



**The Impact of Organizational DNA on Jordanian Water Authority “
Good Governance”. A Case Study**

“أثر الحمض النووي المنظمي على الحوكمة الرشيدة لسلطة المياه الأردنية: دراسة تطبيقية”

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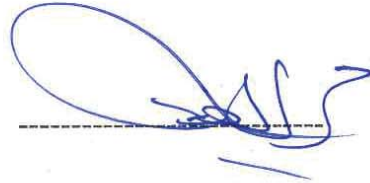
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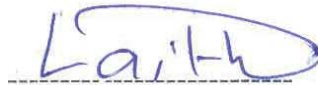
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Dedication

I dedicate this work to my beloved parents; my angelic guardian my father, my dearest person my mother, my all times supporter sister and brothers, my beloved diamond daughters whom gave me the needed support to achieve this piece of academic pride to me. And finally my one and only friend Aysheh Abu-Ayyash who stood courageously by my side all through the hectic road of completing my thesis and never welted down from helping whenever I needed her.

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	LIST OF ABBREVIATIONS
WAJ	Water Authority of Jordan
OECD	The Organization for Economic Co-Operation and Development

Abstract

This study aims to recognize The "Impact of Organizational DNA on the Good Governance of The Water Authority of Jordan" as a case study. The study includes four independent variables (Decision rights, Information, Motivators, and Organizational structure), as these independent variables measured the Organizational DNA. While the dependent variables of the good governance, include four principles as well (Fairness, Accountability, Sustainability, and Transparency).

The study aims to achieve two dimensional objectives; first the theoretical objectives to explain the terms and concepts related to the organizational DNA, clarify the concepts and principles of the good governance and finally to clarify if the moderating variables; gender, educational level, and work experience can play as moderators between the organizational DNA and good governance. Second, the practical objectives; to determine the extent of WAJ's compliance with the good governance principles, Diagnose the level of organizational DNA of WAJ, Identify whether the implementation of the organizational DNA impacts good governance at WAJ, eventually trying to access a set of recommendations that will support WAJ's decision makers when setting a strategy to enhance the organizational DNA in the future.

The researcher designed one questionnaire instrument for WAJ employees which composited the 161 participants of the study sample .The questionnaire was designed to collect and analyze the data to get the information needed in this study for empirical purposes. The researcher translated the questionnaire into Arabic language to distribute it to the purposive sample.

The results of the study indicated that there is a great compliance by WAJ of good governance principles and there is a serious implementation of the organizational DNA by WAJ.

The current study has contributed to theory by rooting the research ‘conceptual’ model and its variables in the literature of organizational theory. In addition, this study has contributed to practice by recommending approaches and mechanisms which would support practitioners and decision makers at WAJ as this study may well be the first to explore the research model at WAJ. Therefore, it is hoped that this contribution will offer a precious insight for both academia and practitioners.

It is highly recommended to run further studies to knowing which of DNA types WAJ is characterized with and its reflection on their Good governance and to determine the type of organizations that WAJ belongs to, based on the DNA type. Furthermore, in order to achieve more validation of the research model and to achieve more generalized findings, further investigation needs to be conducted with different perspectives and developing the research model to take into account organizations from other industries.

Chapter One

The Study Frame Work

1.1 Introduction

Contemporary studies in management have contributed extensively to the development of many new concepts like organizational DNA and governance.

Organizational DNA is one of the terms that have been recently considered in organization and management subjects that describe organizations with a genetic approach. Analysis, discovery, classification and description of inheritance facts and variations are considered as the important targets in genetics (Soroush, et, al., 2013).

Each organization has its own unique traits distinguishing it from other organizations, even those operating in the same field. This urged many researchers to study these traits that are considered as the organizational DNA. Researchers found four variables that define the organizational genetics: decision rights, information, motivators, and structure (Hamilton, 2004); Neilson, 2004). Others argued that the organizational DNA has an important role in the identification of organizations and their leadership and management functions such as the organizational structure, decisions, group work and communications (Naderi, 2009).

Corporate governance means different things to different people. Magdi and Nadereh (2002) said that corporate governance means ensuring that business runs well and investors receive good return. The Organization for Economic Co-operation and Development (OECD) studies (1999) define corporate governance as the system by which business companies are directed and

controlled. The corporate governance structure determines the distribution of rights and responsibilities between different stakeholders in the company such as the board managers, customers, employees and shareholders among others, and clarifies the rules and procedures for the rights to making decisions regarding company affairs. This provides the structure through which the companies' objectives are set and the means of achieving these objectives and monitoring performance (Wolfensohn, 1999; Uche ,2004; and Akinsulire, 2006).

Good governance is fundamental to the economies with extensive business background, it also soothes the success of entrepreneurship. (Berle& Means 1932; Jensen &Meckling 1976).

This study is an attempt to examine the impact of organizational DNA on the good governance, and the moderating role of gender, educational level, and experience.

1.2 The Study Problem

There were two basic sources to determine the problem of the study, the theoretical source, in addition to the field related source.

Theoretically speaking, by reviewing the specialized databases on the internet and browsing the relevant websites, such as the Governance Assessment and Improvement Tool, also the websites of the specialized scientific departments, universities and colleges, the specialized related journals, in addition to the archives of conferences, seminars and workshops. The researcher found that the problem of the study is new, unique and characterized by realism.

According to the field exploration, and depending on what the researcher has noticed during navigating the internet specifically the water authority of Jordan (WAJ) website, not to mention

visiting the WAJ and meeting the people in charge there, the researcher knew that WAJ applies the governance standards.

Accordingly, the study problem can be expressed through the following: -

- 1- Lack of clear understanding of the good governance principles in WAJ.
- 2- Lack of clarity of the organizational DNA of WAJ.

