

Effectiveness of Organizational DNA in Achieving pioneering performance through the Quality of Work life in Jordanian Commercial Banks

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Abstract

The current study aimed to identify the effectiveness of Organizational DNA with its dimensions (Decision-Making Rights, Information, Incentives, Organizational Structure) in achieving pioneering performance in its dimensions (Pre-Planning, Efficiency, Risk Tolerance, Creativity, Innovation And Modernization) through the quality of working life as an intermediary variable in Jordanian commercial banks, and this study relied on the quantitative approach appropriate for the purposes of the study, and study community consisted of all the branch managers of Jordanian commercial banks, which numbered (13) banks and the number of their branches (638) branches, and (Purposive Sample) method was used by publishing an electronic questionnaire, where (217) questionnaires were answered, all valid for the purposes of statistical analysis, and a number of statistical methods were used that fit the objectives of this study were used.

The study found a statistically significant effect of Organizational DNA with their investigated dimensions in achieving pioneering performance in Jordanian commercial banks, and the existence of a statistically significant effect of the independent variable (Organizational DNA) on the dependent variable (Pioneering performance) through the mediating variable (Quality of Working life) in Jordanian business banks.

A set of recommendations were made, most important of which is the need for the senior management of the surveyed banks to pay attention to activating decentralization and allowing workers to participate in decision-making related to their work, making them adopt and defend the decisions taken, and improving the organizational structure so that it is flexible and helps workers achieve the goals of those banks, by improving networks Internal and external communication to help improve the services provided with high quality and a higher level of innovation.

Keywords: Organizational DNA , Pioneering Performance, Quality of Work Life, Jordanian Commercial Banks.

1 .Introduction

As a result of the rapid and successive changes and developments in the business environment, which created many challenges for organizations, prompting these organizations to think about adopting new ways of sustainability and organizational excellence, by defining their distinctive personality (Neilson, et. al., 2003)

Since organizations are subject to the same natural law as living organisms, it was necessary

to search for their DNA composition, and to identify their DNA fingerprint from the beginning of their formation until their demise, which helps to clarify and understand their performance and solve their problems, and identify the obstacles that prevent the effective implementation of their plans and strategies (Nafei, 2015).

Pioneering Performance concept contributes to overcoming the problems facing organizations,

and is an effective tool in keeping pace with various global developments, and maximizing the use of organizational resources to achieve distinguished results in the long term (Baker and Sinkula, 2009).

Maintaining the quality of the functional life of employees, as one of the modern administrative concepts, tops the list of priorities and concerns of the organizations' departments, as the organizations seek to constantly improve the quality of the careers of employees, due to its important role in increasing their motivation to raise the level of the organization (Gary and Singh, 2018)

2- Problem Statement:

Through the researcher's work in the Jordanian commercial banking sector, she noticed their tireless attempts to bridge the gap between them and international organizations with regard to adopting pioneering performance, which prompted the researcher to explore a group of previous studies to find out the problem of the study, such as the study (Pongpeachan, 2016)

and the study (Faraj, 2018), Those who unanimously agreed on the necessity of studying the organizational and behavioral variables that contribute to enhancing performance.

Based on the foregoing, the problem of the current study lies in identifying the effectiveness of Organizational DNA in achieving Pioneering Performance, and identifying the effect of the mediating variable of job quality in the relationship between Organizational DNA and Pioneering Performance in Jordanian commercial banks.

3- Study Objective

The main objective of this study is to reveal the potential impact of Organizational DNA on achieving Pioneering Performance through quality of Working life as a mediating variable in Jordanian commercial banks.

4. Study Model:

Through study model in Figure (1), we note that the research in this study based on the following axes:

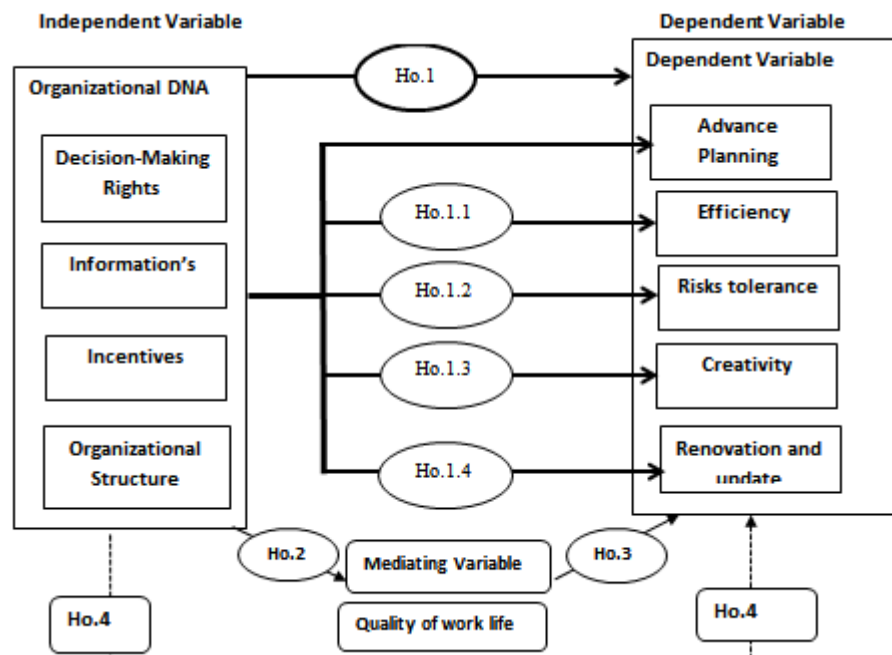


Figure (1)

Source: prepared by the researcher based on the study of: (Neilson, et. al., 2003), (Saimin, et. al., 2020), (Abdelraheem and Saad, 2019).

5. Study Hypotheses

Based on Problem Statement and model, the following hypotheses can be formulated:

Ho.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Organizational DNA with its different dimensions (Decision-Making Rights, Information, Incentives, Organizational Structure) in achieving Pioneering Performance in Jordanian commercial banks.

The following sub-hypotheses are derived from this hypothesis:

Ho.1.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the Organizational DNA with its different dimensions in achieving the pioneering performance in the Jordanian commercial banks as measured by the dimension of per- planning.

Ho.1.2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the Organizational DNA with its different dimensions in achieving the pioneering performance in the Jordanian commercial banks as measured by the efficiency dimension.

Ho.1.3: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the Organizational DNA with its different dimensions in achieving the pioneering performance in the Jordanian commercial banks as measured by the risk tolerance dimension.

Ho.1.4: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the Organizational DNA with its different dimensions in achieving the pioneering performance in the Jordanian commercial banks as measured by the creativity dimension.

Ho.1.5: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the Organizational DNA with its different dimensions in achieving the pioneering performance in the Jordanian commercial banks as measured by the dimension innovation and modernization.

Ho.2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Organizational DNA with its different dimensions on the quality of working life in Jordanian commercial banks.

Ho.3: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the quality

of job life on the pioneering performance in Jordanian commercial banks.

Ho.4: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Organizational DNA with its different dimensions in achieving pioneering performance through quality of work life.

6. Theoretical framework of the study:

6-1 Organizational DNA

6-1-1 The Concept of Organizational DNA

Organizational DNA have attracted the attention of many researchers, as they tried to take advantage of the concept of Organizational DNA as a metaphor through which they explain the characteristics of the organization that distinguish it from others, and helps explain its activities (Momeni, et. al., 2014), as Neilson, et. al., (2003) as the framework that addresses aspects of organization architecture and relationships that allow organization management to gain insight into what is or is not acceptable in a highly complex organization, help identify strengths and weaknesses, focus efforts on what is acceptable and modify others acceptable, while Mustafa (2020) defined it as the characteristics of the organization that distinguish it from other organizations, which are formed in a social and cultural fabric that the organization inherits through generations of workers, and represents the organizational structure, decision-making rights, information and Incentives .

6-1-2 The importance of Organizational DNA

Organizational DNA considered one of the most prominent areas of management, because of their impact on the behavior of employees and consequently on the performance of the organization. They also contribute to determining the strengths and weaknesses of the organization, predict the behavior and performance of employees, contribute to the dissemination of knowledge, form work expectations that contribute to individual and organizational decision-making, and provide sustainability. In organizational work (Neilson, et. al., 2003), and contribute to the identification of the legal personality of the organization, its history and position in the industry environment, and directs workers towards the way of thinking necessary to complete the work, to meet the needs and desires of customers (Nafei, 2015)

6-1-3 Organizational DNA Elements

Organization identity and personality is determined according to a number of elements that distinguish it, which are what are euphemistically called Organizational DNA, namely (Bordia, et. al., 2005):

