

## **Organizational Culture as A Driver towards Defining Strategic Orientation: European Excellence 2020 Model as a Moderating Variable**

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**Abstract.** The current study sought to explore the influence of organizational culture and its dimensions (Commitment, Teamwork, Creativity, and Innovation) in supporting organizational adoption of strategic orientation through the moderating effect of the European Excellence Model 2020. For that sake, a quantitative approach was adopted, and a questionnaire was distributed to (318) administrators and managers within Jordanian Banks during the fiscal year 2021-2022. SPSS was used to screen and analyze the gathered data. It was revealed that all hypotheses were accepted, and organizational culture has a positive impact on strategic orientation with a value of R square= .454 and a positive link between the independent variables and the dependent variable. In addition to that, it was noted through study results that the moderating role of the European Excellence Model in the relationship between organizational culture and strategic direction is represented in the fact that the European Excellence Model in its 2020 version contributed to the formation of an innovative and added value for organizational culture, based on creativity and innovation within the organization and based on the principle of the merge between culture and outstanding performance. Thus, the model contributed to transforming the organization into an entity that cares about its culture, believing in the ability of the culture of the individuals working in it to adopt strategies that excel in performance that stems from a holistic focus on excellence, the influence, and power of information and knowledge, in addition to the importance of adopting a culture of participation to reach more effectiveness and efficiency in using the model. The study recommended the need to strengthen the human aspect and social relations within the organization because of its high impact on the formulation and implementation and orientation of organizational strategies in a way that better serves the organizational ability to foresee the consequences of current organizational initiatives. Further recommendations were presented in the study.

The primary motive behind current research is to explore the role of organizational culture in determining an organization's strategic orientation. The European Excellence 2020 Model is used as a moderating variable to better understand the influence of organizational culture on an organization's strategic orientation. It is hoped that this research will provide insights into how organizations can better align their culture and strategies to achieve higher levels of performance.

The theoretical contribution in the field of strategic management is highlighted in the fact that the research examines how organizational culture can be used as a driver for defining strategic orientation, and how the European Excellence 2020 model can be used as a moderating variable. Also, current research has the potential to contribute to our understanding of how organizational culture can be used as a Driver toward achieving Strategic Orientation. The study provides a framework for understanding how organizational culture can influence strategic orientation and provides insights into potential strategies that can be used to promote organizational culture towards desired orientations. The research has the potential to help organizations pursue strategic orientation in a way that is aligned with their overall objectives and strategies.

**Keywords:** Organizational Culture, Commitment, Teamwork, Creativity, Innovation, Strategic Orientation, European Excellence Model 2020.

## **1. Introduction**

Most organizations provide some kind of directives, rules, and regulations that organize the work of their members and ensure harmony between them in terms of dealing and behavior (Díaz et al, 2021). The culture of the organization or organizational culture OC is at a complex and deep level of overlapping concepts and motives related to the performance of the organization and the nature of work in it (MacQueen, 2020). According to Sonmez –Cakir and Adiguzel (2019), the culture of the organization extends to the performance of the employees and their loyalty towards their organization, in addition to the management and its mechanism in running internal and external operations which facilitate the process of reaching performance excellence.

Thanetsunthorn and Wuthisatian (2020) confirm that every organization has a different and unique culture, and this culture is usually created unconsciously by the organization or the individuals working in it, but it depends, in general, on the values of the top management that it conveys to the middle management, leaders and working individuals, who adopt these values and try through them to reach a distinctive organizational performance through the employees' awareness of many organizational characteristics, which include individuality, conflicts, independence, and harmony.

Generally speaking, with the ongoing development in terms of operations, and the endless pursuit of organizations to reach excellence, many parties have worked hard to draw a framework that explains excellence in performance, in addition to aiding organizational efforts to reach excellence in performance. Among these efforts were the European Excellence Model, which appeared as an approach and a blueprint for an organization that is pursuing excellence in their performance and aiming for more accreditation and better market share (Medne et al, 2020). From that point, the current study launched its aim of reaching the following set of objectives:

- to identify the influence of organizational culture on strategic orientation
- to explore the moderating role of the European Excellence Model 2020 on the relationship between organizational culture and strategic orientation

Within a business environment, and because of the high competitiveness, technological developments, and awareness of employees, the concepts of strategic direction have witnessed various developments during the past decades, which contributed to an increase in interest in the concepts of strategic direction (Alhefity et al, 2019). Many organizations seek to reach a strategic direction which is basically a long-term decision adopted by the organization to achieve its strategic objectives. It includes the factors of weakness and strength, areas of development and enhancement, and opportunities and threats in the surrounding environment (Lasrado and Kasseem, 2020). From another perspective, organizations realize that achieving excellence can only be reached by adopting strategic foundations that can develop the organization's orientations toward realizing goals and focusing on achievement and excellence through long-term decisions and a solid plan to do so (Pathirana, 2019). This realization has managed to raise the question of how to achieve a strategic orientation that may lead to excellence.

From another perspective, Bendak et al 2020 indicated that organizational culture plays a significant role in defining the ideological orientation of organizations. This influence stems from the fact that organizational culture defines concepts and terms related to the prevailing ideas in the managerial sphere of an organization, in addition to their application depending on the organization's role as one of the main management functions in any business sector. From that influence, it can be said that organizational culture interferes with strategic orientation and how an organization defines its strategies leading to influencing the strategic goals and milestones of the organization; this was agreed on by Krupskiy and Kuzmyska (2020); Akpamah et al (2021) and Bhatti et al (2020).

From that point, the current study sought to explore the influence of organizational culture and its dimensions (Commitment, Teamwork, Creativity, and Innovation) in supporting organizational adoption of strategic orientation through the moderating effect of the European Excellence Model.