Therefore, the study problem focuses on determining whether organizational DNA has an impact on good governance, and the study tries to answer the following key questions:

- 1- What are the most important dimensions of organizational DNA of WAJ?
- 2- What are the most important principles of good governance of WAJ?
- 3- Does the organizational DNA impact the good governance in WAJ?
- 4- Is there an impact of the organizational DNA on good governance due to demographic and functional variables of WAJ?

1.3 The Study Objectives.

The study aims to achieve two dimensional objectives

1.3.1 Theoretical Objectives:

1. Explain the terms, and concepts related to the organizational DNA.
2. Clarify the concepts and principles of the good governance.

1.3.2 Practical Objectives:

1. Identify whether the implementation of the organizational DNA impacts good governance at WAJ
2. Diagnose the level of organizational DNA of WAJ.
3. Determine the extent of WAJ's compliance with the good governance principles.
4. Try to access a set of recommendations that will support WAJ's decision makers when setting a strategy to enhance the organizational DNA in the future.
5. Make some recommendations to motivate other researchers to study the organizational DNA and the good governance with other variables not covered in this study.
6. Clarify if the moderating variables; gender, educational level, and experience can play as moderators between the organizational DNA and good governance.

1.4. The Study Importance

The importance of this study is derived from the following points:

- 1- This study is considered one of the few studies that have discussed the organizational DNA from the theoretical perspective according to the researcher knowledge.
- 2- This study is considered one of the few studies that discussed the impact of good governance on organizational DNA.
- 3- The field importance of the study comes from considering this study as the first to be accomplished at WAJ about organizational DNA.

- 4- The results and recommendations of this study may encourage WAJ decision makers to focus on and understand organizational DNA.
- 5- The results and recommendations of this study may encourage WAJ to focus on its organizational DNA and good governance.
- 6- Based on what was mentioned in the description of the study problem, the researcher thinks that the study has a scientific power and value, in the sense that it represents scientific contribution to the researcher's field of specialization.

1.5 The study model

The conceptual framework of this study can be described with figure (1) that presents the proposed comprehensive conceptual model. The study framework suggests that organizational DNA in an organization has an impact on good governance. Figure (1) shows that there is one independent variable of the study of organizational DNA that consists of decision rights, information, motivators and organization structure. There is one dependent variable; the good governance that consists of fairness, accountability, sustainability and transparency. Also, three moderating variables that are gender, educational level, and work experience.

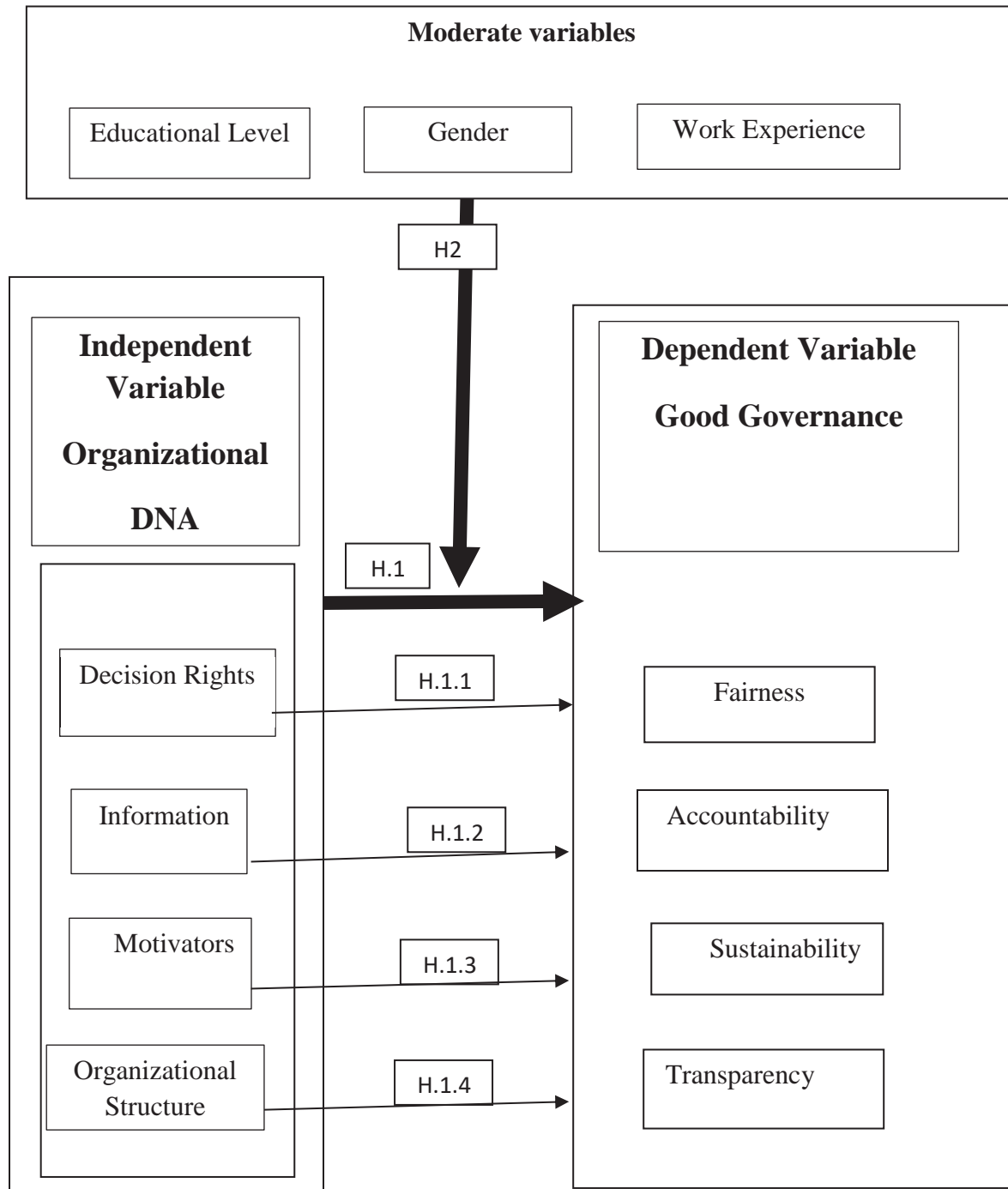


Figure 1: The proposed conceptual study model Prepared by the researcher depends on the previous studies. Hamilton (2005); Booz, (2004); Neilson, (2004); Holoday, (2005); Remecker &

