



IMPACT OF ORGANIZATIONAL CULTURE AND STRUCTURE ON THE PERFORMANCE OF WATER AND SEWERAGE COMPANY OF LIBYA

Fasal Amhmed A. Negriw¹; [S.M. Ferdous Azam](#)², [Jacqueline Tham](#)³

¹ Management & Science University, Shah Alam Malaysia, fasalnegro@gmail.com

² Management & Science University, Shah Alam, Malaysia,

³ Management & Science University, Shah Alam, Malaysia,



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ABSTRACT

The main problem of this paper is to find out the impact of organizational culture and structure on the performance of the Water and Sewerage Company of Libya. For that purpose, this paper proposes to use two independent variables, which are organizational culture and organizational structure, while the dependent variable is organizational performance.

In this study, data were collected via a self-administered survey using a stratified random sampling method. The sampling frame is the official list published by the General organization for Water and Sanitation in Libya. The number of the population divided into nine branches and every branch includes many administrators: it indicates that 400 and questionnaires were distributed to branches of the General organization for Water and Sanitation in Libya. The total number of branches is nine, including 646 administrators. The total number of distributed survey questionnaires was 400. Of the 400 surveys, 314 questionnaires were returned, which represented approximately 78% response rate. This division is called a stratified sample which is the most probable sampling design because the stratification provides the researchers with more information with given sample size.

The results of the study are shown in that Organizational Cultural has a significant and positive influence on Organizational Performance (OP). Also, Organizational Structure (OST) has a significant and positive influence on Organizational Performance (OP).

1. Introduction

Organizational performance is essential in providing senior management with concepts, ideas and opinions related to employee satisfaction. To improve their direction and seek the improvements of financial dues and increase training requirements, as an essential input to the enhancement and development of the individual and collective skills of the employees is necessary. Therefore, to strive and to develop the capabilities to achieve the objectives of the organization and give the workers great importance in different areas of work is essential. The Contemporary intellectual premises with a great deal of attention has been paid to the high interest in the performance of individuals. They are considered the necessary investment in the organization and the most capable of creating the so-called Knowledge Organization, which is regarded as an input to achieve the goals of the organizations by improving production and service performance (Hussein, 2014). Improving production means making a high level of quality has been due to concerted efforts of the departments of the organization, as a whole, including the workforces within the organization. For example, the significant successes in the Japanese industries are due to the application of quality. Based on this, Japan began to provide high-quality goods at lower prices. However, in each organization, there is a set of factors that affect the quality that the senior management must be able to identify and management must do research on the ways these set of factor affect the quality of the product as most companies that do not apply the philosophy of overall quality closer to the edge of the abyss because there are competitors in the markets (Assi: 2015: 59).

The lack of sufficient attention from senior management and the refusal of individuals to overall quality management processes may be contrary to their personal interests, the lack of clarity of the goals of overall quality, the lack of policies on product quality, and the erroneous assumption that quality rings mean quality control are all the most critical problems facing companies In the adoption of TQM, it is also worth noting the lack of proper understanding of the concept of quality seminars in terms of achieving cooperation and knowledge, and the lack of

awareness of their association with the management of the continuous improvement of the organization, as well as the weakness of market research, the lack of specification of market requirements and the absence of market statistics, well as the lack of training programs or lack thereof, and finally not to focus on the role of individuals in the possibility of the success of comprehensive quality management processes (Mohammad, 2011).

The world is witnessing a radical transformation in the fields of life with its knowledge, scientific and human resources. It has made the world a cosmopolitan village whose parts are interwoven with the Internet. As a response to this great revolution and rapid dynamic changes, this has transformed competition from local reality to global reality. To obtain the satisfaction of customers and make the quality moves from the examination and inspection to the emergence of a new management philosophy based on teamwork and raising the slogan of quality responsibility of everyone. Thus, the philosophy of quality management has become a strategic salient to meet its administrative, technical and practical requirements (Hareeg, 2012). To achieve quality and assurance, the World Organization for Standards and Quality Control, issued in 1987, featured a series of quality assurance standards series which is the basic building block for achieving overall quality. If adopted by any organization, it will determine the factors influencing the quality and work to overcome those factors to obtain ISO certification and gain global status in production. The achievement of workers expresses the organizational performance as a result of the work of the individual effort to reflect the extent of the individual's success or failure to achieve the objectives related to the function. A group of studies indicated the requirements to improve organizational performance as confirmed by many theories such as position theory, On the idea that subordinates are moving forward and backwards through a continuum that reaches the subordinates' commitment and efficiency (Ghamdi, 2014: 87).

