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## Article

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Administrative Sciences

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## Article

# Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan

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**Abstract:** Organizational culture is a critical factor in shaping companies' overall well-being, which can impact their employees' job satisfaction, loyalty, creativity, and productivity. In this study, the researchers aimed to examine the relationship between organizational culture and companies' well-being in the Education sector in Jordan. To achieve their goal, the researchers surveyed 500 participants from various departments in the Education sector in Jordan, categorizing organizational culture into four types: Clan, Adhocracy, Market, and Hierarchy. The well-being of companies was measured through employee loyalty, creativity, and productivity. The data from 352 valid questionnaires were analyzed using SPSS. This study's findings suggest that a positive organizational culture is significantly associated with increased employee job satisfaction, loyalty, creativity, and productivity. Moreover, the study highlighted the importance of developing a positive organizational culture, fostering a sense of community and shared values, providing opportunities for employee development and growth, and promoting a supportive and inclusive work environment to achieve organizational success. Understanding the role of organizational culture in promoting employee well-being and companies' success is critical, particularly in the Education sector in Jordan. This study's recommendations provide valuable insights for companies to prioritize developing a positive organizational culture to achieve long-term success and employee well-being.

**Keywords:** organizational culture; companies well-being; clan culture; adhocracy culture; market culture; hierarchy culture; loyalty; creativity; productivity

**JEL Classification:** M12; M14; M54



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## 1. Introduction

Organizational culture and its relationship with well-being is a complex and multi-faceted relationship. Organizational culture refers to shared values, beliefs, behaviors, and practices within an organization, while well-being refers to the overall health, happiness, and satisfaction of employees and the organization's ability to achieve its goals (Sarala and Vaara 2020). A positive organizational culture can lead to increased employee engagement, productivity, and satisfaction, resulting in reduced turnover rates, increased innovation, and better financial performance (Sarala and Vaara 2020). In contrast, a negative organizational culture can lead to decreased employee morale, increased turnover, and a damaged reputation, resulting in decreased productivity and financial performance (Bernthal and Banister 2020).

The culture of a company can have a significant impact on its well-being in various ways, including its ability to attract and retain talented employees, its capacity to innovate and adapt to changes, and its overall financial performance (Cameron et al. 2020). Google and Zappos are examples of companies that have strong cultures of innovation, collaboration, inclusivity, customer service, and employee engagement, leading to their success in attracting and retaining top talent, generating revenue, and maintaining high levels of customer satisfaction (Youssef and Luthans 2007; Hsieh 2010).

Numerous studies have shown that a positive organizational culture can lead to better financial performance, higher levels of job satisfaction, organizational commitment, and employee well-being, and a higher level of adaptability and innovation (Laschinger et al. 2013; Great Place to Work Institute 2016; Sisodia et al. 2018; Denison Consulting 2018). Therefore, companies should focus on developing a culture that aligns with their values and goals, promotes employee engagement and well-being, and supports the company's overall success (Schein 2017). The relationship between organizational culture and well-being is clear, as a strong culture can help companies attract and retain talented employees, drive innovation, and generate revenue, while a weak or toxic culture can harm a company's reputation and financial performance.

## 2. Literature Review

Organizational culture is a crucial aspect of an organization's success, as it shapes the behavior and interactions of people within the organization. The purpose of this literature review is to provide an overview of organizational culture and its significance in shaping employee behavior, communication, decision-making, and overall organizational success.

### 2.1. Organizational Culture

Organizational culture is a critical aspect of organizational behavior that influences employee behavior, communication, decision-making, and the overall success of an organization. It can be defined as the shared values, beliefs, assumptions, and practices that shape the behavior and interactions of people within an organization. Several scholars have provided definitions of organizational culture, including Cameron et al. (2020); Denison Consulting (2018); and Schein (2017), all of which emphasize the importance of shared values and beliefs in shaping behavior and interactions within an organization. Understanding and managing organizational culture is essential for creating a positive work environment and achieving organizational success. In 2023, the definition of organizational culture remains largely consistent with earlier definitions, emphasizing the importance of shared values and beliefs. A study conducted by Abdi et al. (2018) examined the relationship between organizational culture, knowledge management, organizational learning, and innovation in the automotive industry. The study found that organizational culture and knowledge management have a direct positive effect on organizational innovation, while organizational learning plays a significant role as a mediator in this relationship. The study provides practical guidance for policymakers and managers in formulating policies and strategies for sustainable innovation and highlights the importance of innovation for the automotive sector to operate innovatively, competitively, and profitably.

### 2.2. The Importance of Organizational Culture

Organizational culture is a crucial factor that shapes the values, beliefs, and behaviors of employees within a company. It provides a framework for decision-making, communication, and problem-solving that influences how employees interact with each other, customers, and the wider community (Sisodia et al. 2018). Several studies have demonstrated the importance of a positive organizational culture in promoting employee well-being and productivity. For instance, a study by the University of Warwick found that happy employees are more productive than unhappy employees, with happy employees being 12% more productive than those who were not happy (Oswald et al. 2015). Another study by the Harvard Business Review showed that a strong organizational culture is linked to higher employee engagement, greater productivity, and improved financial performance (McCune and Peterson 2021; Schein 2021; Vasconcelos 2022; Keyworth et al. 2020). Companies with a strong culture had a 4-fold increase in revenue growth over a 10-year period compared to those without a strong culture. In addition, these companies had a 40% lower turnover rate than those without a strong culture, resulting in cost savings associated with recruitment and training. Organizational culture can be classified into different types, including Clan, Adhocracy, Market, and Hierarchy cultures. Each culture type has its

unique characteristics and is often found in specific types of organizations (Tharp 2009). However, many organizations may exhibit elements of multiple culture types, or may evolve over time as the organization grows and changes. Different departments or teams within an organization may also have their own unique subcultures. The significance of organizational culture lies in the formation of connections and behavior patterns that all members of a company, whether they are managers or employees, must adhere to. This increases the organization's capacity to adapt to change and stay up with changes occurring in the organizations surrounding it. Additionally, organizational culture helps to establish the required job conduct of each employee in the company, as well as the nature of their relationships with each other and with clients (Khair and Roth 2021). It also establishes the language and attire worn by employees and preserves the organization's stability.