Bowdin, (2005); Neilson, (2006); Vanmullem & Hondeghem, (2007); and Soroush, et al., (2013); Okene, et al. (2010); Al-Faki, (2006); Mensah, (2003); Adebayo, et al., (2014);

1.6 The study hypotheses

Based on the importance and the listed objectives of the study, the study hypotheses can be phrased as:

The first main hypothesis of this study is:

H₁. The organizational DNA fulfillment by Jordan Water Authority impacts on their good governance.

Sub Hypotheses:

H_{1.1}. If organizational decision rights are fulfilled by Water Authority of Jordan (WAJ), then their good governance will be enhanced.

H_{1.2}. If organizational information are fulfilled by (WAJ), then their good governance will be enhanced.

H_{1.3}. If organizational motivators are fulfilled by WAJ then their good governance will be enhanced.

H_{1.4}. If organizational structure is fulfilled by WAJ, then its good governance will be enhanced.

The second main hypothesis of this study is:

H₂. There are statistically significant differences at the significant level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the good governance at WAJ due to some demographic variables.

The second Sub Hypotheses:

H_{2.1} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the good governance at WAJ due to the gender of the study sample.

H_{2.2} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the good governance at WAJ due to the Educational level of the study sample.

H_{2.3} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the good governance at WAJ due to the work experience of the study sample.

1.7 Operational Definitions

Organizational DNA: Organizational DNA is a metaphorical term denoting the fundamental factors that define the character of an organization and help explain its performance (David, et al., 2006)".

Decision Rights: "Means the underlying mechanism of how decisions are truly made (Hamilton, 2005)".

Information: “Data that are accurate and timely specific and organized for a purpose, presented within a context that gives it meaning and relevance, and can lead to an increase in understanding and decrease in uncertainty.

Information is valuable because it can affect behavior, a decision, or an outcome” (Business Dictionary).

Motivators: “Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers” (Business Dictionary).

Organizational Structure: “Organizational structure is considered as formal and rational distribution of jobs, responsibilities, powers and the way of coordination and communication in order to achieve the main objectives of and one of the first institutions that arise in any organization in its inception (RAMADANI, 1994)”.

Governance: Zingales and Rajan (1998) define corporate governance as “ allocation of ownership, capital structure, managerial incentive schemes, takeovers, board of directors, pressure from institutional investors, product market competition, labor market competition, organizational structure, etc., can all be thought of as institutions that affect the process through which quasi-rents are distributed”.

Fairness is “the state, condition, or quality of being fair, or free from bias, dishonesty or injustice; evenhandedness; proper under the rules”(*jfdperfsolutions.com*).

Accountability: “The extent to which people, groups and institutions (principals) are able to hold government and other power holders (agents) responsible for their actions, and the extent to which government and other power holders provide a public account of their decisions and actions” (BBC Media Action, 2012).

Sustainability:

“–Promoting ethical responsibility and sound corporate governance practices”

–Providing a safe working environment in which the health of employees is protected and their opportunities for self-development are enhanced.

–Promoting cultural diversity and equity in the workplace.

–Minimizing adverse environmental impacts.

–Providing opportunities for social and economic development within the communities we operate (IFAC, 2008)".

Transparency: Openness about decisions and activities that affect society, the economy and the environment and willingness to communicate these in a clear, accurate, timely, honest and complete manner (ISO 26000, 2010).

1.8 Study Limits

Study limits are:

Human Limits: WAJ's seniority level of employees.

Location Limits: Amman, Tafieleh, Balgaa, Maan, Karak

Time Limits: first Semester for the academic year of 2018/2019.

Subject Limits: The Impact of Organizational DNA on the good governance of the Water Authority of Jordan (WAJ).

Chapter Two

Theoretical Framework and Literature Review

2.1 Introduction

This chapter explains the main concepts and terms in this study, and reviews the previous studies that are related to the independent, dependent and moderator variables.

2.2 Conceptualization of Organizational DNA

2.2.1 DNA Definition

Authors discussed organizational DNA and defined it from different perspectives. Holoday (2005) defined DNA; as the employment of rules to create fruitful relations and lay down employees behavior expectations. Thomas (2007), explained that organizational DNA is a technique or means used to pinpoint difficulties facing organizations and inhibiting its performance, along with other ways to overcome such difficulties. Organizational DNA is a system that attempts to discover the organization by pinpointing its strong and weak points, along with defining treatments (Gharmy, 2006).

Neilson, et al., (2005) Say that organizational DNA is a theory or a metaphor, enclosing elements that together describe the identity of the organization and helps in expressing the organizational activities as the DNA in nature describes required aspects for creation of a unique living creature. Based on (Hamilton, 2004) perspective, organizations have four pairs of nucleotides that, combined in myriad ways and define an organization's unique traits. These unique traits are: organizational structure, decision rights, motivators, and information. These traits are called the

organizational DNA. Hamilton underlines that, when companies experience problems in execution, they have only to look to their organizational traits. He added; organizations, unlike humans, have the ability to change their DNA to redress entrenched flaws in structure, decision rights, motivators and information flows to build better performance.