The position theory emphasizes that changes within the organization corresponding must match changes in the external environment with them. The management plans of the situation consider alternative management strategies when sudden environmental variables occur and assume that non-changeable administrative standards are not appropriate to address all the developments ideal for dividing roles and responsibilities. No leadership style can be used effectively in all situations, but it is attitudes that recognize the best methods and patterns. The theory identifies three main factors or variables that can determine the choice of alternative management strategies that can be applied: the type of leader, the kind of group, and finally the nature of the situation. These factors interact with one another to determine the most successful leadership style (Tawil, 2013: 266).

The central rule of the theory is that the effectiveness of leadership is determined by the extent to which the leadership style used in a particular position is suited to the requirements of the situation and its identification by a precise diagnosis of the administrative area exercised by the commander and his subordinates by determining the relationship between them. Such efforts require determination of the organizational structure of the work, the identification of authority, knowledge of organizational culture, organizational structure, and strategy of the organization, where a stable democracy characterizes the theory. The theory contains 38 elements and will be addressed the most important, which we include within the variables of this study, including organizational culture and organizational structure. Criticism is focused on the sum of it depending on the positions since the person who succeeds in meeting the needs of a group at some time or position is considered by this theory as a leader (Ghamdi, 2014: 25).

The main problem of this paper is to find out the impact of organizational culture and structure on the performance of the Water and Sewerage Company of Libya. For that purpose, this paper proposes to use two independent variables, which are organizational culture and organizational structure, while the dependent variable is organizational performance.

2. Literature Review

2.1 Organizational Culture

The concept of organizational culture is one of the ideas that have attracted the attention of researchers in management and sociology. They have tried to interpret this concept, which suffers from some ambiguity, and this has made opinions very different about what it is, wherein this requirement will be addressed some of the basic concepts of organizational culture. Researchers have different views on the definition of organizational culture according to their orientation, so it has become challenging to find a unified and comprehensive description, but this did not prevent the creation of specifications convergent and somewhat integrated, where:

Roger Harrison defined organizational culture as: “The ideologies, beliefs, and values embedded in all organizations and the established habits of how individuals must work in those organizations (Sabbab et al. 2013: 86). It is also defined as: “The set of common values, customs, norms, beliefs, and assumptions that govern the way members think, make decisions, and how they deal with environmental variables, and how they treat and use the information to achieve competitive advantage “(Al-Ma’aitah: 2012: 30). It is defined as: “a common set of beliefs, expectations, values, and standards that affect how individuals, in an organization, communicate and collaborate to achieve the desired goals” (Abu Bakr: 2005: 98). It is also known as: “The set of values, beliefs, concepts, and ways of thinking among the members of the organization that are invisible, unwritten but tangible. It is also defined as: “The set of values shared by the organization and its behaviour and relationships with each other and with customers, suppliers and other parties outside the organization, through which efficiency, effectiveness, and competitive advantage of the organization can be achieved” (Al-Azzawi: 2006: 65).

Based on the above definitions, the researchers noted that organizational culture consists of three essential elements: they are the values, ideas, and principles that crystallize in individuals, and the experience gained by individuals as a result of their continuous interaction with the environment that surrounds them. That can be by defying whether the internal or external environment and the technical capabilities and skills acquired by the individuals in their life (Freijat: 2009: 265). They can conclude from the preceding that culture is a combination of a group received, either directly or indirectly, as a result of interaction and friction between individual’s perception is anything learned and shared by members of society in general.