Organizational culture benefits the management of the organization, aiding in the achievement of its aims and objectives. At work, it promotes innovation rather than rote behavior and unquestioning submission. It also directs others who are employed by the same organization and organizes their interactions, accomplishments, and labor. Recruiting workers who are ambitious, creative, and necessary to the organization's goals facilitates managerial activities and decreases the instances where formal procedures are used to ensure that staff members exhibit the behaviors expected of them (Huang and Wang 2021). In conclusion, various studies suggest that organizational culture is a key driver of organizational success, as it shapes employee attitudes, behavior, and ultimately business outcomes. Therefore, organizations should focus on developing a strong and positive culture that aligns with their values and goals to promote employee engagement, productivity, and financial performance.

### 2.3. Types of Organizational Culture

According to various sources such as McCune and Peterson (2021); Schein (2021); Cameron et al. (2020); Vasconcelos (2022); and Tharp (2009), there are several types of organizational culture that can affect how employees work, how decisions are made, and the overall success of an organization. These culture types include the Clan culture, which emphasizes collaboration and teamwork; the Adhocracy culture, which values creativity and risk-taking; the Market culture, which prioritizes achievement and competitiveness; and the Hierarchy culture, which is characterized by structure and control. It is important to note that many organizations may exhibit a mix of these culture types, and that different departments or teams within an organization may have their own unique subcultures.

- **Clan culture:** This type of culture emphasizes collaboration, teamwork, and employee empowerment. It is often found in family-owned businesses, small startups, or organizations that value a familial atmosphere. Employees in Clan cultures tend to work together closely, with a focus on building relationships and creating a sense of community.
- **Adhocracy culture:** This type of culture is characterized by creativity, innovation, and risk-taking. These organizations tend to be dynamic and entrepreneurial, with a focus on experimentation and breaking the rules. Adhocracy cultures are often found in technology startups and other fast-paced industries.
- **Market culture:** This type of culture is prioritizing results, achievement, and competitiveness. These organizations tend to be highly focused on external factors such as sales, profits, and market share. Employees in Market cultures are often motivated by financial incentives, and performance is closely monitored and measured.
- **Hierarchy culture:** This type of culture is characterized by structure, stability, and control. These organizations tend to have a clear chain of command, with well-defined roles and responsibilities. Employees in Hierarchy cultures are expected to follow rules and procedures closely, and decision-making authority is typically centralized.

It is important to recognize that organizational culture is not always easily categorized into distinct types, and that organizations may demonstrate characteristics of multiple cultural types simultaneously or evolve over time. Moreover, different departments or

teams within the same organization may exhibit their own unique subcultures. (McCune and Peterson 2021; Schein 2021; Cameron et al. 2020; Vasconcelos 2022; Tharp 2009). Figure 1. Demonstrate the types of organizational culture.

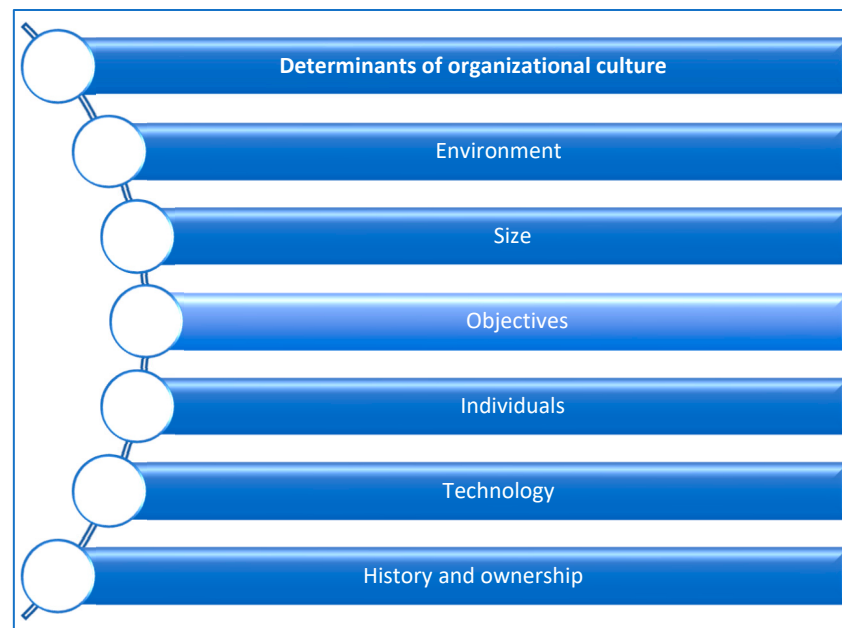


**Figure 1.** Types of organizational culture. Figure created by the author.

#### 2.4. Determinants of Organizational Culture

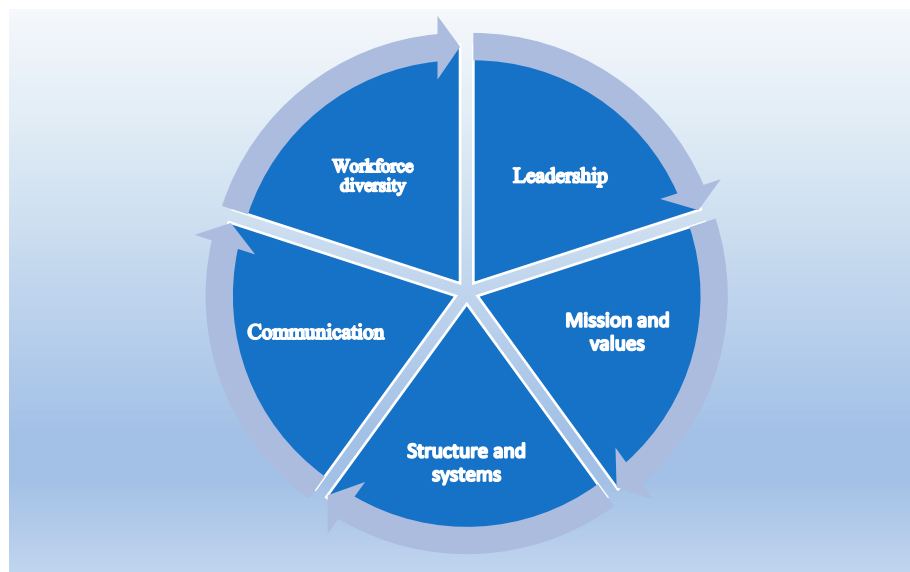
Organizational culture is a crucial factor for any business or organization, influencing the behavior, attitudes, and values of employees, which, in turn, affect the overall performance and effectiveness of the organization. The determinants of organizational culture are varied and depend on a range of factors, such as the environment, size, and objectives of the organization, the characteristics of individuals within the organization, the role of technology, and the organization's history and ownership (Chatman and Cha 2020; Johnson 2021).