Exhibit 1: Breaking Down an Organization's Genetic Code



Source: Booz Allen Hamilton

Figure 2: the four building blocks of organizational DNA, Hamilton, (2004)

2.2.1.1 Decision Rights

Decision rights mean the underlying mechanism of how decisions are truly made (Hamilton, 2005). It is the definition of the basic techniques of actual decision taking in the organization (Nafei, 2014). This means making decisions, authorities and responsibilities clear enough and appoint “process owners” the business unit or functional managers who lead the business process revitalization and who will be accountable for its success, and empower them (Borda et al.,2005). The Decision rights are about who decides what? How many people are involved in a decision process? Where does one person’s decision-making authority end and another’s begin?

2.2.1.2 Information

Information explain what metrics are used to measure performance? How are activities coordinated? And how is knowledge transferred? How are expectations & progress communicated? Who knows what? Who needs to know what? (Neilson, et al., 2005).

Decisions require information that are accurate and on time. Information can play two critical roles in today’s organizations; that are organizational response to business pressures (Turban, et al., 1999), and enhance key business functions (Wheelen and Hunger, 2004).

2.2.1.3 Motivators

Motivation plays an important role in shaping behavior and in influencing work performance and organizations. According to (Ivancevich and Matteson, 2002) motivators include more than money, it includes nonfinancial issues like goals, preference, and accomplishment. Also, (Neilson, et al., 2003: 2004) agreed that motivators are not limited to finance, but also include moral means

of motivation to encourage employees to do their best for motivators and motivators help employees to match their own goals with the organization goals. Noe, et al. (1994) argued that motivation is a powerful tool for furthering the organization's strategic goals, that awards have major impacts on employee's attitudes. And employee's compensation is typically a significant organizational cost and thus requires close scrutiny. Rewards forms are many, including external motivators such as money, promotion, security, as well as intrinsic motivators like receiving appreciation, a sense of achievement, recognition (Hovivyan, 2006). It is essential that employees feel that the offered rewards are attractive and meet their needs (Park, 2004).

Motivators are about what objectives, incentives, and career alternatives do people have? How are people rewarded, financially and nonfinancial, for what they achieve? What are they encouraged to care about, by whatever means, explicit or implicit? (Neilson, et al., 2005).

2.2.1.4 Organizational Structure

Organizational Structure is difficult to define due to its varying applications by scholars and managers across disciplines (Nwonu, 2017). Organizational structure describes the internal characteristics of an organization (Al-Qatawneh, 2014; Daft, 1995). Organizational structure deals with the formal system of task and reporting relationships that control coordinates, and motivates employees so that they cooperate to achieve an organization's goals (Underdown, 2012; Tran and Tian, 2013).

What does the organizational hierarchy look like? How are the lines and boxes in the organization chart connected? How many layers are in the hierarchy, and how many direct reports does each layer have? (Neilson, et al., 2005).

According to (Monavarian, et al.,2007); organizational structure is a set of methods dividing the task to determined duties and coordinates them. Organizations create the structures to coordinate the work activities factors and control members' actions (Rezayian, 2005).

Arnold and Feldman (1986) stated that organizational structure indicates the models of internal relations of an organization. Power, relations and reporting, formal communication channels, responsibility, decision making, and delegation are clarified. Helping the information flow is one of the facilities provided by structure for the organization (Monavarian, et al., 2007).

2.3 Good Governance

Good governance is a key success factor for businesses, as it has been associated with improving sustainability performance and gaining trust of investors (Saltaji, 2013).

Good governance ensures that the business environment is fair, transparent and that companies can be held accountable for their actions. Farar (2005) said that corporate governance was used as a term many years ago. The root of the term “governance” was from the Latin words “gubarnare” and “gubernator” which refer to “steering a ship” and to the “steerer or captain of the ship” respectively. Corporate governance has been seen as the foreground of establishing standards of corporate ethics aimed at reducing unscrupulous corporate practices while preserving a fair business environment.

Good governance is the way corporations are directed and controlled, as well as “promoting corporate fairness, transparency and accountability” (Wolfensohn, 1999). Corporate governance is recognized as being a key business discipline that can contribute to the financial stability and growth of corporations, or, if ignored, can lead to the downfall of large and small corporations

(Beckley and Parker, 2005). Oman (2001) defined corporate governance as a term refers to the private and public institutions that include laws, regulations and the business practices which governs the relationship between the corporate managers and the stakeholders. OECD (2004) stated that “corporate governance is the system by which business corporations are directed and controlled”. They also added; corporate governance involves a set of relationships between the management of companies, its board, its shareholders and other stakeholders. They stated that corporate governance provides the structure through which the objectives of the company are set, and the means of achieving those objectives and monitoring performance are specified. Youssef, (2007) defined corporate governance as "the process carried out by the board of directors, and its related committees, on behalf of and for the benefit of the company’s shareholders and other stakeholders, to provide direction, authority, and oversights to management, this means how to make the balance between the board members and their benefits and the benefits of the shareholders and other stakeholders".

2.3.1 Fairness

Fairness or justice is “a central moral standard against which social practice, conduct, and institutions are evaluated”. Fairness and justice are often considered as synonyms (Cohen, 1986). Organ (1988) stated that fairness cognitions are important, as employees who believe they are being fairly treated will be more likely to hold positive attitudes about their work, outcomes and supervisors. It has been consistently shown that perceptions of fairness or justice, relate to important work attitudes and behaviors like turnover intentions, organizational commitment, employee theft, satisfaction and performance (Moorman, 1991). Perceived control, fairness, and social support may also affect employee's health and well-being directly, regardless of whether

work conditions are appraised as threatening. Control, social support, and fairness are considered as fundamental human needs, and thus an employee's absence is detrimental to health (Seligman, 1975; Berkman, 1984; Lerner, 1980). Fairness exists only when the outcomes are distributed equally in proportion to inputs (Cohn, et al., 2000).