The presence of a distinct organizational culture helps in creating an orientation for individuals working in the organization by moving forward to think and act in a manner consistent with the prevailing culture, hence the importance of organizational culture in the following points:

- I. It affects the organization’s susceptibility to change and increases its capacity to keep abreast of current developments.
- II. An intellectual framework that guides the members of one organization and regulates their work, relations, and achievements.
- III. Contribute to attracting distinguished professionals, and leading organizations attract ambitious workers, and the organizations that adopt innovation and excellence appeal to creative workers, and the organizations that reward excellence joined by hardworking workers.
- IV. A guide that forms models of behaviour should be followed by the relationships that guided management and staff.
- V. A key determinant of the expected behaviour of employees and the types of relationships that should prevail between each other, and between them and customers and other entities they deal with, even their clothing, appearance, the language they speak, performance levels, and problem-solving method.
- VI. A distinct tool for the features of the organization from other organizations, it is a source of pride of its employees, especially if the values of innovation, excellence, leadership and overcoming competitors, and it is a means to help management to achieve its goals and aspirations.
- VII. A method to facilitate the task of management, team leaders, do not resort to strict procedures to confirm the desired behaviour.
- VIII. Give members of the organization a single organizational identity as a result of their participation in the same standards, values, and perceptions, which help to develop their awareness of the goals and problems of the organization (Skrana: 2011: 87).

2.2 Organizational Structure

The human being is social by nature, and he always tends to organize and cooperate in interdependent relationships. The history of humanity could be traced through the development of social organizations. The first organizations were the family and small nomadic tribes; then permanent villages and tribal communities were established. Later the feudal system and nations were created. This evolution of organizations has accelerated in recent years. During the past century, there have been dramatic changes in this field. Society has been transformed from a predominantly agrarian form to another of an industrial nature, characterized by the supply of large formal organizations. Every company necessarily consists of an organizational structure or a form of the organization according to its needs (taking into account its strengths) by means of which the activities, processes and the operation of the company can be ordered. It is essential to know what kind of organizational structures different companies use, to understand why and how they work, what advantages and disadvantages they possess, what interest each pursues and if they accommodate the needs of organizations.

An organizational structure is defined as how responsibility and power are shared. That implies that the working procedures of the organization should be carried out by the members within the organization. These are the different design patterns to follow to organize a company to meet the proposed goals and achieve the desired objective. It is necessary to understand that each company is different before choosing an appropriate model, and firms can adopt the organizational structure that best suits your priorities or needs. The competitive strategic context (competitive environment, strategic objectives, competitive or business strategies) determines the design of the operating structure of each basic organizational unit.

In contingency theory, the role of organizational structure has been the primary regulatory elements in improving organizational performance and overall quality management. Service companies are one of the most critical organizations in all countries of the world because of the vital and significant role they play in serving all parties of society and the development of those countries. According to contingency theory, the existence tools in achieving the level of quality performances of the organization is a high degree of accuracy in the implementation of its work. Avoiding duplication in the application of business as the construction of organizational structures for service companies contribute to improving the quality of its performance, which is one of the essential elements of overall quality. Structures of organizations are crucial to operations of service companies, and the success or failure of the company depends on them. Organizational structure is the backbone of companies. According to the contingency theory, good organizational structure works to achieve the objectives of service companies quickly within high accuracy on the unbalanced structure.

Organizational structure is the primary method of grouping activities and identifying functional relationships between all different levels, as it contributes to determining all the relations between the parties working in the organization in the light of the contingency theory. Organizational structure has been a sub-system of interactive and integrated elements of the external environment of the company. It was shown that there had been links among parties, and organizational pattern followed by the relationship of organizational effectiveness, degree of compatibility in technology and organizational Structure (Al-Sarraf, 2016: 134).

Strategic management is the result of the evolution of the concept of strategic planning, and to expand its scope and enrich its dimensions. Strategic planning is one of the essential elements of strategic management and not strategic management itself because strategic management also means managing organizational change, managing corporate culture, managing resources and managing the environment at the same time.

2.3 Organizational Performance

Organizational performance states to how well an organization performs to reach its vision, mission, and goals. Assessing organizational performance is a vital aspect of strategic management. Executives should know how well their organizations perform to see strategic changes. Performance is a very complex concept; however, much attention must be paid to how it is evaluated (Zahran, 2015). The organizational performance consists of the actual outputs or outcomes of an organization as measured against its target outputs or objectives (Richard et al. 2006). According to Richard et al. (2006), there are three specific areas of fixed results, previously financial performance (profits, return on assets and return on investment), shareholder returns (total shareholder revenue, economic value added), and product market performance. Specialists in many areas are interested in organizational performance, including strategic planners, operations, finance, legal, and regulatory development.