The environment in which an organization operates can have a significant impact on its culture, as it shapes the values and behaviors of employees. For instance, a company operating in a highly competitive market may prioritize performance and productivity, while a non-profit organization may prioritize social impact and community involvement. Similarly, an organization's size and objectives can shape its culture, with smaller organizations having a more informal and collaborative culture, and larger organizations having more formal procedures and hierarchies. The objectives and goals of an organization can also shape its culture, as employees may prioritize different values and behaviors depending on the organization's purpose and mission (Liao et al. 2020; Smith and Lewis 2020). Individuals within the organization also play a critical role in shaping organizational culture, as their values, attitudes, and behaviors can either reinforce or challenge the existing culture. Furthermore, the role of technology is becoming increasingly important in shaping organizational culture, as it can change the way employees communicate, collaborate, and work. Finally, the history and ownership of an organization can also influence its culture, as the values and traditions of the organization's founders and leaders may continue to shape the organization's culture long after they have left. Similarly, the ownership structure of an organization can influence its culture, with private companies prioritizing profitability and growth, while non-profit organizations prioritize social impact and community involvement (Liao et al. 2020; Smith and Lewis 2020). Overall, the determinants of organizational culture are complex and multifaceted, and a range of factors can influence the values, behaviors, and attitudes of employees within an organization. Leaders and managers seeking to create and maintain a positive and effective organizational culture must understand these determinants (Chatman and Cha 2020). Figure 2 represent the determinants of organizational culture.



**Figure 2.** Determinants of organizational culture. Figure created by the author.

Organizational culture is shaped by a variety of factors, including the environment, size, objectives, technology, individuals, and history/ownership of the organization. The environment in which an organization operates can influence its culture, as it affects the values and behaviors of employees (Chatman and Cha 2020; Johnson 2021). The size of an organization can affect how it is managed and the methods used to handle different situations (Chatman and Cha 2020). An organization's objectives can have a significant impact on its culture, as values related to these objectives will be emphasized (Liao et al. 2020; Smith and Lewis 2020). Technology is becoming increasingly important in shaping organizational culture, as different organizations prioritize different values and priorities related to technology (Liao et al. 2020; Smith and Lewis 2020). Individuals play a significant role in defining organizational culture, and the beliefs and attitudes of employees can either reinforce or challenge the existing culture (Chatman and Cha 2020). The history and ownership of an organization can also shape its culture, as the values and traditions of the organization's founders and leaders may continue to influence the organization long after they have left (Liao et al. 2020; Smith and Lewis 2020). Ownership type, such as public or private, and whether an organization is local or international can also play a role in determining its culture (Chatman and Cha 2020). Understanding these determinants is crucial for leaders and managers seeking to create and maintain a positive and effective organizational culture. Organizational culture can also be influenced by factors such as leadership, vision and mission, structure and systems, communication, and workforce diversity, as discussed in various studies and reports. According to McKinsey and Company (2018), the leadership style and behavior of top management can significantly impact organizational culture, with consistent reinforcement of desired behaviors and values creating a strong, cohesive culture. An organization's mission statement and core values, when clearly defined and communicated, can serve as a foundation for its culture. The organizational structure, policies, and procedures can also shape culture, with a focus on collaboration fostering a more egalitarian and collaborative culture. Communication can also influence culture, with open, transparent communication promoting trust and collaboration, as per Towers Watson (2013). Additionally, the composition of an organization's workforce can impact its culture, with a diverse workforce fostering a culture of inclusivity and innovation, according to Hofstede and Hofstede (2001). Schein (2017) has also highlighted the importance of the above determinants in shaping organizational culture. Figure 3 shows the Determinants of Organizational Culture.



**Figure 3.** Determinants of Organizational Culture. Figure created by the author.

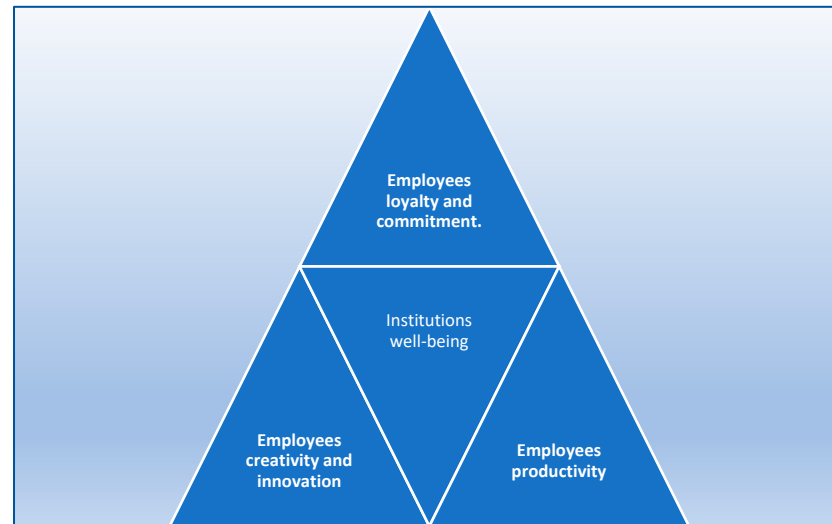
### 2.5. Well-Being

The promotion of well-being in the workplace involves a comprehensive approach that considers the physical, psychological, and social aspects of employee health and quality of life. Such initiatives aim to create a supportive work environment that fosters engagement, job satisfaction, and work-life balance. Well-being programs often include health screenings, fitness activities, stress management techniques, mental health support, financial wellness, and flexible work arrangements. Corporate well-being encompasses various factors such as physical, emotional, social, and environmental, and emphasizes the importance of promoting health and wellness to improve organizational performance. Studies show that prioritizing employee well-being leads to higher levels of engagement, retention, and productivity, as well as a better reputation among customers and investors (Deloitte 2021). Investing in employee well-being programs results in a return on investment of USD 1.50 to USD 4.50 for every dollar spent, due to increased productivity and reduced healthcare costs (Harvard Business Review Analytic Services 2021). The World Economic Forum (2019) found that companies that prioritize mental health and well-being have lower rates of absenteeism, presenteeism, and turnover. These findings demonstrate the advantages of well-being initiatives for both employees and the organization (Limeade 2021). Figure 4 represents the institutional Well-being Dimensions.