The importance of the current study stems from the importance of organizational culture itself, this study may appear as a blueprint for managers and administrators to understand that it is not only about

skills, competencies, abilities, and qualification that leads the organization to excellence, it is also in the culture that the organization nurtures and how its approach of thinking may have an impact on its goals.

It meant that the current study seeks to know how organizational culture can be a source for strategic thinking and orientation among working individuals, how culture can nourish in them a strategic stream of thinking, and how the organizational culture in all its aspects can be a source for organizational excellence in performance. In other meaning, this study may help managers realize that the organizational values, beliefs, and norms will influence the organization's journey to reach excellence, thus realizing that excellence does not come only from the organization's tangible capabilities, but even the abstract and intangible culture has an active role in guiding working individuals, leadership, and management towards excellence.

## **2. Literature Review**

### **2.1. Organizational Culture OC**

Naturally, every society is characterized by a set of ideas, tendencies, and beliefs that govern the behavior of individuals in it, and we see them committed to these ideas and tendencies out of their desire, believing that they are appropriate for them and harmonize with their lifestyle (Lubis and Hanum, 2020). The organization is a mini-society, in which working individuals practice their entire working life, and share ideas and beliefs that fit the mini-society in which they live; and therefore, just as the large community has a culture, the organization as a mini-society also has a culture of its own.

Both Spicer (2020) and Tan (2019) consider organizational culture as a set of common assumptions, beliefs, and values that bind the members of the organization to each other, and through which they deal, act, and think. The organization's culture is one of the most influential factors in the attitudes of workers within the organization, as it is based on the principle of an integrated society in which individuals share values, ideas, beliefs, and tendencies that distinguish them from others.

As for Paais and Pattiruhu (2020), organizational culture is a complex formation that includes the working individuals' beliefs, knowledge, law, habits, and any capabilities they acquire through their presence within the organization.

Isensee et al (2020) define organizational culture as the pattern of interaction and life of individuals within the organization during their period of work in it, and this culture is usually transmitted to new employees.

UNESCO defines organizational culture as the physical, intellectual, and spiritual features and characteristics that exist within the organization and distinguish it from other organizations. It includes how individuals deal with, accomplish work, deal with problems, and share solutions (Bayanova et al, 2019).

### **2.2. Dimensions of OC**

#### **2.2.1. Commitment**

Many scholars and researchers have examined the concept of commitment, however, definitions and references to this concept varied, but all of them confirmed that commitment is the degree to which an individual is able to integrate and continue with the organization in which they work, that is, the extent of their unification and attachment to their organization (Sarhan et al, 2020).

According to Giao et al (2020), it was found that there is a relationship between organizational culture and organizational commitment, as the study proved that there is a reciprocal and direct relationship between organizational commitment and organizational culture, and the higher the organizational commitment, the evidence that the culture of the organization is healthy and sound And you are on the right path.

Siengthai et al (2019) confirm the same idea, pointing out that organizational culture has an effective role in increasing the level of organizational commitment by meeting the needs of employees and ensuring a healthy work environment for them, in addition to enhancing independence and self-

realization, which leads to higher levels of commitment. Arumi et al (2019) pointed out that the opposite of this idea is true. The authoritarian control culture in the organization would reduce the level of commitment and give working individuals negative work energy that would affect their performance due to the low level of commitment they have.

### **2.2.2. Teamwork**

The work team is seen as a group of individuals who share common organizational goals and have skills that complement each other to reach and achieve a common goal based on a specific managerial, leadership, and organizational process (Aranki et al, 2019).

The concept of organizational culture is reflected in the deeper concept of team management, as the high competitiveness and technological development in today's business environment imposed on organizations a great transition from an individual-oriented culture to a team-oriented culture to support and supplement the foundations of learning and help to develop in a dynamic manner that suits fierce competitive environment trends (Maldonado et al, 2021).

Caliskan and Zhu (2020) agreed on the same idea, stressing that organizational culture is one of the basic things that help leadership and team members to adopt new creative ideas. The researchers pointed out the idea that an organizational culture that is not supportive of the team would destroy the vision and undermine the values and thus the impact on the individual and general outstanding performance of the organization.

### **2.2.3. Creativity**

Creativity in the environment of organizations refers to the individuals' ability to work to reach new ideas related to solving existing problems in the organization; creativity, in this case, includes not only new ideas but also advanced creative ideas related to productivity and outstanding performance (Soomro and Shah, 2019).

A healthy and effective organizational culture allows creativity within the organization naturally and smoothly, and it also enhances the ability of individuals within the organization to respond to problems in interesting ways and in a healthy competitive manner (Khan et al, 2020), while Bendak et al (2020) confirmed that ignoring creativity among employees would "literally" rob the organization of a rich resource for excellence and adopt a high-level excellence strategy.

### **2.2.4. Innovation**

Pathiranage (2019) defined innovation as the application of a new organizational method in the practices of the organization, the organization of the workplace or external relations.

Many previous studies have shown the existence of a direct causal relationship between organizational culture and organizational innovation, but it is possible to predict the relationship between organizational culture and innovation through the ability of the organization as a thought and culture to adopt innovative ideas and support individuals who enjoy this capacity by encouraging them and providing appropriate resources for them (Abdul-Halim et al, 2019), (Hazem and Zehou, 2019) and (Rizki et al, 2019).

From this relationship, the authors claim that the organizational culture that supports innovation is usually more able to adopt different strategies of distinction, starting with the idea that excellence needs innovation. Innovation depends on the extent of the organization's ability to support, maintain and develop it, or even the organization's ability to reach human forces with the ability to innovate (Jeong et al, 2019).