1-Decision-Making Rights: they mean the main mechanism for how decisions are made, and they are related to making the responsibility and decision authorities as clear as possible, and those responsible for their empowerment and success (AbdelRaheem and Saad, 2019), the effectiveness of decisions taken is determined by the success of the organization, and the responsibility for decision-making often lies with the management highest level in the organization, which requires it to have experience, knowledge and creativity in order to overcome obstacles, and therefore decision-making rights are the first pillar that organizations must strengthen when facing problems (Daft, 2000)

2- Information's: It is data that has been processed to achieve a specific goal that leads towards decision-making, and the communication of facts and concepts to the members of the organization to increase their knowledge information's is the key to the success of the organization, as it is the main means of transferring knowledge and the speed of its flow between the different administrative levels, and between the members of the organization at the same administrative level. Thus, the quality of information affects all activities, by increasing the confidence and relevance of information (Neilson, et. al., 2008)

3-Incentives : Incentives are used to motivate and improve the performance of employees in order to achieve the goals of the organization, and they are defined as the processes of directing the behavior of the organization's members towards how to choose an alternative from several alternatives, and the strength of their behavior after choosing the most appropriate alternative and the permanence of that behavior, and the incentives constitute an internal feeling that moves the individual the tendency to satisfy certain wants and needs (Nafei, 2015)

4 .Organizational Structure: It represents a formal system consisting of authority and responsibility relationships and methods of

communication in the organization, and represents the ideal way to divide and coordinate work

in the organization, and these relationships gather and unify activities and events practiced by workers, with the aim of achieving the goals of the organization (AbdelRaheem and Saad, 2019)

6 – 2 Pioneering Performance

6- 2- 1 Pioneering Performance Concept

Pioneering Performance is the first nucleus for building organizations and achieving their long-term challenges and goals it also provides the ability for the organization to achieve its strategic goals of permanent financing, improvement of internal processes, customer service, growth and education of the organization (Brixiova, et. al., 2020). the researchers take the concept of pioneering performance, but they found it difficult to frame it in a specific way, due to the different approaches that dealt with it, and therefore there is an implicit agreement between researchers to express the level of pioneering performance, as Sebikari (2014) defined it as the organization's achievement of its pioneering goals by exploiting the opportunities available to develop the business idea, Loong Lee and Chong (2018) defines it as a personality trait that distinguishes entrepreneurs looking for proactive, innovative and risk-taking actions to create new values for economic growth and social change, and Brixiova, et al. al., (2020) as an essential element for structural transformation and sustainable growth, through its focus on the organization's environment, social factors and the characteristics of entrepreneurs.

6-2-2 The Importance of Pioneering Performance

Organizations are interested in pioneering performance to help and support them to occupy a position that makes them the focus of attention of other organizations, for their creativity in achieving their organizational goals (Al-Sarayreh, et. al., 2019), especially with regard to the acquisition of competitive advantages in their products or services (Arsic, 2017).), and for its dependence on the ideal work language based on setting goals, identifying work

problems, and following up on the work method, to identify the critical aspects in it and evaluate performance according to the high performance standards set (Brixiova, et. al., 2020)

6-2 -3 Dimensions of Pioneering Performance

There are many dimensions of Pioneering Performance that can differ independently from each other, and the following are the dimensions most frequently seen by researchers:

First : Advance Planning

Advance planning represents the readiness to deal with environmental developments in order to be able to predict the future and work on change and future renewal, and the proactive planning process is a continuous process for developing new products, to achieve the desires of the service recipients, so that the organization becomes at the forefront of competing organizations (Mcmullan and Kenworthy, 2015).

Second: Efficiency

Efficiency refers to the level of the organization achieving its planned goals in a correct way , so that the cost of the product or service is at the lowest, and the organization becomes highly efficient, when it invests its available resources in areas that give higher returns (Brixiova, et. al., 2020), and the concept of efficiency represents a criterion reasoning when the organization uses its resources, and the organization that aims for development must ensure the maintenance of the availability of its resources to operate effectively and continuously (Keh, et. al., 2007)

Third : Risks Tolerance

It refers to the degree to which leaders have the desire and willingness to fulfill large and risky commitments, and it also indicates to act boldly even in the face of uncertainty such as the desire to invest resources, as the results are unknown and the potential for failure is great (Wiklund and Shepherd, 2005), and to achieve the organization better performance, bears various risks, which are business risks resulting from entering into projects without knowing the possibilities of success, financial risks resulting from committing large sums of money without guarantees, and personal risks resulting from making decisions related to preferring a certain

work method (Dess and Lumpkin, 2005), Therefore, entrepreneurs take a calculated risk when making an investment decision, which requires them to gather appropriate information to enhance performance (Keh, et. al., 2007)