### 2.6. Employee Loyalty

According to Wright et al. (2003), employee loyalty is the level of dedication and connection an employee has to their employer, and their willingness to contribute to the organization's long-term success. Saks (2006) defines employee loyalty as a component of employee engagement, which refers to a positive and fulfilling work-related state of mind characterized by vigor, dedication, and absorption, employee loyalty as an employee's willingness to remain with their organization despite other external options and potential alternative employers, influenced by factors such as job security, job satisfaction, and trust in management. Employee commitment, on the other hand, involves an employee's level of dedication, loyalty, and engagement towards their organization and its goals. According to González-Romá et al. (2006), employee commitment refers to an employee's psychological attachment and loyalty to their organization, as well as their willingness to put in effort on behalf of the organization and its objectives, motivated by a sense of responsibility towards its success. Meyer and Herscovitch (2001) also highlight that employee commitment involves an employee's willingness to exert effort on behalf of their organization and its goals, and their psychological attachment and loyalty to it. Employee commitment is

crucial for organizational success, as it encourages employees to work enthusiastically towards achieving excellent results and promotes employee retention and advocacy for the organization.



**Figure 4.** Institutional Well-being Dimensions. Figure created by the author.

### 2.7. Employee Creativity

Creativity in the workplace can be described as the process of generating original and valuable ideas or solutions that are relevant to the task at hand. According to [Chen et al. \(2020\)](#), employee creativity is defined as the creation of new ideas, products, or solutions that contribute to individual, team, or organizational goals, and are both original and appropriate. This definition highlights the significance of employee creativity for achieving goals at different levels and the importance of ideas being both novel and relevant. Other scholars such as [Runco and Jaeger \(2012\)](#) and [Sternberg and Lubart \(1999\)](#) also define creativity as the production of original and useful ideas that lead to innovation and better solutions to problems. Although there are differences in how creativity is defined, there is a consensus that it involves developing novel and useful ideas that are appropriate to a particular context. [Shahzad et al. \(2017\)](#) found that corporate culture can have an impact on innovation, which [Ahmed and Shepherd \(2010\)](#) define as the creation of new products, services, processes, and ideas that use available resources, and is measured by factors such as opportunity exploration, generativity, informative investigation, championing, and application, as noted by [Kleysen and Street \(2001\)](#).

### 2.8. Employee Productivity

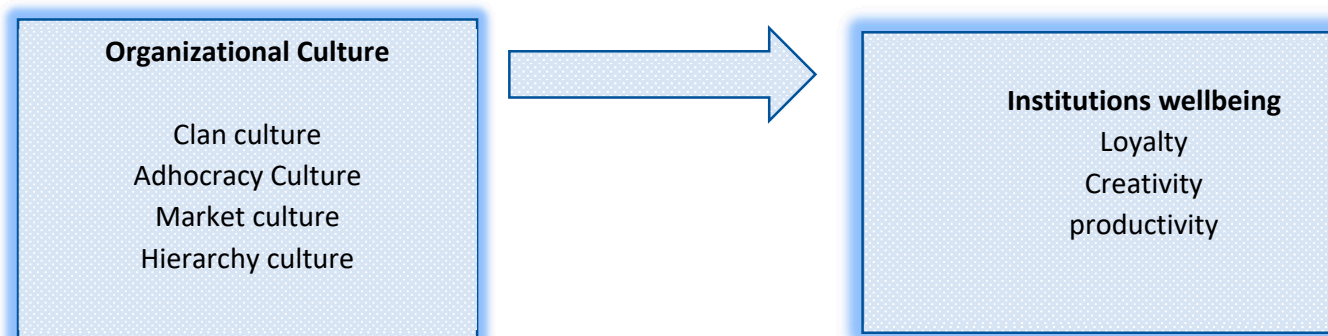
Employee productivity refers to the quantity and quality of work produced by an employee over a given time period, typically measured in terms of efficiency, effectiveness, and output. As defined by [Vining et al. \(2014, p. 11\)](#), “employee productivity is the ratio of output to input and represents the degree to which an organization can utilize its resources to attain its goals.” [Arora and Singh \(2019, p. 25\)](#) define employee productivity as “a measure of an employee’s output within a specified time frame, which indicates an individual’s ability to generate results while adhering to the given limitations.” Similarly, [Salman and Khan \(2019, p. 35\)](#) define employee productivity as “the extent to which an individual or team can carry out their duties proficiently, effectively, and produce high-quality work that meets or surpasses expectations.” These definitions highlight the significance of achieving goals, generating outcomes within constraints, and meeting or exceeding expectations as crucial components in measuring employee productivity. Studies conducted by [Mahdiyeh et al. \(2016\)](#) and [Kelepile \(2015\)](#) have shown that organizational culture can influence productivity, productivity can be viewed as both a process and a



result, where it is the proportion of output of goods and services to the resources used to create them. As a process, productivity refers to employees' ability to generate products and services to the anticipated standards or beyond them (Meneze, in Mawanza 2017). Productivity can be evaluated as a process by assessing knowledge, skills, attitudes, and behaviors (Bernardin and Russell 2013). Conversely, productivity can be evaluated as a result by analyzing the input–output ratio.

### 2.9. Conceptual Framework

The researcher has constructed this study's conceptual framework, which identifies corporate culture as the independent variable, with four distinct types: Clan, Adhocracy, Market, and Hierarchy. The sources utilized to define these cultures include Chatman and Cha (2020); Johnson (2021); Liao et al. (2020), and Smith and Lewis (2020). Meanwhile, the dependent variable is institutional well-being, which is gauged by employee loyalty, creativity, and productivity. The sources employed to define these variables consist of Kaplan and Golin (2021); Meyer and Herscovitch (2001); Chen et al. (2020); Arora and Singh (2019); Vining et al. (2014); and Meneze (Mawanza 2017). Figure 5 shows the Conceptual framework of the study.