Accordingly, a distinction must be made here between innovation and creativity, as creativity is based on the formation and creation of a new idea. In contrast, innovation refers to the formation or creation of something new in the market that has not been presented or dealt with previously; that is, innovation is the presentation of an introduction of something new and effective to the business

environment (Li et al, 2021). The following table shows the differences between creativity and innovation:

Table 1. Difference between creativity and innovation

<b>Creativity</b>	<b>Innovation</b>
Based on imagination	Productive work that has nothing to do with imagination
Thinking something new	Introducing something new
New ideas and put them into reality	Creative ideas and put them into practice
Innovative process	Productive process
It can't be measured	Can be measured
It does not require money	Requires money
There is no risk	There are risks

### 2.3. Strategic Orientation

Strategic concepts have witnessed a lot of development during the previous years. This was a result of the rapid changes and developments that added new dimensions to the work environment, which led to an increase in focus on the concept of strategy (Giuri et al, 2019). Adams et al (2019) define strategy as a set of long-term decisions that are usually directed toward achieving organizational goals based on the strengths and weaknesses of the organization and the possibility of adapting them to the internal environment, which leads to better performance and higher competitiveness.

Guo et al (2020) and Beliaeva et al (2020) defined strategic orientation as the process through which the formation, formation, and formulation of the organization's strategy, that is, it is a set of strategies that constitute the basic orientation of the organization based on - who are we? What will we be? And what is our philosophy? - And thus, realizing the values and dimensions of the organization's strategy.

Arqawi et al (2019) believed that strategic orientation is the initial and basic entry point for the organization, through which plans are put into action to reach high levels of performance compared to competitors, considering that it is an approach adopted by the organization to achieve superior performance.

Strategic orientation is the tool through which the broad outlines of the organization's strategy are identified, leading to discrepancy levels of performance between different organizations (Imran and Abbas, 2020).

### 2.4. Formulating strategic direction

The strategic direction of the strategic organization is formulated according to 3 levels, which according to Muafi (2020), Staessens et al (2019), and Nguyen et al (2020):

#### **Vision**

The vision is a description of the future directions of the organization through its reliance on the experience of the strategic leaders in dealing with the challenges facing the organization and what is commensurate with the capabilities of the organization and its capabilities. In the organization, the strategic vision must be realistic, coherent, clear, flexible, and applicable, and provide a kind of challenge to all employees of the organization (Muafi, 2020).

#### **Mission**

The mission of the organization comes in the form of a short phrase, its paragraphs are few and easy, and its mission is to clarify the basic reason for the existence of the organization, crystallize the goals and objectives of the organization, and guide all of the organization's management and employees through making critical decisions closely related to the direction of the organization and its future activity, and the organization's message is issued from the administrative levels the highest level in the organization (Staessens et al, 2019).

#### **Objectives**

Objectives mean that they are the goals that the organization seeks and the substantive results that it wants to achieve through its activities. Strategic objectives define what is supposed to be accomplished, and when? And how? It is also expressed quantitatively, and the organization's objectives are characterized as specific, feasible, and acceptable to workers by involving them in its development and specifying a specific time for its implementation (Nguyen et al, 2020).

## **2.5. Dimensions of Strategic Orientation**

### **2.5.1. Market Orientation**

Market orientation is a business philosophy where the company's primary focus is to learn the known and undiscovered needs of its customers and try to meet these needs in the best way possible. Market orientation is the opposite of product orientation where the company's primary focus is to look for options and approaches to develop a certain product (Mandal and Saravanan, 2019).

According to Akman and Yilmaz (2019), market orientation stems from customer focus. This orientation can offer significant advantages to organizations developing products that meet customer needs by relying on data-driven analysis to understand the market.

In general, market orientation is an organizational strategic orientation that contributes to reaching marketing behaviors that provide distinctive value to the customer, leading to sustainable organizational performance (Migliori et al, 2019).

### **2.5.2. Entrepreneur Orientation**

Sahi et al (2020) indicated that entrepreneurial orientation is the beating heart of the strategic direction, as it is one of the factors that will achieve high profitability for the organization, increase the satisfaction of global individuals and thus positively affect the organization's commitment. Therefore, it can be said that the entrepreneurial orientation as one of the strategic directions is the organization's pursuit of leadership, planning, and adaptation to engage the market and market the product correctly by linking risk with marketing and competitiveness.

### **2.5.3. Learning Orientation**

According to Octavia et al (2020), orientation towards learning is one of the important strategies that contribute to helping the organization understand its environment and its customers in a better way, in addition to being fully aware of many of the conditions that exist within the organization, in addition, Urbano et al (2019) added that one of the aspects of organizational learning is how to take advantage of the organizational data that it produces Internal and external activities, which are classified and analyzed to produce information capable of giving the organization a clear picture of the environment in which it operates, and through which competitors learn the mechanism of competition in the business environment (Octavio et al, 2019).

### **2.5.4. Technological Orientation**

It is undeniable that an organization that seeks to define a special strategic direction is usually fully aware that technology has a major role in maximizing the organization's competitiveness, as the achievement of appropriate technology has an active role in reaching a state of competitiveness that will increase the organization's ability to reach the competitive role Higher and therefore desired profitability (Gotteland et al, 2020). Accordingly, the strategic orientation toward technology is the organization's ability to focus the organization on adopting new technology based on the concept of customer preferences and desires.