Fourth: Creativity

Creativity is one of the most important dimensions of pioneering performance, as Covin and Miles (1999) put theory that creativity is the most important factor in determining and defining pioneering performance, as found by Parkman, et al. al., (2012) that creativity is the most widely researched dimensions of pioneering performance, and the role of creativity has been emphasized as one of the most important factors that affect the performance of organizations (Morris, et. a., 2011), and it has been proven that creativity is the dominant factor at all organizational levels in pioneering organizations (Ireland, et. al., 2006), and creativity is an important force that supports two main functions, namely, strategic innovation and business adventure (Rutherford and Holt, 2007), where Proctor (2014) defined it as the practical application of new innovations and inventions in the form of marketable services and products, and creativity has two categories, gradual innovation and radical creativity, as radical innovation represents basic processes that focus on markets, technologies and new business models, while gradual innovation refers to innovation processes seeking to improve existing systems and products to be better. or less expensive or faster (Lumsdaine and Binks, 2009)

Fifth: Innovation and Modernization

Innovation considered necessary for survival and adaptation, and without the organization adopting Innovation as a method, the organization will find itself in the other direction, which is the yard (Parkman, et. al., 2012), while modernization represents building and renovating the existing one, so the administrative modernization is a partial restoration effort that addresses the shortcomings of the organization (Proctor , 2014)

6-3 Quality of Work Life

6-3-1 The concept of quality of work life

The quality of working life raises the morale of employees, and directs their negative behavior to take a positive trend, which contributes to improving the performance of the organization (Swamy, et. al., 2015), as Akar (2018) defined it as the degree of excellence in work and its conditions, which determine the nature of the relationship between the individual and the environment, in addition to the human dimension, which contributes to general satisfaction and improving work performance at the individual and organizational levels, as defined by Gary and Singh (2018) as working conditions that contribute to the development of skills and the successful achievement of career goals.

6-3-2 The importance of quality in work life

The importance of the quality of working life appears from its great role in attracting skilled and qualified workers and increasing their affiliation with the organization (Al Rashidi and Al Sarayreh, 2019), and its contribution to achieving interaction and integration between the goals of employees and the goals of the organization, and its achievement of the greatest degree of social responsibility towards society, and its great contribution to Enhancing creativity, learning and quality in the organization, (Zilli and Ali, 2015).

6-3-3 The Dimensions of work life quality

Dhaka, et. al., (2011) see that the quality of work life is achieved through the provision of fair and adequate compensation, healthy and safe working conditions, work security, opportunities to develop human capabilities, flexibility of job tasks and work schedules, cooperation between labor unions and management, and attention to the job design process and the itinerary, and the development of effective work teams, while others see that the factors of quality of work life are adherence to labor laws, social relations at work, and work-life balance. (Azman, et. al., 2006), as well as

the dimensions of work life quality from Ahmadi's viewpoint (2012) were in work security, the best system of rewards, fair and high wages, and opportunities for career advancement and promotion.

7. Methodology and design of the study

The study relied on the descriptive analytical approach to identify the effectiveness of Organizational DNA in achieving pioneering performance through quality of work life in Jordanian commercial banks.

7-1 Community of Study

The study population included all branch managers of Jordanian commercial banks, which amounted to (638) branches (Central Bank Report, 2021).

7-2 Study Sample

The data were collected through an electronic questionnaire (Online Questionnaire) addressed to the branch managers of Jordanian commercial banks using the (Purposive Sample), where (217) questionnaires were answered, all valid for the purposes of statistical analysis.