Many organizations have also tried to measure organizational performance using a balanced scorecard methodology, where performance is tracked and measured in multiple dimensions. That includes such as financial performance, social responsibility, community communication, customer service, employee supervision, performance measurement systems, organizational performance, performance improvement, and organizational engineering (Jump, 2014). Traditional methods of evaluating the performance of institutions were applied in stable conditions. The evaluation process was limited to financial considerations as these methods became insufficient and did not serve the required purpose of evaluation but became an obstacle to the institution's ability to create long-term economic development and position. Fundamental to the search for new systems suited to this development. These research efforts have been undertaken to bring these institutions' performance assessment tools, including new indicators, as well as, financial indicators, into different areas and disciplines, grouped as finance, customers, internal processes, learning and growth in a single document called 'Balanced Scorecard'.

The performance evaluation process is one of the most critical methods followed by the organization to determine the evaluation of its success in achieving its objectives, considering that the performance of economic institutions reflects the desired result of its various activities. It is not possible to rely on calculations and computerized results

to assess the performance of the company. This balanced scorecard appeared to meet the default in the old work systems, and its appearance came through research and expertise from researchers Kaplan and Norton in 1992, where it works to combine financial and non-financial criteria in evaluating the performance of the company. The following framework is proposed by the current paper as well as the following hypotheses.

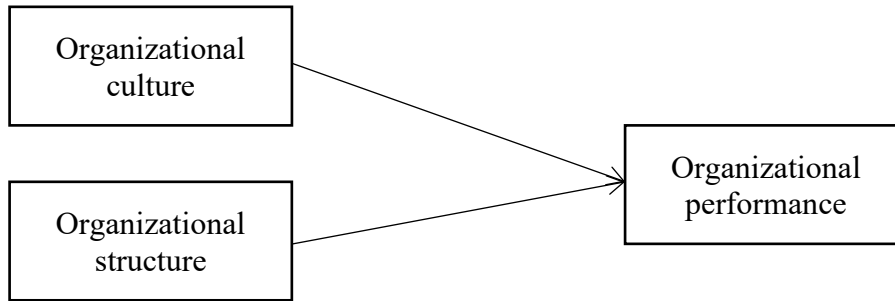


Figure 1: Conceptual Framework

Organizational culture: Organizational culture is a culture that reflects the values that individuals believe in a particular organization that affect them, and the tangible human values in the organization itself. **organizational structure** is the group of activities and tasks entrusted to the members of an organization to carry out their duties in the firm, achieve the primary objective of the firm. so that the function of each individual, and the person entrusted with the decision-making at each stage. Such organizational performances would have a significant impact on the success of the organization. To achieve its goals, the type of organization depends according to the standards and objectives of each institution. **Organizational performance:** represents the ability of the worker to carry out the tasks, duties, mandates, and responsibilities set by the organization, to achieve the strategic objectives of this organization efficiently and effectively.

- H1: Organizational culture has a positive and significant influence on organizational performance in the Water and Sewerage Company of Libya.
- H2: Organizational structure has a positive and significant influence on organizational performance in the Water and Sewerage Company of Libya.

3. Methodology

The analytical approach can depict the current situation of the phenomenon under study through accurate descriptions of the problem. To determine the nature of the circumstances, and real practices, the realism of the problem identification that affect the organizational culture and organizational structure on the organizational performance for Water and Sanitation and all its nine branches in Libya has been performed. To achieve that the study population has been composed of all the administrative staff of the organization under study. Table 1 shows the number of observations of the study.

Table 1: Population of the Study

Branch /Administration	Number of employees	Number of administrators	Total
Public Administration	698	119	817
Eastern Province	1433	65	1498
Southern Administration	1399	67	1466
Western Mountain	1539	69	1608
Western Administration	1565	66	1631
Green Mountain	1911	63	1974
Central Administration	2043	71	2114
Plain Benghazi	1974	60	2034
Tripoli	2673	66	2739
Total	15235	646	15881