## **2.6. European Excellence Model 2020**

The European Excellence Model 2020 is a global model that has been adopted by many Arab countries (Saudi Arabia, Jordan, and Qatar), in addition to western countries (Spain, Bulgaria, France) and many others. The first nucleus of the European Excellence Model was in 1988 with the establishment of the

European Foundation for Quality Management. Then the first European Quality Award appeared in 1992, and the European Excellence Model appeared in its first version in 2000 (Medne et al, 2020). AlZawati et al (2020) indicate that the European Excellence Model is a tool aimed at improving organizational performance by focusing on quality and increasing the organization's ability to self-evaluate its internal and external activities and their impact on its overall performance.

Alamiri et al (2020) indicated that among the rapid and comprehensive changes those business organizations are exposed to today lies in the extent of the ability of the adopted strategies to achieve excellence in performance. To find an answer to this question, the European Organization for Quality Management made a complete re-examination of the future strategic directions, and the result was the European Excellence Model 2020.

The European Excellence Model, in its 2020 edition, consisted of seven criteria within three areas that collectively represented excellence and the ability to transform. The model included the following:

**Direction**

This domain consisted of purpose, vision, and strategy in addition to organizational culture and leadership.

**Execution**

This field included engaging stakeholders, creating sustainable value, and driving performance and transformation.

**Results**

This is an area of stakeholder perceptions, strategic and operational performance

In general, the differences between the previous version and the new version of the European Excellence Model are the shift to customer focus, communication with stakeholders to understand the causal relationship between what the organization does and the main reason for doing it based on the results it achieves (Yousaf et al, 2021).

Fonseca (2022) pointed out that the most important changes that occurred in the European Excellence Model in its latest version were the transition of the model from a mere assessment tool to a systematic tool for managing the organization and creating a balance between strategic management and operational management to reach a state of balance in performance.

Giménez Espín et al (2020) stressed that one of the most important changes in the European Excellence Model 2020 lies in the transition of the model to focus on the organization's need to understand the environmental challenges that it may face in view of the capabilities and resources it has, and the possibility of creating an integrated system to achieve good governance.

Jamshidi Koohsari et al (2020) indicated that the European Excellence Model 2020 was better than the old model in showing the role of leadership in change and strengthening the foundations of success and excellence, in addition to moving to enhancing the importance of stakeholders and interacting with them and adopting the foundations of innovation and creativity instead of focusing on improvement progressive.

The European Excellence Model 2020 helped organizations locate the facility in their journey towards achieving excellence, in addition to providing a general language to enable the exchange of ideas and information, inside and outside the facility. The European Excellence Model also helped to include current and planned activities, which leads to improving the efficiency and effectiveness of the facility and provides a basic structure for the facility management system (Liu et al, 2021).



Fig.1: European Excellence Model 2020 (Medne et al, 2020)

Administrative research moved towards focusing on organizational culture as one of the factors that would influence the performance of the organization and its strategic direction, AbdulRazzaq (2019) argued this idea in a study by trying to reveal the relationship of organizational culture with its various dimensions and the strategic orientation with its dimensions (Proactiveness, Defensiveness, Analytic, and Responsiveness) within the Iraqi Ministry of Higher Education and Scientific Research. By relying on the quantitative approach and applying a questionnaire to a sample of (46) officials at the level of senior administrative leaders, the results of the study consisted in confirming the main hypothesis that organizational culture affects the strategic direction of the organization. The relationship was positive, and organizational culture had a significant impact on the strategic direction, as it was proven through the study that organizational culture has a role in formulating the general policies of the organizational strategic directions of the ministry under study.

Farrah (2021) aimed to explore the impact of organizational culture with its dimensions (organizational values, organizational beliefs, organizational expectations, and organizational norms) on the strategic direction of organizations targeted, and how the organization's culture has an effective impact in determining the strategic directions of the organization, including directions (Proactiveness, Defensiveness, Analytic, and Responsiveness) within a sample of economic organizations in Biskra, Algeria. To reach the above goal, the researcher adopted the quantitative approach by distributing the questionnaire to a sample of (49) directors, department heads, and department heads in the organizations under study. The strategic direction of the organization is a positive correlation and a moral effect between the two variables, that is, the organizational culture is capable of drawing the strategic direction of the organization.

Abdul Hussain and Madloul (2021) aimed to find out the role that organizational culture plays in promoting and supporting the proactive strategic orientation within the Horizon Travel and Tourism Company in Najaf. To achieve the goal, the researchers adopted the quantitative approach by distributing a questionnaire to a sample of (100) members of the staff, and the study concluded that organizational culture has an effective role in promoting a proactive strategic orientation by providing



the organization with competitive capabilities and achieving leadership in the market. Hence, the organization focuses on human resources because it is one of the most important factors contributing to reaching the goal and taking into consideration the impact of organizational culture on the behavior of its employees.

Based on the above argument and hypotheses building, the author of the current study formed the following model to better understand the relationship between the variables adopted:

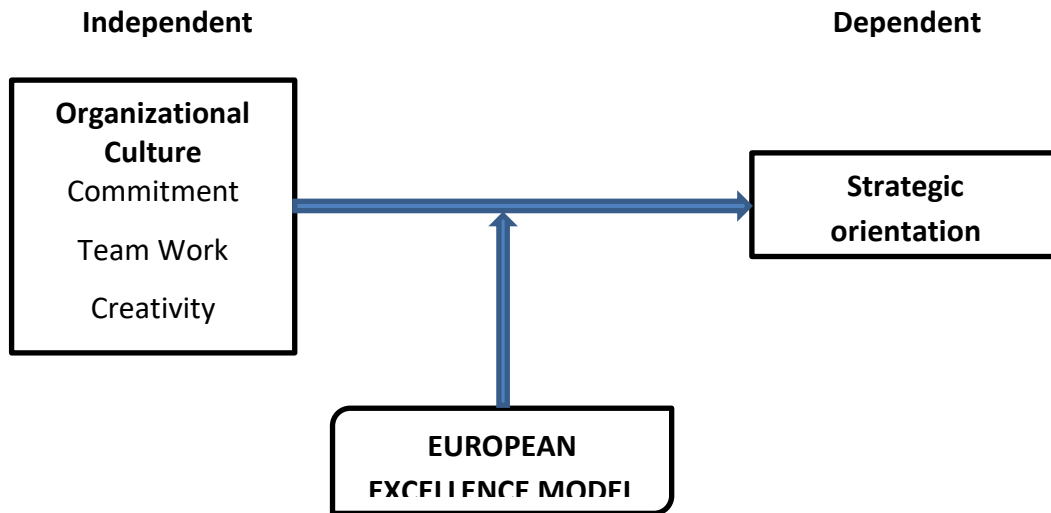


Fig. 2: The Study Model (AbdulRazzaq et al, 2019; Farrah, 2021; AbdulHussain and Madlool, 2021)

From the above model, the following hypotheses were reached:

**H1:** Organizational culture has a statistically significant influence on strategic orientation

**H2:** European Excellence Model adoption moderates the relationship between organizational culture and Strategic orientation

It is worth noting that the current study stems from Venkatraman's theory presented in (1989), through which he presented the theory of The Strategic Orientation of Business Enterprise "STROBE" through the scope of the theory of competitive advantage, referring to its six dimensions (Proactiveness, Defensiveness, Analytic, Responsiveness, Activeness, and Riskiness).

The reason for relying on the (Venkatraman) theory of strategic orientation is that the concept of strategic orientation first appeared based on the contributions of Miles and Snow (1978) when they classified the strategic orientations of organizations as defensive, analytical, and responsive.

However, the emergence of the term strategic orientation in its common sense today was thanks to (Venkatraman) 1989 in one of his research published under the title "Strategic Orientation of Business Enterprises: The Construct, Dimensionality, and Measurement", and his theory was the strongest from that time to measure the level and dimensions of the strategic direction of the organizations.

In addition, the theory (Venkatraman) stems from the idea that strategic direction is nothing but basic general strategies that determine the organization's launch in the market by defining the organization's answers to questions including (Who are we?), (What will we be?) and (What is our message). That is, the theory focuses on the strategic orientation of the nature and philosophy of the organization to achieve its goals.

### 3. Research Methods

#### 3.1. Research Design

The current study started by adopting the quantitative approach based on collecting primary numerical data and then dealing with it mathematically and statistically to reach the information that is translated

into generalizable theories and results. The primary data represented the responses and responses of the sample members to the study tool, which was dealt with through an Excel file on the Microsoft program.

Park et al (2020) indicate that when dealing with the quantitative approach in research studies, it is necessary to refer to the deductive logic based on the logical hierarchy in the study's presentation, steps, and style in a way that can convince the reader of the results that have been reached. Thus, the quantitative approach is based on the deductive logic in the research and is based on the gradation from the general to the specific, or what is called (Top-Down Approach) or a general theory, from which it arrives at the special idea found in the objective of the study.

The quantitative approach is suited for social research. Quantitative methods allow researchers to collect data in a systematic and accurate way, which can help to improve the reliability and validity of their findings. Additionally, quantitative methods can help to reduce bias and ensure that the data collected is representative of the population being studied. Finally, quantitative methods can help to identify patterns and trends in data, which can provide valuable insights into the social world.

### **3.2. Measurements**

The questionnaire was relied on to collect the primary data for the study, as the researcher built the questionnaire by referring to previous studies related to the problem of the study including Lasrado and Kassem (2020); Pathirana (2019); Bendak et al (2020); Krupskyi and Kuzmytska (2020); Akpamah et al (2021) and Bhatti et al (2020); AbdulRazzaq (2019); Farrah (2021) and Abdul Hussain and Madlool (2021). The questionnaire consisted of two main parts, the first in which the researcher dealt with the demographic information of the members of the study sample, while the second part was the application of paragraphs that measured the independent variables (Organizational Culture – Commitment, Team Work, Creativity, and Innovation) and dependent variables (strategic orientation), while the moderating variable was European Excellence Model adoption, based on Likert five scale ((1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree). However, in its final draft, the questionnaire consisted of (51) questions. To ensure the appropriateness of the questionnaire's paragraphs to the problem of the study, and the ability of the sample members to respond to the paragraphs correctly, the questionnaire was judged by a group of academics with specialization. The amendments they referred to in the first draft of the questionnaire were applied, after which the final approval was taken from them for the purposes of data collection.

To comply with the standards and laws of social distancing in line with the spread of the COVID-19 pandemic, the questionnaire was uploaded to Google Forms Platforms. The link to the questionnaire was distributed to the sample members through e-mail and confirmation of access through the WhatsApp application after obtaining the final approval from the senior management of the organizations under study. The questionnaire was left on the platform for a period of about 8 weeks to collect the largest number of responses. When pulling the raw data from Google, the researcher was able to deal with (318) an analyzable questionnaire, which gave the impression of a response rate of up to (90.8%).

### **3.3. Population and Sampling of Study**

The study population was represented by administrators within Jordanian banks through the fiscal year 2021-2022, and a sample of (350) administrators were selected to respond to the questionnaire. To facilitate the researcher's task, the selected Jordanian banks were officially contacted, and approval was obtained from the competent authorities to distribute the questionnaire and deal directly with administrators through e-mail and the WhatsApp application.