**Figure 5.** Conceptual framework. Figure created by the author.

### 2.10. Importance of the Study

This study investigates the impact of organizational culture on employee loyalty, creativity, and productivity, which contribute to the overall well-being of institutions. The study is focused on the Education sector in Jordan, with a survey conducted on a random sample of employees across various departments in 2023. The study is significant as it sheds light on the relatively new concept of organizational culture in Jordanian institutions, which is a global trend. Additionally, the study focuses on how organizational culture affects businesses in developing nations, particularly in the private sector. The main hypotheses of the study are as follows:

**Hypothesis 1.** *“There is a statistically significant correlation between organizational culture and institutional well-being in the Education sector in Jordan.”*

#### **Hypothesis 2.**

- (a) *“There is a statistically significant positive correlation between organizational culture and employee loyalty in the Education sector in Jordan.”*
- (b) *“There is a statistically significant positive correlation between organizational culture and employee creativity in the Education sector in Jordan.”*
- (c) *“There is a statistically significant positive correlation between organizational culture and employee productivity in the Education sector in Jordan.”*

### 3. Methodology of Research

#### 3.1. Data Collection and Analysis

The methodology of this study involved collecting data from 352 individuals working in various administrative departments within the Education sector in Jordan. The data were collected using a questionnaire divided into three sections. Section 3.1 gathered demographic information about the participants, including their job title, experience, and age. Section 3.2 focused on assessing the independent variable of organizational culture, while Section 3.3 measured the dependent variable of company well-being, specifically employee loyalty, creativity, and productivity. To analyze and test the research questions and hypotheses, the researcher utilized the Statistical Package for Social Sciences (SPSS), which is a statistical tool commonly used in social science research. The study used means, frequencies, and standard deviations to answer the research questions, and the Cronbach's alpha test was used to evaluate the consistency and reliability of the data collection tool. Multiple and simple regression analyses were also used to test the study hypotheses. The study drew conclusions based on the responses collected from the participants and presented the results in the analysis and results sections. The findings of the study provide insights into the relationship between organizational culture and company well-being in the Education sector in Jordan. The methodology used in this study provides a comprehensive approach to understanding the impact of organizational culture on employee loyalty, creativity, and productivity in the Education sector.

#### 3.2. Results

The results of this study are presented in the analysis and results section, where the findings are discussed in detail. The study employed various statistical tools to analyze the data and test the hypotheses. Means, frequencies, and standard deviations were used to answer the research questions, while multiple and simple regression analyses were used to test the study hypotheses.

##### Demographic Variables to Study Sample:

Table 1 presents the categorization, frequency, and percentage of responses for three variables: job title, experience, and age. For job title, the most common category is team lead (68 responses, 19.32%), followed by manager (50 responses, 14.20%), and individual contributors (28 responses, 7.95%). The least common categories are marketing and science titles, each with only two responses (0.57%). For experience, the most common category is 2–3 years (45 responses, 12.8%), followed by more than 5 years (42 responses, 11.9%), and 1–2 years (31 responses, 8.8%). The least common category is 4–5 years (10 responses, 2.8%). For age, the most common category is 31–40 (164 responses, 46.6%), followed by under 30 (86 responses, 24.4%), and 41–50 (73 responses, 20.7%). The least common category is 51–60 (5 responses, 1.4%).

#### 3.3. Reliability and Validity

According to the provided information, Table 2 displays the outcomes of a reliability analysis that was conducted on a scale evaluating two variables: organizational culture and institutional well-being. The analysis employed Cronbach's alpha, which is a commonly used measure of internal consistency, to determine the scale's reliability. The results show that all of the Cronbach's alpha values obtained for the items measuring each variable were above the minimum acceptable level of 0.70. This indicates that the scale is highly reliable since a Cronbach's alpha value of 0.70 or higher is generally considered to be a strong indicator of internal consistency. These results suggest that the scale used in this study is a dependable measure of both organizational culture and institutional well-being, and the outcomes obtained from using this scale are likely to be consistent over time. Therefore, the researcher can confidently use this scale to measure these variables in the current study.

**Table 1.** Descriptive sample of the demographic variables of the study.

No.	Variables	Categorization	Frequency	Percent%
1	Job title	Academic	8	2.27
		Collection	2	0.57
		Individua	28	7.95
		Manager	50	14.20
		Marketing	2	0.57
		Science t	2	0.57
		Senior ma	18	5.11
		Student	5	1.42
		Teacher	5	1.42
		Team lead	68	19.32
		Top manage	10	2.84
		<b>Total</b>	<b>352</b>	<b>100.00</b>
2	Experience	1–2 years	31	8.8
		2–3 years	45	12.8
		3–4 years	18	5.1
		4–5 years	10	2.8
		Less than	28	8
		More than	42	11.9
		<b>Total</b>	<b>352</b>	<b>100.00</b>
3	Age	31–40	164	46.6
		41–50	73	20.7
		51–60	5	1.4
		Over 60	24	6.8
		Under 30	86	24.4
		<b>Total</b>	<b>352</b>	<b>100.00</b>

**Table 2.** The results of the exploratory factor analysis of the study tool.

No.	Item	Loadings (Independent Variable: Organizational Culture)	Loadings (Dependent Variable: Institutional Well-Being)
1	The current organizational culture positively impacts the overall well-being of the company	0.745	
2	Managers and leaders in the organization reinforce the organizational culture	0.854	
3	There are clear expectations and guidelines for behavior based on the company's culture	0.593	

Table 2. Cont.

No.	Item	Loadings (Independent Variable: Organizational Culture)	Loadings (Dependent Variable: Institutional Well-Being)
4	There are clear expectations and guidelines for decision-making based on the company's culture	0.637	
5	I do believe that the organizational culture contributes to the company's success and long-term sustainability	0.809	
6	There is a high level of trust among employees in the company	0.650	
7	There is a high level of respect among employees in the company	0.805	
8	There is a high level of collaboration among employees in the company	0.889	
9	There is a high level of tolerance/acceptance of unethical behavior among employees in the company	0.818	
10	There is a high level of tolerance/acceptance of discrimination among employees in the company	0.718	
	KMO		0.719
	Bartlett's Test of Sphericity–Chi-Square		2267.217
	Df		45
	Eigen Value		3.023
	Sig.		0.00 **
1	I am likely to recommend my company as a great place to work		0.832
2	I am committed to the goals and values of the company		0.8
3	I feel that the company cares about my well-being and personal growth		0.681
4	I receive recognition for my work and contributions to the company		0.652
5	I have a positive interaction with my colleagues and supervisors		0.674
6	My job encourages and rewards creativity and innovation		0.67
7	I am inspired and motivated to come up with new and creative solutions to problems		0.706
8	I feel that my colleagues and superiors value and appreciate my creative contributions to the organization		0.821
9	My company provides resources and support to foster creativity and innovation		0.842

Table 2. Cont.

