the Jordanian insurance sector.

2.0 METHODOLOGY

To find out the impact of organizational culture on organizational performance, research method is divided into two parts. The first part covers literature review, whereas the second part encompasses empirical study. This study evaluates the effects of cultural dimensions on firm performance in the insurance sector.

2.1 Survey Instrument

A questionnaire was designed based on an extensive review of the literature on organizational culture and organizational performance (Okashah, 2008; and Wendy, 2008). Prior to the survey, the questionnaire was pre-tested with five alliance specialists and managers in small selection from insurance companies. Based on the comments from them, the questionnaire was modified and distributed.

The questionnaire consists of 7 sections as shown in Table 1. Section A of the questionnaire is to gather information about the profile of respondents such as gender, age, and organizational tenure. Section B is measuring items of Organizational performance while sections C, D, E, F and G south to measure items that are related to organizational culture dimensions. Two scales were used in this study. First is a nominal scale utilized in section A, Likert scale used for sections B, C, D, E, F and G. Likert scale is employed once responses to numerous items that measure a variable can be tapped on 5 points scale that can thereafter be summated across the items. Respondents are given five point Likert scale with 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly Agree.

Table 1 Measurement of the variable

Section	Variables	Number of items	Scale
A	Respondent Background <ul style="list-style-type: none"> • Gender • Organizational tenure • Education level 	5	Multiple choices
B, C, D, E, F, and G	(B) Organizational performance	18	Five-point Likert scale (1-Strongly disagree, 2-Disagree, 3-Uncertain, 4-Agree and 5-Strongly agree)
	(C) Organizational Expectations	4	
	(D) Encourage Development	4	
	(E) Behavioral Styles	3	
	(F) Policies and procedures	4	
	(G) Stability & Communication	4	

2.2 Sample

This study is based on a sample of managers and employees from 18 insurance companies that were selected randomly. The data were collected by the researcher himself, and the sample was obtained from all the management levels by randomly selected to participate in this survey. Out of 300 questionnaires distributed, 240 questionnaires were used for the final analysis.

2.3 Method of Analysis

Frequency analysis was used to examine the demographic characteristics of the respondents. This was followed by the reliability analysis that thinks about with the steadiness and consistency measurement to access the goodness of a measure further, it answers the queries on a selected conception. In addition, a computation of suggests that and the variance was in deep trouble all variables utilized in this study. Finally, multiple correlation analysis was conducted to look at that among the five dimensions of the experimental variable is that the most significant to clarify organizational performance. All method of analysis will be conducted by using Statistical Package for Social Sciences (SPSS) version 20.

3.0 RESULTS

Demographic of the respondents are summarized in Table 2. Table 2 indicates that from the total of 240 respondents, 54.8% of the respondents are males while the remaining are females. In terms of age, only a minority of the respondents aged between 20-29 years (32.1%), whereas almost half of the respondents were within the age of 30-39 years (42.5%), 19.0% were within the age of 40-49 years. 6.3% of the respondents were over 50 years. Table 2 also suggests that, as far as education level are concerned, the majority of the respondents had bachelor degree 73.0%, followed by diploma degree (14.3%) and (11.5%) for master degree. With regard to organizational tenure, the majority of respondents have been working for 1-5 years with 52.8%; followed by 25% respondents have been working for 6-10 years. 15.5% of respondents have been working for more than 11 years and only 6.7% of respondents are operating for less than one year.

Table 2 Respondents demographic

Demographic	Categories	%
1. Gender	Male	54.8
	Female	45.2
2. Age Group	20-29	32.1
	30-39	42.5
	40-49	19.0
	Above 50	6.3
3. Education level	Diploma	14.3
	Bachelor	73.0
	Master	11.5

Demographic	Categories	%
4. Organizational tenure	Other	1.2
	Below 1yr	6.7
	1-5 yrs	52.8
	6-10 yrs	25.0
	More than 11 yrs	15.5

Table 3 shows the Cronbach Alpha values and the number of items for both dependent and independent variables. Sekaran (2003) said reliabilities with less than 0.60 are deemed poor whereas those in the range of 0.70 ranges, is acceptable and those above 0.80 is considered good. On the overall, the reliability of all the measures was comfortably above 0.60, ranging from 0.90 to 0.63. Therefore the scale is satisfactory reliable for subsequent analysis.

Table 3 Reliability analysis

Variables	No. of Items	Reliability Alpha
Organizational performance	18	0.901
Stability and communication	4	0.632
Organizational Expectations	4	0.723
Encourage Development	4	0.685
Behavioral Styles	3	0.732
Policies and procedures	4	0.646

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4. The results show that the mean for organizational performance was 3.58 with SD = 0.45. While the mean for stability and communication was 3.69 with SD = 0.89. As illustrated in Table 4, the mean for organizational expectations was 3.64 with SD = 0.87, encourage development (M = 3.61; SD = 0.79), behavioral styles (M = 3.95; SD = 0.71), and the mean and standard deviation for policies and procedures was 3.93 and 0.99 respectively. Organizational expectations and encourage development indicates that most of the respondents were neither agree nor disagree.