The office of General organization for Water and Sanitation of Libya, including senior managers, the directors of the departments, the offices and the heads of departments approved the sample for the current study. This study is based on the probability sample by using a stratified random sample following (Hair et al., 2010). (Kline, 2015) showed that as the sample size increased from 10 thousand, the sample size of 200 would be acceptable. Based on the roots of the determination of sample size, the table of (Chrissy and Morgan (1970) are considered the most acceptable models in determining the size of the sample being given to each category suitable sample size of a Bulk representation of the study community with 95% confidence and margin of error by 5%. So in this study, the table of Chrissy and Morgan (1970) will be adopted to determine the size of the study sample following (Haier 2010) and (Klein 2015). In this study, data were collected via a self-administered survey using a stratified random sampling method. The sampling frame is the official list published by in the General organization for Water and Sanitation in Libya. The number of the population divided into nine branches and every branch includes many administrators: it indicates that 400 and questionnaires were distributed to departments of the General organization for Water and Sanitation in Libya. The total number of branches are nine, including 646 administrators. The total number of distributed survey questionnaires was 400. Of the 400 surveys, 314 questionnaires were returned, which represented approximately 78% response rate. This division is called a stratified sample, which is the most probable sampling design because the stratification provides the researchers with more information with a given sample size (Sekaran, 2003).

The questionnaire was used as a study tool in this study to collect information and data related to the impact of senior management support on the relationship between overall quality management and organizational management using the Balanced Scorecard as a measure of performance in the General Organization for Water and Sanitation in Libya from the sample. The questionnaire method is standard in quantitative research because of its ease in collecting data and its ability to collect data and information from as many individuals as possible. Concerning the reliability of the instrument, the Cronbach alpha, the Cronbach alpha equation will be applied to all paragraphs of the study instrument where most studies indicated that the acceptance criterion of the coefficient of stability is (0.60).

This study is using the SPSS program version 23 for the analysis purpose. The tests included are response rate, reliability test, correlation test, and regression test.

4. Results

This study has included several tests, which are explained and described as follows:

4.1 Response Rate

The respondents were all managers and head of the department at all levels among them, General organization for Water and Sanitation in Libya, and the study anticipated some of the problems and hindrances during data collection. Among these problems is the lack of familiarity and awareness of respondents about research. Moreover, many of the respondents did not show cooperation in answering the questionnaire, and some of them gave various excuses for not filling the survey questionnaire. Furthermore, some respondents also refused to answer personal questions, such as age, education, experience, etc. Similarly, other respondents left missing data because of their ignorance of a topic. That could reflect a rate of unreturned and uncompleted questionnaires.

The survey was conducted during the period from 23 October 2019 to 20 December 2019 (approximately eight weeks). The total number of distributed survey questionnaires was 400. That is because most of the surveys done generated a response rate that falls between 10 per cent and 30 per cent (Ramayah, Yan, Sulaiman, 2005). Since the researcher is not sure of getting a 100 per cent response rate, the total number of questionnaires was distributed to 400 manufacturing companies which are larger than the recommended sample.

Out of the 400 surveys, 332 questionnaires were returned, which represented approximately 83% response rate. Due to some cases of missing values, eight questionnaires were excluded from the analysis, and ten trials were outlier; thus, a total of 314 usable questionnaires were utilized with a 78% response rate. The sample size of $n=314$ was considered as sufficient for this study. The sample size of $n=314$ was deemed adequate for this study. The study sample size ($N=314$) achieved the ratio of 5:1 as recommended by (Hair et al., 1998; Kline 2005). Missing data could have been replaced by the mean value, but this can only be the case if the missing data were below five per cent of the total required data (Hair et al., 2010). Table 2 shows a summary of the data collection and response rate.

Table 2: Response Rate

Responses	Total
Distributed questionnaires	400
Unreturned questionnaires	68
Returned questionnaires	332
Uncompleted questionnaires	8
Returned and entered questionnaires	324
Outlier	10
Usable questionnaires	314
Response rate	78%

4.2 Reliability Test

The reliability test of the organizational culture, organizational structure, and organizational performance variables show that there are significant internal consistencies for all the variable's items. Based on Table 3, the Chronbach Alpha values of organizational culture, organizational structure, and organizational performance variables are equal to 0.939, 0.940, and 0.933, respectively.

Table 3 Reliability test

No	Variable	Cronbach Alpha
1	Organizational Culture	0.939
2	Organizational Structure	0.940
3	Organizational Performance	0.933

4.3 Correlation Test

To explore the type of relationship between organizational culture, and the other factors (organizational structure, and organizational performance), the correlation test is employed. The correlation test is used. Table 4 shows significant and positive relationships between organizational culture, organizational structure, and organizational performance. The following table 4 shows the level of significance.