### **3.4. Data Analysis**

After the initial data was withdrawn from Google Forms Platforms, the data was sorted and classified through Statistical Package for the Social Sciences (SPSS) and through the analysis of the trends and responses of the sample members to reach information capable of indicating the level and degree of

response to discuss the results and investigate the duration of acceptance or rejection hypotheses. Statistical tests of the current study included frequencies, means, percentages, standard deviation, multiple regression, and correlation analysis.

#### 4. Analysis and Results

Demographic statistics were presented in table 2 below, as seen in table 1, results indicated that the majority of the sample were males forming 68.2% of the total sample within the age range of more than 40 years old forming 44%. As for educational level, it was seen that most of the ample respondents hold a bachelor’s degree, forming 50.3% of the sample, and an experience of more than 14 years forming 57.9%.

Table 2 Demographic Statistics

	f	%
<b>Gender</b>		
Male	217	68.2
Female	101	31.8
<b>Age</b>		
22-27	24	7.5
28-33	63	19.8
34-39	91	28.6
+40	140	44.0
<b>Educational Level</b>		
BA	160	50.3
Master	86	27.0
PHD	72	22.6
<b>Experience</b>		
2-5	41	12.9
6-9	27	8.5
10-13	66	20.8
+14	184	57.9
<b>Total</b>	<b>318</b>	<b>100.0</b>

#### 4.1. Descriptive Statistics

As can be seen in table 3 below, the mean and standard deviation of questionnaire statements, it was seen that all statements scored more than a scale of 3.00 which was statistically positive. Comparing between statements, the highest statements scored a mean of 4.47/5.00 and was articulated "Innovation is employed to serve the main goal of the organization". On the other hand, it was revealed that the lowest mean scored 3.16/5.00 by the statement "All employees feel committed to their organization and job tasks" but was seen to be positive given that it was higher than the mean of the scale of 3.00.

Table 3 Descriptive Statistics of Questionnaire

	Mean	Standard Deviation
<b>Organizational Culture</b>		
<b>Commitment</b>		
All employees feel committed to their organization and job tasks.	3.1635	1.04700
Most of the members realize their contribution to organizational goals.	3.8333	1.04801
Employees are committed to organizational goals and work to achieve them.	3.8333	1.04801
Employees have a good understanding of where the organization is going.	4.0409	1.17071
Employees put great effort to achieve their tasks in high-quality.	3.3711	.86322
<b>Teamwork</b>		
All individuals share a purposeful meaningful goal.	3.6384	1.15572
They know and appreciate each other's abilities, talents, and experiences.	4.1981	.67051
Working with teams inspires each individual to work harder and better.	4.3742	.72466
Through teamwork, problems and obstacles are addressed and resolved quickly.	4.0849	1.11303
Team members listen to each other.	3.6730	.85177
Issues are prioritized according to organizational needs.	3.7170	.79535
Team members focus on the big picture.	3.9528	.97329
All individuals are aware of each other's roles and responsibilities.	3.7484	.93626
<b>Creativity</b>		
Creative employees are nurtured and taken care of.	4.1132	.88079
The organization works hard when it comes to developing creative employees.	3.4811	.82429
Creativity is a part of daily tasks and routines.	4.0692	.84151
Basic skills are developed to reach better creativity levels.	4.3050	.92530
The organization nurtures creativity in groups and in individuals.	3.8365	.67281
<b>Innovation</b>		
The organization supports innovative employees.	4.0692	.84151
Routine seminars, courses, and workshops are held to support innovation.	3.9528	.91309
Innovative employees are always appreciated and supported.	3.6667	.62206
Employees' innovation is assessed and evaluated annually.	4.1887	.96415
Innovation is employed to serve the main goal of the organization.	4.4717	.87237
<b>Strategic Orientation</b>		
<b>Market Orientation</b>		
The culture of the organization insists on creating value for the buyer.	4.2453	1.21097
Speedy response and action on complaints are major organizational traits.	4.3774	1.03063
Better performance is based on better actions in the market.	4.2075	1.26379
Being active in the market means superior performance and better organizational culture.	3.9528	1.00204
An organization with a market culture is better in financial performance.	4.1792	1.09600
<b>Entrepreneur Orientation</b>		

The organization is risk-taking, proactive and innovative.	3.7358	.84773
The organization seizes any opportunity that is deemed to be useful and beneficial.	3.9528	1.00204
The organization is willing to be innovative and creative in the market.	3.8553	1.04978
There is always a way to explore new opportunities and be proactive and aggressive.	3.5755	.78569
<b>Learning Orientation</b>		
The organization supports learning orientation to be successful in competition.	4.0755	1.10945
There are actions and assumptions on how to benefit from the business environment.	4.3333	1.06961
Learning resources have the ability to neutralize threats.	4.2296	1.20755
A learning culture help in better understanding the customer.	4.3616	1.02863
Learning culture means better organizational culture and behavior.	4.1855	1.26846
<b>Technological Orientation</b>		
Organizational culture adapts capability to achieve better IT infrastructure.	3.9403	1.00764
Organizational culture supports a good IT mindset.	4.1667	1.10372
A developed IT mindset is used to improve products and services.	3.7233	.85114
Better IT infrastructure means better organizational performance that is led by culture.	3.9403	1.00764
Organizational culture is supposed to be IT-friendly.	3.8365	1.05600
<b>European Excellence Model (EEM) 2020</b>		
EEM 2020 helps in finding the purpose of strategies adopted by the organization.	3.5157	.84701
EEM 2020 helps create leaders who are true to the vision and mission of the organization.	4.0063	1.17276
EEM 2020 supports activities that address organizational challenges and risks.	4.2516	1.15362
The model helps to create a culture that matches strategic aims and goals.	4.1981	1.22863
The model supports the adoption and acquisition of a well-built success mindset.	4.3428	1.05621
Agile practices of the model help to better develop organizational culture.	4.2201	1.25161
The model achieves the desired conditions for success and excellence.	3.9748	.99494
It is a comprehensive model for identifying areas of improvement.	4.1981	1.08404
The model strengthens the steps taken for excellence.	3.7610	.84778

Running tests to reveal the mean and standard deviation of the main variables were presented in table 4 below; it was seen that all variables were positively relieved given that they all scored higher than the mean of the scale of 3.00. The highest mean score was 4.05/5.00 by European Excellence Model (EEM) 2020 compared to the least mean "Commitment" which scored 3.65/5.00 and was seen as positive as it scored higher than the mean of the scale.