Bies and Moag (1986) mentioned that organizational justice research had only focused on results and procedures as the basis for fair judgments, yet neglected the role of social interactions. They introduced a third dimension to organizational justice: interactional justice. It is defined as the fairness of “the interpersonal treatment employees receive during the enactment of organizational procedures (Bies and Moag, 1986)”.

Authors identified four communication criteria for a fair recruitment process: truthfulness, propriety of questions, respect, and justification. Although these criteria were derived from one highly specific context, later studies have used them to measure interactional justice in various situations (Colquitt, et al., 2001; Moorman, 1991).

2.3.2 Accountability

Arjoon (2005) defined accountability as the predisposition of an organization to provide explanations and justifications for the key stakeholders, concerned by its judgments, intentions, acts and omissions, if they call to do so. Another definition of accountability is “a social relationship in which an actor feels obligated to explain and justify his or her conducts to some significant other (Bovens, 2005)”.

Accountability refers to “the extent to which a person’s behaviors are observed and evaluated by others, with important rewards and punishments contingent upon those evaluations (Ferris, et al., 1995)”. Some scholars such as (Dubnick and Frederickson, 2011; Frink et al., 2008) stated that accountability involves mechanisms for establishing and managing mutual obligations between accountability forums and actors to induce appropriate behaviors and outcomes.

The important point in accountability is to determine the extent to which stakeholders have access to adequate, accurate, understandable, and up to date information, on the basis of which they can action (Shearer, 2002).

2.3.3 Sustainability

Porter and Mark (2007) defined sustainability as "Meeting the needs of the present without compromising the ability of future generations to meet their own needs". Dyllick and Hockerts, (2002) defined corporate sustainability as “meeting the needs of a corporation’s current direct and indirect stakeholders without compromising its ability to meet the needs of future stakeholders as well.”. Also, (Schaltegger, et. al., 2003) defined corporate sustainability management as a business approach that is designed to shape the environmental, economic and social effects of a company in such a way that results in the sustainable development of the company and provides an important contribution towards the sustainable development of the economy and society.

The strategy approach defines sustainability as a strategy used to achieve the company’s objectives and to present the integration of society and environment to business (Hart, 1995).

Gray (2010) stated that “any foreseeable sustainable state will be the result of interactions between organizations, individuals, societies and states”.

2.3.4 Transparency

Transparency can be defined as, sharing information and acting in an open way and transparency allows stakeholders to gather information that may be critical in detecting and defending their interests (Burch Adiloglu, 2012). Transparency is a method, used on the field of long-term sustainability and firm's social responsibility (Djokic, 2015). Pahuja and Bhatia (2010) stated that transparency means that the company provides adequate disclosure and timely information to its stakeholders regarding its operations and activities. Transparency in general means that internal organizational processes and decisions are open to third parties, regardless of the involvement of these third parties with the organization (Florini, 1998). It is closely linked to openness and information, as information is the lifeblood of both democracies and markets (Florini, 2002). Transparency implies that third parties are well informed about governments' decisions, structures, regulations and policies because it closely relates to corruption and accountability. Also it is a basic tool for holding governments accountable and in fighting corruption (Van, 2012).

The processes and actors of transparency have direct accessibility to reliable information that concerns them. It is built on the free flow of information to ensure enough reliable, understandable, and timely information. This means that all actors are willing to share and act in an open manner (Van, 2012).

2.4 Previous Studies

A very limited studies according to the knowledge of the researcher have discussed the impact of organizational DNA on the good governance. I display here some of the related studies.

- 1) Sar (2018) published a paper entitled **“Impact of Corporate Governance on Sustainability: A Study of the Indian FMCG Industry”**. This paper aimed to reflect on the impact of corporate governance and sustainability performance. It aimed to gain insights into the relationship between board structure, disclosure, related party transactions, shareholder rights and board procedure, and sustainability economic performance, environmental performance and social equity performance, of the companies from the Indian FMCG Industry. The study targeted 122 companies out of the 159 companies listed in the CMIE PROWESS database for industry. The study covered detailed analysis of the corporate governance in these corporations based on an established theory and the structure of sustainability. The results concluded that companies with high corporate governance index are associated with superior sustainability performance.
- 2) A study by (Al Omari and Abu-Alaia, 2016) entitled **“The Degree of Importance and Practice of Leadership Regarding "Leadership DNA" Model to Public Secondary School Principals in Zarqa Governorate as Perceived By their Teachers”**. The study aimed to identify the degree of importance and practice of leadership to school principals in Zarqa Governorate with regard to the "Leadership DNA Model" as perceived by teachers. The sample consisted of (280) teachers who were chosen based on stratified random assignment. The study concluded that the degree of importance of leadership was high, and the "Leadership DNA model" was averagely practiced. There were no significant

differences in the average differences among sample responses to the degree of importance and practice of leadership due to the respondents' sex, educational qualification, and experience in education. The study recommended conducting a study on the design of training programs to enhance the performance of school principals through the DNA model of leadership. Also, it recommended conducting another study on the methods of choice of school principals, and extend their compatibility with the DNA model of leadership.