Table 4 Correlations Test Analysis

Independent variables		Organizational Performance
Organizational Culture	Pearson Correlation	0.365**
	Sig. (2-tailed)	0.000
Organizational Structure	Pearson Correlation	0.440**
	Sig. (2-tailed)	0.000

4.4 Regression Test

The regression test for this study was implemented to find out the future contribution of the dependent variable based on the independent variables. The multiple linear regression shows that the two variables (organizational culture and organizational structure) have significant values less than 0.05 (0.009 and 0.002) which means these two variables influence the organizational performance in the multiple linear regression model.

Table 5 Regression test for the first dependent variable adequacy feature

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.890	.232		16.558	.000
Organizational Culture	0.028	0.071	0.034	3.388	.009
Organizational Structure	0.148	0.047	0.180	3.108	.002

For the current study, several tests were done. This section shows the most important findings and compares them with the previous studies' findings. For the present study, the respondents were all managers and heads of the departments. That includes all levels, including General organization for Water and Sanitation in Libya. The study anticipated some of the problems and hindrances during data collection. Among these problems is the lack of familiarity and awareness of respondents about research. Moreover, many of the respondents did not show cooperation in answering the questionnaire, and some of them gave various excuses for not filling the survey.

Furthermore, some respondents also refused to answer personal questions, such as age, education, experience, etc. Similarly, other respondents left missing data because of their ignorance of a topic. That could reflect a rate of unreturned and uncompleted questionnaires.

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Out of the 400 surveys, 332 questionnaires were returned, which represented approximately 83% response rate. Due to some cases of missing values, eight questionnaires were excluded from the analysis, and ten trials were outlier; thus, a total of 314 usable questionnaires were utilized with a 78% response rate. The sample size of n=314 was considered as sufficient for this study. The sample size of n=314 was deemed enough for this study. The study sample size (N=314) achieved the ratio of 5:1 as recommended by (Hair et al., 1998; Kline 2005). Missing data could have been replaced by the mean value, but this can only be the case if the missing data were below five per cent of the total required data (Hair et al., 2010).

The reliability test of the organizational culture, organizational structure, and organizational performance variables show that there are significant internal consistencies for all the variable's items. The Chronbach alpha values of organizational culture, organizational structure, and organizational performance variables are equal to 0.939, 0.940, and 0.933, respectively.

To investigate the type of relationship between organizational culture, organizational structure, and organizational performance. The correlation test is employed. The result shows significant and positive relationships between organizational culture, organizational structure, and organizational performance. The regression test for this study was implemented to find out the future contribution of the dependent variable based on the independent variables. The multiple linear regression shows that the two variables (Organizational Culture and Organizational Structure) have significant values less than 0.05 (0.009 and 0.002) which means these two variables influence the organizational performance in the multiple linear regression model.

In the previous studies, they were identifying the development and performance of faculty members in the Libyan universities in the light of the overall quality standards of Western Mountain University (Al-Dhawi and Qanan (2017)). According to Al-Dhawi and Qanan (2017), their study aimed to identify the monitoring and reality of the performance of faculty members in Libyan universities and diagnose this reality to highlight the strengths and weaknesses in it. Attempt to understand the relationship between the achievements of faculty members and ensure the quality of university education in Libya. The researcher prepared a questionnaire to achieve the goal of the study. The researcher conducted open interviews (non-codified) with faculty members to identify the reality of the

performance of faculty members and the application of comprehensive quality standards provided to faculty members to develop their abilities. The study community of professors and assistant professors in all colleges at the University of Western Mountain and the number (631) faculty member distributed on (19) faculties, the researcher selected the study sample randomly because of the nature of the members of the study population. The study sample reached 143 orientation of scientific research in universities to serve the Libyan development. The complete separation between what the state, as well as its institutions and the private sector, want from the researches carried out by universities, and the lack of the necessary capabilities to conduct advanced analysis such as libraries, laboratories, equipment, and others.

Hassanan and Owen (2017) entitled “Management of Health Technology: Developing Innovation Skills by Applying Soft Principles of Overall Quality Management in Lebanese Hospitals”. This study aims to determine the impact of the application of overall quality management on the innovation skills of employees in Lebanese hospitals. The quantitative methodology was applied through a multifaceted survey between staff and healthcare professionals in 13 accredited hospitals in Lebanon. Respondents agreed that they implement the principles of soft overall quality management and practice innovative thinking skills. However, the results showed that overall quality management affects the development of innovation skills in Lebanese hospitals.