Table 4 Descriptive of Statistics Variables

	Mean	Standard Deviation
<b>Commitment</b>	<b>3.65</b>	<b>.80756</b>
Team	3.92	.68319
Creativity	3.96	.71061
Innovation	4.07	.56661
Strategic Orientation	4.04	.89744
<b>European Excellence Model (EEM) 2020</b>	<b>4.05</b>	<b>.81248</b>

#### 4.2. Reliability Analysis

The reliability of the scale is put to the test with Cronbach's alpha, and the results show that the alpha value for each variable is higher than the acceptable percent of 0.60 which gives an indication of how reliable the scale is (Sekaran & Bougie, 2016).

Table 5 Reliability

Variable	Cronbach alpha
Organizational culture	0.941
Strategic Orientation	0.978
EXCELLENCE	0.937

#### 4.3. Correlation Analysis

The Multicollinearity Test was performed to confirm that there was not an issue with multiple linear correlations between variables by utilizing VIF and tolerance, taking into account a VIF value that was larger than 10 and a tolerance value that was greater than 0.10, respectively (Hair et al, 2012).

Table 6 Collinearity Statistics

	Tolerance	VIF
Commitment	.608	1.646
Team	.202	4.945
Creativity	.160	6.259
Innovation	.372	2.691

The data presented in the table above indicated that the VIF value was lower than 10, and the tolerance value was higher than 0.10; this indicates that there was no multicollinearity.

#### 4.4. Hypotheses Testing

**H1: Organizational culture has a positive impact on strategic orientation.**

Table 7 H1 Testing

Model		Unstandardized Coefficients		Standardized Coefficients		R	R Square
		B	Std. Error	Beta	t		
1	(Constant)	-.188	.264		-.712	.477	.717 <sup>a</sup>
	Commitment	-.014	.056	-.013	-.250	.803	
	Team	-.092	.115	-.070	-.797	.426	
	Creativity	.619	.125	.490	4.970	.000	

Innovation	.539	.102	.340	5.262	.000		
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The aforementioned hypothesis was tested with the use of multiple regression, and a value of  $r = 0.717$  indicated a **strong and positive link between the independent variables and the dependent variable**. In addition to this, it was discovered that the independent variables were responsible for explaining **51.4%** of the variance in the dependent variable. Also, it was discovered that the F value was significant at the 0.05 level, which indicates that the "Organizational culture has a positive impact on strategic orientation".

**H2: European Excellence Model adoption moderates the relationship between organizational culture and Strategic orientation**

In order to evaluate the second hypothesis, the hierarchal regression test was utilized, and the results led to the following conclusion:

Table 8. H2 Testing

Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.674 <sup>a</sup>	.454	.452	.66431	.454	262.530	1	316	.000
2	.690 <sup>b</sup>	.476	.472	.65193	.022	13.119	1	315	.000
3	.694 <sup>c</sup>	.482	.477	.64892	.006	3.923	1	314	.048

- a. Predictors: (Constant), ind
- b. Predictors: (Constant), ind, exc
- c. Predictors: (Constant), ind, exc, inter

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.857	1	115.857	262.530	.000 <sup>b</sup>
	Residual	139.453	316	.441		
	Total	255.310	317			
2	Regression	121.432	2	60.716	142.859	.000 <sup>c</sup>
	Residual	133.878	315	.425		
	Total	255.310	317			
3	Regression	123.084	3	41.028	97.431	.000 <sup>d</sup>
	Residual	132.226	314	.421		
	Total	255.310	317			

Based on the data presented in Table 8, there was an existence of a statistically significant effect of the organizational culture on Strategic orientation, as the value of ( $R^2 = 0.454$ ). In the second stage, the European Excellence Model adoption variable was introduced. Also, the interaction between the independent and moderating variables is significant. That means "European Excellence Model adoption moderates the relationship between organizational culture and Strategic orientation".

**5. Discussion**

The current study aimed to explore the moderating influence of the European Excellence Model 2020 on the relationship between organizational culture and strategic orientation of Jordanian banks during the fiscal year 2021-2022. For that purpose, a quantitative approach was adopted, and a questionnaire was distributed to a sample of (318) administrators and managers within Jordanian banks during the

fiscal year 2021-2022. SPSS was employed to screen and analyze primary data; where the study was able to reach the following findings:

- Respondents appeared to have a high awareness of the concept of organizational culture as they were able to respond to statements in a positive way
- All study variables were positively received, given that all means scored higher than the mean of the scale, which indicated that respondents were aware and managed to understand all concepts and constructs of the questionnaire
- All hypotheses were accepted, and it appeared that organizational culture positively impacts strategic orientation, with a value of R square= .454 and a strong and positive link between the independent variables and the dependent variable.
- Generally, it was reached through analysis that the European Excellence Model adoption moderates the relationship between organizational culture and Strategic orientation.

The study was able to achieve the aim of the study through statistical analysis as it was found that there was a positive relationship gathered between three variables (organizational culture, strategic orientation, and EFQM Model 2020); this was seen through the hypotheses testing, which managed to score a high variance indicating the acceptance of the hypotheses and insisting on the fact that organizational culture can drive the strategic orientation into a path that matches requirements of EEM2020.