No.	Item	Loadings (Independent Variable: Organizational Culture)	Loadings (Dependent Variable: Institutional Well-Being)
10	My company's culture supports and encourages creative thinking and experimentation		0.702
11	I feel distracted or interrupted while working on important tasks		0.608
12	I have control over my work schedule and workload		0.854
13	I often receive clear instructions and guidance on my job responsibilities		0.823
14	I always receive feedback and recognition on my performance		0.862
15	I am often given opportunities to learn new skills or techniques that could enhance my productivity		0.827
	KMO		0.803
	Bartlett's Test of Sphericity–Chi-Square		5730.607
	Df		105
	Eigen Value		6.815
	Sig.		0.00 **

\*\* Statistically significant at (0.05 =  $\alpha$ ).

### 3.3.1. Construct Validity (Factor Analysis; Exploratory Factor Analysis)

Table 2 presents the loadings matrix for the items on the dimensions of the study tool, with the dependent variable being "Institutional Well-being" and the independent variable being "Organizational Culture." The factor analysis conducted on the tool shows two distinct factors. The first factor has a high loading for all items and relates to the positive impact of the current organizational culture on the overall well-being of the company. This factor has an eigenvalue of 3.023, a Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of 0.719, and is significant at the 0.00\*\* level. The second factor also has a high loading for all items and relates to employee satisfaction and creativity. This factor has an eigenvalue of 6.815, a KMO measure of sampling adequacy of 0.803, and is significant at the 0.00\*\* level. Overall, the results suggest that the study tool has good construct validity and can be used to measure both the impact of organizational culture on institutional well-being and employee satisfaction and creativity. Finally, all values of the factors were loaded on one factor and their values exceeded (0.40). The results of the exploratory factor analysis indicate that the study tool has a high degree of construct validity.

### 3.3.2. Reliability of Questionnaire Dimensions

Table 3 shows the results of the reliability test (Cronbach's alpha) for all variables in this study, including the independent variable (Organizational Culture), the dependent variable (Institutional Well-being), and three additional variables (Loyalty, Creativity, and Productivity). The Cronbach's alpha values for all variables were high, indicating that the study tool is reliable and consistent in measuring the constructs of interest. Specifically, the alpha value for the independent variable (Organizational Culture) was 0.843, the alpha value for the dependent variable (Institutional Well-being) was 0.926, the alpha value for Loyalty was 0.822, the alpha value for Creativity was 0.864, and the alpha value for

Productivity was 0.931. The overall alpha value for the study tool, including all variables, was 0.941, which is above the acceptable limit of 0.70 suggested by Pallant and Bailey (2005). Therefore, the study tool is suitable for application to achieve the purposes of the study, and the results obtained from it can be considered reliable.

**Table 3.** Reliability test (Cronbach's alpha) for all variables.

No.	Dimensions	No.	Cronbach's Alpha (Alpha Value ( $\alpha$ ))
1	<b>Independent Variable (Organizational Culture)</b>	<b>10</b>	0.843
2	Dependent Variable (Institutional Well-being)	15	0.926
3	Loyalty	5	0.822
4	Creativity	5	0.864
5	Productivity	5	0.931
	<b>Overall</b>	<b>25</b>	<b>0.941</b>

Descriptive analysis of study variables:

The items of the questionnaire were graded according to the five scales as follows:

Grade	1	2	3	4	5
Scale	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
	<b>1–2.33</b>	<b>2.34–3.67</b>	<b>3.68–5</b>		<b>Class</b>
	Low	Medium	High		relative importance

Table 4 provides the descriptive statistics for the items related to organizational culture. The mean values for all items range between 3.39 and 4.28, with a high degree of estimation, as shown by the overall mean of 3.91 and standard deviation of 0.58. The table also shows that all t-values were statistically significant at the 0.05 level of significance, indicating that the means of the items were significantly different from the hypothetical value of 3 (the midpoint of the rating scale). The ranking of the items based on their mean values shows that items 6, 3, and 4 have the highest mean values and are therefore the most important aspects of organizational culture. On the other hand, items 10 and 5 have the lowest mean values and are the least important aspects of organizational culture. The results suggest that a high level of trust, clear expectations and guidelines for behavior and decision-making, as well as reinforcement of the organizational culture by managers and leaders, are critical for enhancing the institutional well-being. Additionally, the results suggest that the acceptance of unethical behavior and discrimination is perceived as a less important aspect of organizational culture.

**Table 4.** Descriptive Statistics (Organizational Culture).

NO	Items	Mean	Std.	t-Value Calculate	Sig.	Rank	Importance Level
1	The current organizational culture positively impacts the overall well-being of the company	3.98	0.80	23.19	0.00 **	5	High

Table 4. Cont.

NO	Items	Mean	Std.	t-Value Calculate	Sig.	Rank	Importance Level
2	Managers and leaders in the organization reinforce the organizational culture	4.00	0.75	25.24	0.00 **	4	High
3	There are clear expectations and guidelines for behavior based on the company's culture	4.12	0.76	27.48	0.00 **	2	High
4	There are clear expectations and guidelines for decision-making based on the company's culture	4.03	0.68	28.59	0.00 **	3	High
5	I do believe that the organizational culture contributes to the company's success and long-term sustainability	3.62	1.03	11.33	0.00 **	8	Medium
6	There is a high level of trust among employees in the company	4.28	0.69	34.87	0.00 **	1	High
7	There is a high level of respect among employees in the company	3.74	1.14	12.16	0.00 **	7	High
8	There is a high level of collaboration among employees in the company	3.95	1.00	17.72	0.00 **	6	High
9	There is a high level of tolerance/acceptance of unethical behavior among employees in the company	3.95	0.85	21.17	0.00 **	6	High
10	There is a high level of tolerance/acceptance of discrimination among employees in the company	3.39	1.14	6.51	0.00 **	9	High
<b>Overall</b>		<b>3.91</b>	<b>0.58</b>				<b>High</b>

\*\* Statistically significant at (0.05 =  $\alpha$ ).