- 3) Tikue (2014) conducted a study entitled "**The Role of Good Governance in Local Development**". This study aimed to examine the performance of good governance at Tigray Regional State. It assessed the performance of good governance in land administration. The study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study was conducted by selecting 182 household heads through convenience sampling. Furthermore, focused group discussion, interviews and secondary data were employed to gather relevant data. The study concluded that local governments that achieved better transparency, accountability and responsiveness are more likely to accomplish development than their counterparts.
- 4) Nafei (2014) published a paper entitled "**The Role of Organizational DNA in Improving Organizational Performance: A Study on the Industrial Companies in Egypt**". The paper aimed to highlight the significant role of organizational DNA in improving Organizational Performance. The study developed a number of hypotheses and tested them. Three groups of employees at industrial companies were examined.

The study suggested that the industrial companies can improve organizational performance by influencing its organizational DNA, specifically, by developing the decision rights, motivators, information and organizational structure.

The study concluded that the four building blocks of organizational DNA (decision rights, motivators, information and organizational structure) have a significantly direct effect on organizational performance. The study recommended to pay more attention to the dimensions of organizational DNA as of a key source for organizations to enhance the competitive advantage which is of prime significance for organizational performance.

- 5) A study by (Soroush, et, al. 2014), entitled "**Studying of Organizational DNA in Esfahan Province Sport and Youth Offices**". The purpose of this study was to investigate organizational DNA in Esfahan Province sport and youth offices based on Honald Silverman model in components of leadership activities and responsibilities.

The results showed that there is no meaningful difference between the means from the components of leadership activities and responsibilities and the relevant factors (such as organizational structure, organizational mission's, and leadership style).Also, the results showed that the dominant organizational DNAs in the component of leadership activities and responsibilities, in the organizational structure, in the organizational mission's, and in the leadership style are factual, conceptual, individual and individual, respectively.

- 6) Saltaji (2013) article entitled” **Corporate governance relation with corporate sustainability**” tried to integrate sustainability with corporate governance presenting its importance in the business world not as an obligation, but as a tool be adopted. This article considered corporate governance as success factor for companies through improving performance and gain trust of investors serving business sustainability. Objectives

direction has been changed from concentrating on the benefits of shareholders to maintain sustainability in a general perspective.

This article concluded that sustainable economy has become a main feature of the business world needs, requiring strong militarization of all companies' resources. The current situation of the business world requires from companies to adopt a full set of corporate governance and sustainability. In addition, governance functions cannot be completed without a sustainability strategy; both are affected by social, environmental and economic aspects. That what this article tried to present through collecting prime resources of leading companies in corporate governance and sustainability. Secondary data from academic researchers have introduced a proof by running an empirical study that companies have been saved from collapsing by adopting corporate governance, responsibility and sustainability principles during financial crisis.

- 7) A study by (Al Taie, 2009), entitled "**Partnership and its Role in Achieving Organizational Immunity**", an analytical study for a sample of managers of the industrial sector. The study aimed to discover how to find an immunity system that is capable to break the organizational risks and remain in a very competitive market. It also aimed to discover how to control the environmental risks and avoid them, as well as trying to establish an immune defense system for organizations. To achieve the study objectives, a questionnaire has been prepared to collect the data from the study sample that consists of 30 managers and heads of departments in the industrial organizations in Al Najaf governorate in Iraq. The most important result was that the organizational DNA has achieved a positive indicator. Recommendations could be summarized as activation of the immune system that represents the organizational vaccine. Also establishing a reference

comparison between immunization and their organizations to address the organizational risks.

- 8) Arjoon (2006) has published a paper entitled "**Corporate Governance and Organizational DNA: The Role of Ethics**". This paper aimed to highlight the drawbacks of an excessively heavy reliance of rule-based approaches which increases the cost of doing business, overshadows essential elements of good corporate governance, and creates a culture of dependency which could result in legal absolutism. The paper makes the case that the way forward for effective corporate governance is to strike an optimal balance between rule-based and principle-based approaches. It also shows that the good governance means adhering to ethical principles, not merely complying with rules, and it is a crucial guardian of a firm's reputation and integrity. Focusing on the ethical organizational DNA as the basis of new governance measures provides an opportunity to develop a competitive advantage as it represents a potential source of differentiation, strengthens the relationship with all stakeholders of the organization by building a culture of trust and integrity, and re-instills investor confidence. In addition this paper employs a dialectical reasoning in making a case of a risk-based approach. The risk-based approach captures the benefits of both the rule-based and principle-based approaches, and incorporates trust-based principles such as subsidiarity.
- 9) Neilson and Pasternack (2005). Studied Caterpillar as the DNA of the organizations can be modified. The research title was "**The Four Bases of Organizational DNA**". The purpose of the research was conducted for finding out how the modification of the organizational DNA of the world's largest heavy equipment manufacturer influenced the performance of

the organization. For highlighting the changes brought by the alignment of four building blocks—decision rights, information, motivators and structure, the authors depicted the squiggly road of Caterpillar, namely the periods until 1982, when it enjoyed market leadership, and after 1982, when the Cat, as people call it, appeared on the edge of bankruptcy surged by the market competition. Solely after reshaping all four levels of its DNA, as the article reveals, Caterpillar rebounded quickly and regained its position in the market world. Thus, the researchers once more demonstrated that any organizational dysfunction is the product of “a fundamental misalignment of four basic building blocks of the organization”. In this view the Caterpillar’s CEO James Owens’ words served even stronger evidence for the conclusion: “This was a revolution that became a renaissance. It was a spectacular transformation of a kind of sluggish company into one that actually has entrepreneurial zeal”.