### ***Organizational Culture has the Ability to Influence Strategic Orientation***

The study proved the existence of an impact of organizational culture, the highest of which was the dimension of creativity, which had a significant impact in directing the strategies of the organization because of the vital role of organizational culture in enhancing the capabilities of the organization to achieve a proactive strategic direction through creativity, which contributed to achieving a lot of compatibility between organizational culture and Strategic directions that would lead to a state of harmony that enhances the organization's ability to achieve its goals, as creativity has an active role in determining strategic goals and directions.

In addition, the study proved that organizational culture contributes significantly to promoting leadership by taking advantage of and strengthening weaknesses and exploiting the various strengths in the organization. Therefore, because of the organizational culture, the level of interest in creativity and directing energies and capabilities was Individualism towards adopting creative options to solve problems and increase the organization's ability to reach logical and creative solutions to its problems.

Among the results of the study, it was indicated that innovation followed creativity in stimulating the strategic direction of the organization, where the study stated that there is an impact of innovation (innovation is one of the dimensions of organizational culture) on the strategic direction, through that innovation helps to create new incentives to satisfy customers and create new products. In addition, the study proved that without a strategic direction for innovation, organizational efforts in improvement become just a game of luck, and the organization stumbles in creating internal entrepreneurial projects, establishing venture capital arms in them, pursuing external alliances, adopting open innovation, crowdsourcing, and cooperation with clients, and implementing rapid prototyping.

Through the above analysis, the researcher proved the hypothesis that claims that organizational culture affects strategic orientation by linking the dimensions of organizational culture and the organization's strategic orientation. Looking at the dimensions of organizational culture, the idea was reached that organizational culture, including the dimension of commitment, was one of the most influential dimensions of strategic direction, as it and in line with the study of Sahi et al (2020). It was proved that the commitment of working individuals, leadership, and management to the organization's goals and trying to stick to its vision and mission was able to direct it strategically towards proactiveness and excellence in performance.

### ***Strategic Orientation related to Venkatraman's "STROBE" theory***



It became clear through the results of the study that the organizational culture has a significant impact on the strategic orientation by strengthening the proactive orientation in the organization, which is based originally on its ability to focus on the customer needs and desires "analytics" by adhering to the idea of achieving the desires and tendencies of customers, in addition to strengthening the proactive orientation towards investing in the available resources and the various capabilities that exist in the organization to enhance the possibility of facing the offers and orientations of different competitors which in general resembles the ability to capture riskiness and be more able to deal with risks.

As for the role of the European Excellence Model 2020 in the relationship between organizational culture and strategic orientation, the role of the European Excellence Model has appeared in its facets through the idea that the European Excellence Model contributes to developing the mission and vision of the organization by focusing on the culture of performance excellence, in addition to Motivating employees to be creative and innovative and motivate them to provide the best performance. The modified role of the European Excellence Model 2020 has also emerged, contributing to a focus on future needs and expectations by measuring performance and developing policies and strategies that support learning and creativity.

Generally speaking, the main results of current research are as follows:

1. Organizational culture plays an important role in defining a company's strategic orientation.
2. The European Excellence 2020 Model serves as a moderating variable, as it provides a framework for organizations to develop a strategic orientation that is in line with their organizational culture.
3. The model can be used to help organizations identify and address potential issues related to their organizational culture, such as issues related to leadership, communication, and decision-making.
4. The model can also be used to help organizations develop a more effective and efficient organizational culture, which can help them achieve their strategic goals.

## **6. Conclusion**

The culture of the organization in all its dimensions constitutes the way of thinking of the organization and the individuals working in it and affects the decision-making mechanism and adherence to it, given that the organizational values, customs, and norms that exist in the organization's environment are, in sum, the way of thinking of individuals within it. In other words, the organizational culture and the organization's internal community determine the extent to which individuals are convinced of quality and excellence and the mechanism of access to them. Therefore, it can be said that the organization's culture is so important that it helps form the strategic direction that will lead the organization to A state of performance excellence.

Based on the above discussion and conclusion, the researchers recommended the following:

- I. The need to strengthen the human aspect and social relations within the organization because of its high impact on the formulation and implementation of the strategy.
- II. The necessity to focus on developing an organizational culture that can support the strategic aspirations of an organization.
- III. The need to employ the European Excellence Model 2020 to develop the mission, vision, and values of an organization and embody the culture of excellence.

The main limitation of this research is that the European Excellence 2020 Model is used as a moderating variable, which limits the scope of the research to the European context. Additionally, the research is limited in its focus on the role of organizational culture in defining strategic orientation and does not consider other factors such as the external environment, competitive dynamics, and leadership. Furthermore, the research is limited in its focus on the moderating effect of the European Excellence 2020 Model and does not consider other potential moderating variables.

There is a growing body of literature that has begun to explore the role of organizational culture in driving strategic orientation. This literature has found that organizational culture can play a significant

role in shaping how organizations perceive their environment and how they respond to opportunities and challenges. One study found that organizations with a high sense of mission and purpose were more likely to be successful than those with a low sense of mission and purpose. These organizations were also more likely to be able to adapt to changes in their environment and to be able to generate new ideas. Another study found that organizations with a strong sense of identity were more likely to be successful than those with a weak sense of identity. These organizations were also more likely to be able to generate new ideas and to be able to respond to changes in their environment. Overall, these studies suggest that organizational culture can play a significant role in shaping how organizations perceive their environment and how they respond to opportunities and challenges. Future research should continue to explore the role of organizational culture in driving strategic orientation.

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