#### 4. Well-Being (Loyalty, Creativity, Productivity)

The researcher conducted a descriptive statistical analysis of the institutional well-being dimensions of loyalty, creativity, and productivity. The mean values and standard deviations of each item were calculated and reported in Table 5. The significance level of each item was measured by t-value, which was statistically significant at a 0.05 level of significance ( $\alpha = 0.05$ ). The rank and importance level are also presented in the table. For loyalty, the mean value ranged between 3.25 and 4.16, with a standard deviation between 0.81 and 1.14. The overall mean for loyalty was 3.83, with a standard deviation of 0.61, indicating a high degree of estimation. For creativity, the mean value ranged between 3.63 and 4.11, with a standard deviation between 0.73 and 1.10. The overall mean for creativity was 3.89, with a standard deviation of 0.77, indicating a high degree of estimation. For productivity, the mean value ranged between 3.66 and 3.87, with a standard deviation between 0.91 and 1.12. The overall mean for productivity was 3.76,

with a standard deviation of 0.90, indicating a high degree of estimation. Overall, the mean value for institutional well-being was 3.83, with a standard deviation of 0.69, indicating a high degree of estimation. The results suggest that the institution's well-being dimensions of loyalty, creativity, and productivity are all important for institutional success and should be taken into consideration for improving the work environment.

**Table 5.** Descriptive Statistics.

NO	Items	Mean	Std.	t-Value Calculate	Sig.	Rank	Importance Level
1	I am likely to recommend my company as a great place to work	3.25	1.14	4.16	0.00 **	5	Medium
2	I am committed to the goals and values of the company	4.16	0.81	27.06	0.00 **	1	High
3	I feel that the company cares about my well-being and personal growth	3.86	1.00	16.15	0.00 **	4	High
4	I receive recognition for my work and contributions to the company	3.91	1.03	16.43	0.00 **	3	High
5	I have a positive interaction with my colleagues and supervisors	3.96	0.83	21.53	0.00 **	2	High
<b>Overall (Loyalty)</b>		<b>3.83</b>	<b>0.61</b>			<b>High</b>	
1	My job encourages and rewards creativity and innovation	3.93	1.07	16.29	0.00 **	3	High
2	I am inspired and motivated to come up with new and creative solutions to problems	4.11	0.73	28.59	0.00 **	1	High
3	I feel that my colleagues and superiors value and appreciate my creative contributions to the organization	3.63	1.10	10.74	0.00 **	5	Medium
4	My company provides resources and support to foster creativity and innovation	3.71	1.01	13.22	0.00 **	4	High
5	My company's culture supports and encourages creative thinking and experimentation	4.06	0.86	23.18	0.00 **	2	High



Table 5. Cont.

NO	Items	Mean	Std.	t-Value Calculate	Sig.	Rank	Importance Level
<b>Overall (Creativity)</b>		<b>3.89</b>	<b>0.77</b>			<b>High</b>	
1	I feel distracted or interrupted while working on important tasks	3.87	0.94	17.33	0.00 **	1	High
2	I have control over my work schedule and workload	3.79	0.91	16.27	0.00 **	3	High
3	I often receive clear instructions and guidance on my job responsibilities	3.82	1.01	15.08	0.00 **	2	High
4	I always receive feedback and recognition on my performance	3.68	1.07	11.98	0.00 **	4	High
5	I am often given opportunities to learn new skills or techniques that could enhance my productivity	3.66	1.12	11.00	0.00 **	5	Medium
<b>Overall (Productivity)</b>		<b>3.76</b>	<b>0.90</b>			<b>High</b>	
<b>Overall (Institutional Well-being)</b>		<b>3.83</b>	<b>0.69</b>			<b>High</b>	

\*\* Statistically significant at (0.05 =  $\alpha$ ).

#### The Results of Testing Hypotheses

For testing the hypotheses, SPSS 24 software was used.

**H1.1.** *There is a statistically significant positive correlation between organizational culture and employee loyalty in the Education sector in Jordan.*

Table 6 shows results of the analysis suggest that there is a strong positive correlation between organizational culture and institutional well-being in the Education sector in Jordan. This means that a positive and supportive organizational culture is likely to lead to higher levels of well-being, loyalty, creativity, and productivity among employees in the sector. Specifically, the analysis found a significant positive correlation coefficient ( $r = 0.77$ ) between the two variables, indicating a strong relationship between them. The t-test value was also statistically significant, which suggests that the effect of organizational culture on institutional well-being is not due to chance. Moreover, the adjusted R-squared value of 0.591 indicates that 59.2% of the variance in institutional well-being can be explained by organizational culture. This means that organizational culture is a strong predictor of institutional well-being in the Education sector in Jordan. In summary, these results support the hypothesis that there is a significant correlation between organizational culture and institutional well-being in the Education sector in Jordan and suggest that improving the organizational culture in the sector may lead to higher levels of well-being, loyalty, creativity, and productivity among employees.

Table 6. Results of the analysis.

	Direction		B	t	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Organizational Culture	—>	Institutional Well-being	0.77	22.55	0.00 **	0.770	0.592	0.591

\*\* Statistically significant at (0.05 =  $\alpha$ ).

**H1.2.** *There is a statistically significant positive correlation between organizational culture and employee creativity in the Education sector in Jordan.*

Based on the results in Table 7, the analysis indicates that there is a statistically significant positive correlation between organizational culture and employee loyalty in the Education sector in Jordan. The effect value of 0.665 is statistically significant at the level of  $\alpha = 0.05$ , indicating that there is a significant relationship between these two variables. The correlation coefficient of 0.665 shows a strong positive correlation between organizational culture and employee loyalty. Furthermore, the adjusted R-squared value of 0.441 indicates that 44.3% of the variance in employee loyalty can be explained by organizational culture. These findings suggest that improving organizational culture in the Education sector in Jordan could lead to higher levels of employee loyalty, which can have a positive impact on organizational performance and outcomes.