8. Results of Data Analysis and Hypothesis Testing

8-1 Descriptive Statistics for Three Study Variables

This part of the study is concerned with describing the dimensions of the independent variable (Organizational DNA), the dependent variable (pioneering performance), and the modified variable (quality of work life), in order to determine the degree of relative importance of the study sample members. Depending on the arithmetic mean and standard deviation of the respondents' responses and the degree of relative importance towards the dimensions of all variables, which are shown in Table (1)

Table (1): Descriptive statistics results for the study sample's responses to the three study variables (organizational DNA , pioneering performance, quality of work life)

Independent Variable	Arithmetic Mean	Standard Deviation	Percentage	Priority Level	Rank
Organizational DAN					
Decision-Making Rights	3.71	0.688	%74.2	High	1
Information	3.65	0.742	%73	Average	2
Incentives	3.49	0.744	69.8%	Average	3
Organizational Structure	3.56	0.567	68.2%	Average	4
General Indicator			75%	Average	
Dependent Variable	Arithmetic Mean	Standard Deviation	Percentage	Priority Level	Rank
Pioneer Performance					
Advance Planning	3.75	0.641	75%	High	
Efficiency	3.76	0.629	75.2%	High	
Take Risks	3.82	0.670	76.4%	High	
Creativity	3.98	0.675	79.6%	High	
Renovation And Update	3.41	0.609	68.2%	Average	
General Indicator	3.75	0.468	75%	High	
Modified Variable	Arithmetic Mean	standard deviation	percentage	priority level	Rank
Quality Of Work Life					
Overall Index	3.60	0.689	72%	Average	

Noted from Table (1) that the dimension (Decision-Making Rights) achieved the first rank among the dimensions of regulatory genes, while the dimension (Organizational Structure) achieved the last rank, as the arithmetic averages ranged between (3.40-3.71), and the general index of Organizational DNA reached (3.56), this indicates that the level of application of Organizational DNA in the studied banks has achieved a middling degree of relative importance, and it is noted that the (Creativity) dimension achieved the first rank among the dimensions of pioneering performance, while the dimension (Innovation and Modernization) achieved the last rank, where the arithmetic averages ranged between (3.41 - 3.98), and the

general index of pioneering performance was (3.75), and this indicates that the level of pioneering performance in the surveyed banks has achieved a high degree of relative importance , reached (3.60), and this indicates that the quality of work life in the surveyed banks has achieved a high degree of importance from the point of view of branch managers.

8-2 Testing Study Hypotheses

8-2-1 Result the Test of the Main Hypothesis (First):

To analyze this hypothesis, a multiple linear regression test was used, and its result is shown in Table No. (2)

Table (2): Results of testing the impact of Organizational DNA with their dimensions on pioneering performance

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
Pioneering performance	0.436	0.660	40.961	0.00	/4212	decision-making rights	0.043	0.242	3.841	*0.00
						Information's	0.046	0.148	2.050	0.042*
						Incentives	0.039	0.336	5.378	*0.00
						Organizational Structure	0.038	0.142	2.198	0.029*

Table No. (2) indicates that there is a strong relationship between Organizational DNA and pioneering performance, indicating that the Organizational DNA in the surveyed banks have explained (43.6%) of the variance in achieving pioneering performance, and it is noted that there is a statistically significant effect of Organizational DNA in their dimensions (Rights Decision making, information, incentives,

organizational structure) on the dependent variable (Pioneering Performance) in Jordanian commercial banks.

8-2-2 Sub-Hypothesis Test Result (First):

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (3)

Table (3): Results of testing the impact of Organizational DNA with their dimensions on advance planning

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
Advance Planning	0.466	0.683	46.278	0.00	/4212	decision-making rights	0.057	0.024	0.389	0.697
						Information's	0.061	0.188	2.663	*0.008
						Incentives	0.052	0.089	1.461	0.146
						Organizational Structure	0.051	0.499	7.970	*0.00

Table No. (3) indicates that there is a strong relationship between Organizational DNA and advance planning, and that the Organizational DNA in the surveyed banks have explained (46.6%) of the variance in achieving advance planning, and it is noted that there is a statistically significant effect of Organizational DNA in their dimensions (information ,

organizational structure) on the dependent variable (pre-planning) in Jordanian commercial banks as measured.

8-2-3 Sub-Hypothesis Test Result (Second):

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (4).

Table (4): The results of testing the effect of Organizational DNA with their dimensions on efficiency

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
Efficiency	0.342	0.585	27.605	0.00	/4212	Decision-Making Rights	0.062	0.314	4.609	*0.00
						Information's	0.066	0.093	1.193	0.234
						Incentives	0.057	0.287	4.266	*0.00
						Organizational Structure	0.056	0.073	1.049	0.295

Table No. (4) indicates that there is a middling relationship between Organizational DNA and efficiency, and that the Organizational DNA in the surveyed banks have explained (34.2%) of the variance in achieving efficiency, and it is noted that there is a statistically significant effect of Organizational DNA in their dimensions

(decision-making rights). and motivators) on the dependent variable (efficiency) in Jordanian commercial banks.