10) Schminke, et, al. (2002) published a research entitled "**Organization Structure and Fairness Perceptions: The Moderating Effects of Organizational Level**". The research explored the relationship between organizational structure and fairness perceptions. The research hypothesized that several dimensions of the organizational structure (centralization, size, formalization, and vertical complexity) would influence perceptions of procedural, distributive, and interactional fairness. Further, drawing on social exchange theory, the research predicted that the organizational level will moderate the relationships between structure and fairness perceptions. It also predicted that the effects of structure on justice perceptions would be stronger for individuals at lower organizational levels and weaker for those at higher levels. Conclusions from a sample of 212 participants from 45 departments across 35 work organizations generally supported the predictions.

Organizational structure in particular centralization and formalization exerted main effects on perceptions of distributive, procedural, and interactional justice. The organizational level was negatively related to both distributive and procedural justice. Finally, as hypothesized the organizational level moderated several relationships between structural dimensions and the three types of justice.

Chapter Three

Methodology

3.1 Introduction

This chapter includes all topics that explain the study methodology. It is divided into the following nine sections: methodology, questionnaire design, study population, study sample, data collection, validity and reliability, method of data analysis and finally study determinants.

3.2 Methodology

This study aims to recognize the "Impact of Organizational DNA on the good governance of The Water Authority of Jordan" as a case study. The study includes four independent variables (Decision rights, Information, Motivators, and Organization structure), as these independent variables measured the Organizational DNA. While the dependent variables of the good governance, include four principles as well (Fairness, Accountability, Sustainability, and Transparency).

It is an empirical study which used a descriptive and analytical approaches. The researcher designed one questionnaire instrument for WAJ decision makers. The questionnaire was designed to collect and analyze the data to get the information needed in this study for empirical purposes. The researcher translated the questionnaire into Arabic language and distributed it to the purposive sample of respondents.

3.3 Study population

The size of study population was identified by WAJ data based. WAJ has (223) decision makers whose managerial staffs work in different departments and they form the population size of this study.

3.4 Study Sample

Regarding (Sekaran, 2003), and regarding the population size, the representatives sample shouldn't be less than 144 participants out of 223 participants, for more accuracy and dodging mistakes, the researcher distributed (190) questionnaires. The questionnaires were distributed by hand and email to the decision makers within WAJ departments. The researcher depended on the purposive samples for distributing the questionnaires.

(12) Questionnaires were unreturned which represents (7.5%) of all questionnaires. After a close reviewing, (17) questionnaires were refused due to some missing data and unanswered questions, (82%) of the returned questionnaires were valid for actual analysis which composited 161 respondents sample size.

3.5 Questionnaire Design

The questionnaire instrument was divided into two parts, the demographic part and the part which measures the dependent and independent variables. Table (3-1) shows the sections of questionnaire, and appendix (1) shows more details about the questionnaire.

Table (3-1) Parts of questionnaires

Part one: Demographic characteristics	
Characteristics	Paragraphs
Gender	2
Age	4
Educational level	5
Experience	4
Part two: Variables	
Independent Variables	Paragraphs
Decision rights	5
Information	6
Motivators	8
Organizational structure	5
Dependent Variables	Paragraphs
Fairness	5
Accountability	5
Sustainability	5
Transparency	5

The researcher relied on Likert scale for filling in the questionnaires. Table (3-2) shows the degrees of agreement of Likert scale to the suggested items.

Table(3-2) Likert Scale

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

3.6 Data Collection

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. **Primary source:** the questionnaire that was designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The model was built from the collected data from the questionnaires. After conducting a thorough review of the literature, the researcher constructed the questionnaire instrument for this study.

2. **Secondary sources:** books, journals, articles and previous studies were sought to write the theoretical framework of the study.

3.7 Validity and Reliability

3.7.1 Face Validity

Face validity, also called logical validity, is a simple form of validity where you apply a superficial and subjective assessment of whether your study or test, measures what it is supposed to measure (Gay and Airasian, 2000). The face validity is one of the measurement tools to evaluate the questionnaires' validity, its scale was high as conformed by consulting the subjects of the study.

To measure the questionnaire statements for clarifying and providing a coherent study

questionnaire, a macro review covers to all the study constructs was performed by academic reviewers from Jordanian universities specialized in business administration and marketing management. Some items were added based on their valuable recommendations. Some others were reformulated to become more accurate which is therefore expected to enhance the research's instrument, see Appendix (2).

3.7.2 Reliability

Reliability is the degree to which a test consistently measures whatever it is measuring and the reliability coefficient indicates the consistency of the score produced (Gay and Airasian, 2000). Reliability of the scale is that an instrument provides similar results every time it is administered to the same sample at different times.

The reliability analysis applied to the level of Cronbach Alpha (α) is the criteria of internal consistency which was at a minimum acceptable level (Cronbach's Alpha ≥ 0.60) suggested by (Sekaran, 2003). Table (3-3) shows the reliability of the independent and dependent variables (Cronbach's Alpha).

Table (3-3) Reliability of the Independent and Dependent Variables (Cronbach's Alpha)

Number	Variables	Questions	Cronbach's Alpha
1	Decision rights	Q1-Q5	0.789
2	Information	Q6-Q11	0.848
3	Motivators	Q12-Q19	0.909
4	Organizational structure	Q20-Q24	0.864
5	Fairness	Q25-Q29	0.904

6	Accountability	Q30-Q34	0.902
7	Sustainability	Q35-Q39	0.873
8	Transparency	Q40-Q44	0.807
	All items		0.971

From the table, we can see that all the study variables' reliability Cronbach's alpha values are more than (0.6). The highest Cronbach's alpha value (0.909) belongs to the “**Motivators**” variable, while the lowest (0.789) belongs to the “**Decision rights**” variable. All items' Coefficient Cronbach’s Alpha is (0.971), therefore, the study results can be accepted according to (Sekaran, 2003).