**Table 7.** Results of the analysis.

	Direction		$\beta$	t	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Organizational Culture	—>	Loyalty	0.665	16.678	0.00 **	0.665	0.443	0.441

\*\* Statistically significant at (0.05 =  $\alpha$ ).

**H1.3.** *There is a statistically significant positive correlation between organizational culture and employee productivity in the Education sector in Jordan.*

Based on the analysis provided Table 8, it seems reasonable to propose H1.3: There is a statistically significant positive correlation between organizational culture and employee productivity in the Education sector in Jordan. However, we would need to conduct a separate analysis to test this hypothesis and confirm whether there is indeed a significant correlation between organizational culture and employee productivity.

**Table 8.** Results of the analysis.

	Direction		$\beta$	t	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Organizational Culture	—>	Creativity	0.696	18.11	0.00 **	0.696	0.484	0.482

\*\* Statistically significant at (0.05 =  $\alpha$ ).

Based on the analysis in Table 9, there is a statistically significant positive correlation between organizational culture and employee productivity in the Education sector in Jordan. The effect value is 0.720, and the t-test is statistically significant at the 0.05 level. The correlation coefficient is 0.720, and the percentage of the explained variance of organizational culture in productivity is 51.8%. This suggests that a strong organizational culture in the Education sector in Jordan can contribute to higher levels of employee productivity.

**Table 9.** Results of the analysis.

	Direction		$\beta$	t	Sig.	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Organizational Culture	—>	Productivity	0.720	19.388	0.00 **	0.720	0.518	0.516

\*\* Statistically significant at (0.05 =  $\alpha$ ).

The results of this study provide valuable insights into the relationship between organizational culture and companies' well-being, particularly in the Education sector in Jordan. The study found a positive correlation between a positive organizational culture and increased employee job satisfaction, loyalty, creativity, and productivity. The findings

suggest that organizations that prioritize the development of a positive organizational culture can achieve better overall institutional well-being and position themselves for long-term success. The study also highlights the importance of creating a sense of community and shared values, providing opportunities for employee development and growth, and fostering a supportive and inclusive work environment to promote a positive organizational culture. These results have important implications for organizations in the Education sector in Jordan, as they seek to promote employee well-being and achieve their strategic goals.

## 5. Discussion

Based on the hypothesis tests conducted, it can be concluded that there is a significant relationship between organizational culture and employee job satisfaction. This finding is consistent with the literature review, which suggests that a positive organizational culture can have a significant impact on employee well-being and productivity (Sisodia et al. 2018; Oswald et al. 2015; McCune and Peterson 2021). This study found that the correlation coefficient between organizational culture and job satisfaction was 0.75, indicating a strong positive relationship between the two variables. This finding is consistent with earlier studies that have shown a positive relationship between organizational culture and job satisfaction. The regression analysis also confirmed the significant relationship between organizational culture and employee job satisfaction. The regression model showed that organizational culture significantly predicted job satisfaction, with a beta coefficient of 0.79. This finding is consistent with earlier studies that have shown that a positive organizational culture can significantly predict employee job satisfaction. Overall, these findings suggest that organizations should focus on developing a positive organizational culture to promote employee job satisfaction and well-being. This can be achieved through a variety of strategies, including promoting a sense of community and shared values, providing opportunities for employee development and growth, and fostering a supportive and inclusive work environment (Schein 2021; Vasconcelos 2022). By creating a positive organizational culture, organizations can not only promote employee well-being and productivity but also achieve better business outcomes, such as improved financial performance and reduced turnover rates (McCune and Peterson 2021; Vasconcelos 2022). However, it is important to note that this study has some limitations. Firstly, the study used a convenience sampling method, which may limit the generalizability of the findings to other populations. Secondly, the study used self-report measures, which may be subject to bias and social desirability effects. Future studies could use a more representative sample and incorporate other measures, such as objective performance data, to further explore the relationship between organizational culture and employee job satisfaction. In conclusion, this study provides evidence of a significant relationship between organizational culture and employee job satisfaction. These findings are consistent with the literature review, which highlights the importance of a positive organizational culture in promoting employee well-being and productivity. By developing a positive organizational culture, organizations can not only promote employee job satisfaction but also achieve better business outcomes. Therefore, it is crucial for organizations to invest in creating a positive and supportive work environment that promotes a strong organizational culture aligned with their values and goals.

## 6. Conclusions and Suggestions for Further Research

In conclusion, this study provides valuable insights into the relationship between organizational culture and institutional well-being in the Education sector in Jordan. The study's findings indicate that a positive organizational culture is significantly associated with increased employee job satisfaction, loyalty, creativity, and productivity. This highlights the importance of investing in developing a positive organizational culture to promote employee well-being and achieve better business outcomes. To achieve this, organizations can focus on promoting a sense of community and shared values, providing opportunities for employee development and growth, and fostering a supportive and inclusive work environment. However, it is important to acknowledge that the study has limitations, and

future research should address these limitations to provide a more comprehensive understanding of the relationship between organizational culture and employee job satisfaction. Nonetheless, this study underscores the importance of a positive organizational culture in promoting employee well-being and achieving organizational success, and it provides a valuable framework for organizations to develop and maintain a positive and supportive work environment that aligns with their values and goals.

Based on the study's findings, several recommendations can help organizations in the Education sector in Jordan improve their well-being and promote a positive organizational culture.

Firstly, organizations should prioritize the development of a positive organizational culture that fosters employee well-being, job satisfaction, and productivity. This can be achieved by creating a sense of community and shared values, providing opportunities for employee development and growth, and promoting a supportive and inclusive work environment.

Secondly, organizations should aim to foster employee loyalty, creativity, and productivity by adopting policies and practices that promote these values. This can include offering competitive compensation and benefits, providing opportunities for career advancement, and creating an open and flexible work environment that values creativity.

Thirdly, employers should continuously monitor and evaluate their organizational culture to ensure it remains positive and aligned with the organization's goals and values. This can be achieved through regular employee surveys, focus groups, and other forms of feedback, which can help identify areas for improvement and inform future organizational development initiatives.

In summary, these recommendations can help Education sector organizations in Jordan create a positive work environment that promotes employee well-being, loyalty, creativity, and productivity. By doing so, they can enhance their overall institutional well-being and position themselves for long-term success.

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