Table 4 Descriptive statistics of the dependent and dependent variables

Variable	Mean	Standard Deviation
Organizational performance	3.58	0.45
Stability and communication	3.69	0.89
Organizational Expectations	3.64	0.87
Encourage Development	3.61	0.79
Behavioral Styles	3.95	0.71
Policies and procedures	3.93	0.99

Next, Multiple Regression analysis was conducted to identify which among the independent variables that explained most the dependent variable. Table 5 shows that only 44.9% of the R square in organizational performance is significantly explained by the five dimensions of organizational culture: stability and communication, organizational expectations, encourage development, behavioral styles, and policies and procedures. Based on Table 5, only one variable in the regression equation emerged as significant predictors of organizational performance. The predictor is stability and communication. It is evident that the most influential independent variable on organizational performance is the culture of Policies and procedures $\beta = 0.122$. The other cultural dimensions are not significant to predict organizational performance in this study. However, the result from regression analysis indicated that five dimensions in organizational culture (stability and communication, organizational expectations, encourage development, behavioral styles, and policies and procedures) are significant. The Policies and procedures is the strongest influence to organizational performance.

Table 5 Regression result for independent variables and job satisfaction

Variables	Beta	Sig
Stability and communication	.106	.182
Organizational Expectations	.048	.491
Encourage Development	.049	.474
Behavioral Styles	.071	.303
Policies and Procedures	.122	.076
<i>F</i> Value	21.87	
R ²	.449	
Adjusted R ²	.428	

■4.0 DISCUSSION

Having measured the five dimensions of organizational culture had allowed us to understand the link between the dimensions of organizational culture as a whole and organizational performance. Several empirical studies have supported the positive link between culture and performance (Kotter and Heskett, 1992; Anne and Maaja, 2007; and Kilic and Dursun, 2010). Moreover, studies done by Murugan (2010), Reddy (2011) and Kotter and Heskett (1992), have contributed significantly to the field of culture and performance studies whereby culture has been treated as variable for a specific research purpose.

With respect to the results of this study unconcealed that employees' perceptions of organizational culture were important and absolutely associated with performance, with those perceiving a bigger degree of awareness of organizational culture dimensions exhibiting a lot of positive reactions towards organization performance. The results additionally indicate that wherever Policies and procedures were perceived as dominant culture characteristics, there was a robust association with organizational performance. The results show that the employees who participated in this study have the educational qualifications, more than 70% hold a Bachelor's degree and more than 10% hold a master's degree, and this gives an advantage to companies on the ability of employees to have to learn and adapt with everything that is new. On the other hand, the results give us that more than 50% of employees who participated in the study does not exceed the period of their service in the insurance companies more than five years, while the owners of long experience does not exceed the percentage of 16%. Some considered a positive advantage for companies to inject blood and new experiences, while others see it as a negative advantage to afford companies the extra cost in terms of training the new employees, and the instability which affects the competitiveness in the market.

From the other side there is match between this study and Okashah (2008) study, that there is a clear commitment by staff with policies and procedures adopted in the company, the researcher believes that the commitment of personnel policies and procedures contributes to the completion of job tasks required, and helps to achieve administrative efficiency within the companies, and contributes to the climate regulatory environment that works to achieve the objectives of the company.

As previously discussed there is a positive relationship between organizational culture dimensions and organization performance, which organizational culture dimensions directly impact on organizational performance. The discussion that was provided earlier led to accept the hypothesis of the study.

■5.0 CONCLUSION

Each one or employee in the organization has own completely different values and beliefs that he/she works with them. Whenever be part of any organization he/she allowed himself to assign initial with the organization's culture to grasp whether he come up with them or not. Indeed the study of organizational culture and performance is advantageous since the cultural values are observable and measurable. Thus, in studying of cultural effect on performance, it is vital that both financial and non financial measures are used to get more comprehensive results. Overall, there is a strong view in the literature that organizational culture leads to increased organizational performance. However, studies on this relationship often differ as to the extent a practice is likely to be positively or negatively related to performance.

Culture is being investigated to variety impact of organizational process. Organizational culture has a deep impact on the employee's performance that may cause to boost in the productivity and enhance the organizational performance. This study is an exploratory investigation of the relationship between organizational culture dimensions that adopted by Okashah (2008) and organizational performance among Jordanian insurance sector. This study endeavors contribute most to the practicing managers and it conjointly contains many implications for additional research. The findings enhance our understanding of the organizational culture and the effect on organizational performance among the insurance companies. The findings of this study shed light upon the importance of organizational cultural dimensions to predict organizational performance and improve the competitive advantages of the companies since this study might provide assistance to Jordanian government by providing a strong backbone in order to achieve its plans to improve the Jordanian insurance sector. Furthermore, this study added the knowledge to the body of business and organizational development as the first empirical study, which was carried out on insurance sectors in Jordan context.

This study provided us with a more robust understanding of the relationship between these factors in order to enhance managerial effectiveness and organizational success. The findings stress the necessity to observe the organizational culture and to evolve better management practices so that organizational performance is maintained at a high level. Hence, employees will be likely to perform better and feel a high level of performance, and in turn will develop more commitment towards their organizations. Finally, the higher levels of employees' performance in such organizations may give an advantage over other organizations in attracting and retaining employees in a competitive environment.

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