8-2-4 Sub-Hypothesis Test Result (Third):

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (5).

Table (5): Results of testing the effect of Organizational DNA with their dimensions on risk tolerance

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
risk tolerance	0.170	0.413	10.890	0.00	/4212	decision-making rights	0.075	0.215	2.812	*0.005
						Information's	0.079	0.142	1.623	0.106
						Incentives	0.068	0.206	2.726	*0.007
						Organizational Structure	0.067	0.051	-0.651	0.516

Table No. (5) indicates that there is a medium relationship between Organizational DNA and risk tolerance, and that the Organizational DNA in the surveyed banks explained 17% of the variation in risk tolerance. decision, motivators)

on the dependent variable (Risk Tolerance) in Jordanian commercial banks.

8-2-5 Sub-Hypothesis Test Result (Fourth):

Analysis this hypothesis was used a multiple linear regression test and its result is shown in Table (6).

Table (6): Results of testing the impact of Organizational DNA with their dimensions on creativity

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig

Creativity	0.253	0.503	17.943	0.00	/4212	Decision-Making Rights	0.071	0.164	2.085	*0.038
						Information's	0.076	0.080	0.349	0.727
						Incentives	0.065	0.359	3.548	*0.00
						Organizational Structure	0.064	0.033	-0.466	0.642

Table No. (6) indicates that there is a middling relationship between Organizational DNA and creativity, and that the Organizational DNA in the investigated banks have explained (25.3%) of the variance in creativity, and it is noted that there is a statistically significant effect of Organizational DNA in their dimensions (Decision-Making Rights, Incentives) on the

dependent variable (Creativity) in Jordanian commercial banks .

8-2-6 Result of Sub-Hypothesis Test (Fifth):

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (7).

Table (7): Results of testing the effect of Organizational DNA with their dimensions on innovation and modernization

Dependent Variable	Model Summary		Variance analysis				Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
innovation and modernization	0.125	0.354	7.606	0.00	/4212	Decision-Making Rights	0.070	0.164	2.085	0.038 *
						Information's	0.074	0.031	0.349	0.727
						Incentives	0.064	0.276	3.548	*0.00
						Organizational Structure	0.062	-0.037	-0.466	0.642

Table No. (7) indicates that there is a middling relationship between Organizational DNA and innovation and modernization, and that the Organizational DNA in the investigated banks explained 12.5% of the variance in innovation and modernization. Decision, Making Right ,Incentives) on the dependent variable

(innovation and modernization) in Jordanian commercial banks.

8-2-7 Main Hypothesis Test Result (Second):

To analyze this hypothesis, a multiple linear regression test was used, and its results are shown in Table (8).

Table (8): Results of testing the impact of Organizational DNA with their dimensions on the quality of work life

Mediating Variable	Model Summary		Variance Analysis			Transaction Table				
	R	R ²	F	F Sig	Df	Organizational DNA	Standard Error	β	T Calculated	T Sig
Quality of Work Life										

	0.46 0	0.21 2	14.2 63	0.0 0	/4 212	Decision – making-rights	0.075	0.210	2.822	0.005 *
						Information's	0.079	0.012	0.138	0.890
						Incentives	0.068	0.314	4.252	*0.00
						Organizational Structure	0.067	0.058	0.765	0.445

Table No. (8) indicates that there is a middling relationship between Organizational DNA and job quality, and that the Organizational DNA in the surveyed banks have explained (21.2%) of the variation in job quality, and it is noted that there is a statistically significant effect of Organizational DNA in their dimensions (

Decision-making rights, incentives) on the mediating variable (quality of work life) in Jordanian commercial banks.

8-2-8 Main Hypothesis Test Result (Third):

To analyze this hypothesis, a simple linear regression test was used, and its results are shown in Table (9).

Table (9): Results testing the impact of quality of job life on pioneering performance

Dependent Variable	Model Summary		Variance analysis			Transaction Table			
	R ²	R	F Calculated	F Sig	Df	Report	Standard Error	T Calculated	T Sig
Pioneering performance	0.352	0.593	116.759	*0.00	216	Quality Of Work Life	0.037	10.806	*0.00

Table No. (9) Indicates that there is a middling relationship between the quality of work life and pioneering performance, and that the quality of work life in the surveyed banks has explained (35.2%) of the discrepancy in pioneering performance, and it is noted that there is a statistically significant effect of the quality of work life on The dependent variable (pioneering performance) in Jordanian commercial banks.