Atwat et al. (2016) study entitled “The Effect of Adopting Administrative Innovation on Improving the Functional Performance of a Sample of Heads of Interest in the Higher Education Sector”. The study aimed to know the degree of adoption of administrative creativity institutions and its impact on job performance, as well as the availability of the elements of administrative creativity of the characteristics of creative ability (originality, fluency, flexibility, sensitivity to problems, and risk) to the employee and the extent of the provision of original climate variables and determine their impact on job performance. The study consisted of (52) members of the heads of departments at the University of Ouargla. The study relied on the descriptive and analytical methods (both theoretical and field). The results of the study revealed the impact of administrative creativity on improving the functional performance of the study sample. The results of the study indicate that most of the senior management employees perform their work using their creative abilities which contributes to the stimulation of skills which in turn works to improve performance. The study recommended the need for university leadership to pay more attention to the creative atmosphere in their universities and provide the conditions to improve performance. The recommendation includes innovative ways, including access to the production of tasks at best, and the involvement of all employees in the decision-making process and achieves job satisfaction for them, so the importance of the work done.

Al-Khalayleh and Hamshri (2015), entitled “Organizational culture and its relationship with the degree of the practice of overall quality management in public university libraries in Jordan from the viewpoint of its employees.” The study aimed to identify the relationship between organizational culture and the level of overall quality management practice in the libraries of public universities in Jordan from the individuals; they were working. The sample of the study consisted of (321) employees in university libraries. The results of the study revealed that the level of organizational culture prevailing in the libraries of public universities in Jordan was average. All dimensions of organizational culture were medium levels. At the same time, the level of application of overall quality management was medium in all aspects and medium of total quality management in the libraries of public universities in Jordan. The study recommended the libraries of public universities in Jordan the need to pay attention to the development and strengthening of organizational culture; by creating an appropriate regulatory environment for the application of overall quality management.

Mashnan Study (2015) entitled “The role of organizational culture in the application of overall quality management in higher education institutions: a case study of the University of Haj Lakhdar, Batna”. The study concluded that the University of Haj-Lakhdar-Batna has a bureaucratic, hierarchical culture. The university is concerned with the personal or subjective aspects of the individual and not organizational leadership. Organizational leadership is consistent and has long experience in some colleges and institutes. However, there is a lack of participatory values and beliefs that characterize the creative culture, control of deep and long routines in both work and management, the appointment of inexperienced and skilled people. Management of organizational values that contribute to the application of overall quality management in the university does not seem to be applicable. There is knowledge of the obstacles that prevent the implementation of the principles of total quality management in the current organizational culture prevailing in the university. The study found that several obstacles face the application of overall quality management in the university in light of the prevailing organizational culture. That is due to the weak relationship between the local labour market and the institutions that employ the recruitment process, in addition to the lack of standards to measure satisfaction the functional workers primarily. While the obstacles related to the use of the delegation of authority, the empowerment of employees and weak communication channels are a significant

obstacle in providing the material resources necessary for the implementation of TQM, besides, the university lacks the expertise to lead the implementation of TQM.

5. Conclusion

The findings of the direct hypotheses testing were presented. The SEM results mentioned evidence on the relationship between organizational culture, organizational structure, and organizational performance. The findings also showed that organizational performance is influenced by organizational culture and organizational structure.

The results of this study can be summarized in the following:

- Organizational Cultural has a significant and positive influence on Organizational Performance (OP)

The result of this hypothesis showed that the t-value (CR) and a p-value of organizational culture in predicting the organization performance were (3.388) and (0.009) respectively; $p < 0.05$. It means that organizational culture has a significant and positive influence on organizational performance.

- Organizational Structure (OST) has a significant and positive influence on Organizational Performance (OP)

The result of this hypothesis showed that the t-value (CR) and a p-value of organizational structure in predicting the organizational performance were (3.108) and 0.002; ($p < 0.05$) respectively. It means that the probability of getting at-value as large as 3.108 in absolute value is (< 0.05). In other words, the regression weight for organizational structure in the prediction of organizational performance is significantly different from zero at the 0.05 level.

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