8 -2- 9- The Result of Testing Main Hypothesis (Fourth):

(Path Analysis)was used using the (Amos) program supported by the Statistical Package for Social Sciences (SPSS), and its results were as shown in Table (10), which showed a statistically significant effect of Organizational DNA in achieving pioneering performance through Quality of work life as a mediator variable through the Chi-square test (Chi²), which reached a value of (19.21), as well as through the test (CMIN/DF = 2.401), which is statistically significant, amounted to (019P = 0.), which is less than (0.05) (Hair et al., 2018).

The results also showed that "the quality-fit index (GFI = 0.972) is close to a true one, as the closer it is to a true one, this indicates the good-enough fit of the quality in the model (Good-Enough Fit). Also, the comparative fit index (CFI = 0.973). It also approaches the integer one, in addition to that, the root mean squared error index is (RMSEA = 0.073), which is close to zero, which supports the good fit of the model" (Byrne, 2010), and it was found that "the direct normative effect of Organizational DNA towards quality of work life it reached (0.443) and at a significant level ($\alpha \leq 0.05$), while the direct standard effect of the quality of job life towards pioneering performance was (0.343), "and the standard indirect effect of Organizational DNA in achieving pioneering performance in the presence of job quality reached (1520). Accordingly, the Organizational DNA were able to explain a rate of (15.2%) as an indirect effect on achieving pioneering performance through the quality of life in the studied banks. organizational) on the dependent variable (Pioneering Performance) through The

median variable (quality of work life)", with a total sum of (0.717) at the level ($\alpha \leq 0.05$).

Table (10): Results of the path analysis test to verify the direct and indirect effect of Organizational DNA in achieving pioneering performance through quality of work life as a mediating variable

Dependent Variable	Chi2	Chi2/tabular	ar CMIN/DF	GFI	CFI	RMSEA	P	Variable	Effect	Indirect Effect	Total Effect
Pioneer Performance	19.21	15.51	2.401	0.972	0.973	0.073	0.019	Organizational → DNA Quality of work l life	0.443	---	0.580
								Quality of work → life pioneer performance	0.343	---	0.115
								Organizational → DNA □ Quality of work life Pioneering performance	0.565	0.152	0.717
*CMIN: is the chi-square value. *CMIN/DF: is achi-square value correcting for sample size. This should be less than 3 in a good fitting model. *GFI: Goodness of Fit Index must proximity to 1.								* The indirect effect is by multiplying the direct effect values between variables. * RMSEA: Root Mean Square Error of Approximation must proximity to 0. * CFI: Comparative Fit Index must proximity to 1.			

$$0.443 + 0.343 = 0.152 + 0.628 = 0.717$$

Quality Suitability Index	Goodness of Fit must Proximity	GFI
Comparative Fit Index	Comparative Fit Index	CFI
The square root of approximating mean squared error	Root Mean Square Error of Approximation	RAMSEA

9. Recommendations

In light of the findings of this study, this study recommends the following:

- The necessity for the senior management in the banks surveyed to pay attention to activating decentralization and allowing workers to participate in making decisions related to their work and making them adopt and defend the decisions taken.

- The need to work on facilitating the process of decision-makers' access to information in the surveyed banks, by holding frequent meetings between departments and sections with the aim of coordinating efforts and facilitating vertical and horizontal communications and a smooth flow of information.
- Working on linking incentives to the level of actual performance, so that the extra

effort made by workers in the banks surveyed is estimated.

- Improving the organizational structure in the banks surveyed so that they are flexible structures that help employees achieve the objectives of those banks, by improving internal and external communication networks to help improve the services provided with high quality and a higher level of innovation.

- Paying attention to working on predicting the future needs and desires of customers, by taking care of formulating appropriate opinion polls that motivate customers to express their opinions, and to predict their needs through a detailed study of their psychology and behavior.

- Encouraging the management of the surveyed banks to enter into adventurous projects, to be proactive in providing their services and meeting the needs of customers.

- The promotion systems in force in the surveyed banks must be reconsidered so that they are more fair and based on clear foundations and criteria for all, and the trend towards scientific and practical competence in job promotion, while not neglecting the role of expertise.

- Conducting studies to identify the impact of Organizational DNA on achieving pioneering performance through quality of work life as an intermediary variable in other study sectors and in other countries.

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