3.8 Method of Data Analysis

The data was analyzed by using SPSS version 24, following the type of analysis which used in the study:

- **Mean:** To measures the respondents’ answers to the questionnaire statements and classify their importance levels.
- **Standard Deviation:** To measure and quantify the amount of variation or dispersion of a set of data values.
- **Spearman Correlation:** To measure and analyze the degree of relationship between two or more variables. The degree of relationship is expressed by a coefficient correlation which ranges between $(-1 \leq r \leq +1)$.
- **Cronbach`s Alpha:** To test the reliability of the data collection tool used to measure the variables included in the study.

- **Normal Distribution:** To measure the distribution of the data. The linear regression analysis requires all variables to be normally distributed. Normality can be checked and noticed by the Skewness and Kurtosis of the distribution curve.
- **Multicollinearity Test:** To measure if there is a strong relationship between the independent variables by measuring the influence of each independent variable on others.
- **Multiple Regression:** To measure the impact of multi independent variables on the dependent variable.
- **Stepwise Regression :**To classify the independent variable depending on which has the most contribution to the moderating variable, as well as excluding variables that do not have a high contribution.
- **Simple Regression:** To measure the impact of a single independent variable on the dependent variable.
- **One Way ANOVA:** To measure the different demographic variables on the dependent and independent variables.
- **Variance Inflation Factors (VIF):** To verify the existence of the problem of multicollinearity between independent variables, from their absence.

3.9 Study Determinants

1- The distribution of the questionnaire almost took more than two weeks as the researcher had to hand over the questionnaire to each employee at a time and explain what the organizational DNA is to them.

2- All staff from a specific branch of WAJ refused to fill in the questionnaire due to the work load and lack of time.

3- Some of the employees at WAJ refused to respond to some of the questionnaire's statements due to unexplained persuasive reasons.

4- Absence of the clear definition of the "governance concept".

Chapter Four

Data Analysis and Findings

4.1 Introduction

According to the purpose of the study and the study framework presented in the previous chapter, this chapter describes the results of the statistical analysis of the data collection of the study questions and study hypotheses. The data analysis includes characteristics of the sample, a description of the Means and Standard Deviations of the study questions, Multiple, Stepwise, Simple Linear and Regression and One -Way ANOVA analysis were used.

4.2 Water Authority of Jordan (WAJ)

The Water Authority of Jordan was founded in 1983 according to the decree law no. 34 of WAJ's temporary legislation to be a financial and administrative independent organization as it was directly connected to the prime minister. The main distinguishing feature of that decree law, that WAJ could effectively take the responsibility of the commissions responsible for water and wastewater. In addition to the decree law no. 23 from the previously mentioned legislation, WAJ takes the whole responsibility for delivering water to the public and providing wastewater services as well.

WAJ is also responsible for the general planning and monitoring of water resources, as all duties and responsibilities that were carried out by the down below departments has been moved to WAJ:

1. Water and sewage authority.
2. Drinking water foundation.

3. Natural resources authority.

4. Directorate of water studies.

5. Directorate of excavations.

6. The Jordan Valley authority.

*Directorate of hydrology.

*Directorate of dams.

7. Water and wastewater departments.

8. Water departments all over the kingdom's municipalities.

-The responsibilities of WAJ could be summed up as the following:

a. execution of water resources surveys, prioritization of water usages, and preserving water.

b. establishing planes and programs to carry out policies related to home, municipality and sewage water. For these purposes several tasks to increase water resources must be sought like digging productive wells, improving water springs and processing water.

c. Directing and organizing the construction of private and public wells. As well as investing in digging for further water resources by building productive, experimental and exploratory wells.

d. Studying water projects, moreover designing, constructing, managing, refining, recycling and processing sewage water.

- e. Establishing conditions, descriptions and special requirements for preserving water and water aquariums and protecting them from pollution, as well as providing safety for water facilities and projects and sewage systems, furthermore monitoring and supervising necessary purposed tests.
- f. Rationing water consumption and use.
- g. Running necessary applicable and theoretical researches to accomplish WAJ's goals in order to infuse the results into WAJ's water projects in collaboration with specialized competent authorities to finally generalize those results.
- h. Declaring licensed engineers and workers to practice their duties to extend water pipes and sewage systems, and contributing in holding conferences and training courses to increase the level of work efficiency and rehabilitation.

The organizational structure of WAJ is described with extreme centralization as all other regional branches located in all provinces highly depend on WAJ regarding human resources, workshops and billing issues.

4.3 Demographic characteristics of the sample

Four demographic variables were included in this study's questionnaire (Age, Gender, Work experiences, and Educational level). The results in table (4-1) represent distribution of the sample individuals according to the demographic variables

Table (4-1) Percentage of Demographic Characteristics in the Questionnaire

Paragraph	Characteristics	Frequencies	Percentage
Gender	Male	102	63.4%
	Female	59	36.6%
	Total	161	100%
Age	25-35 years	7	4.3%
	36- 46 years	52	32.3%
	47-56 years	82	50.9%
	More than 56 years	20	12.4%
	Total	161	100%
Work Experiences	1-5 years	14	8.7%
	6-10years	18	11.2%
	11-15 years	53	32.9%
	16-20 years	76	47.2%
	Total	161	100%
Educational Level	Diploma	24	14.9%
	Bachelor	110	68.3%
	High diploma	2	1.2%
	Master	23	14.3%
	PHD	2	1.3%
	Total	161	100%

The number of males who participated in the study slightly exceeded the number of female participants because the majority of decision makers were males. 63% of the participants were males, while 37% were females.

Participants were divided into four age groups: 25-35 years old, 36 to 46 years old, 47 to 56 years old, and the last group more than 56 years old. The highest percentage (51%) is for those participants who were between 47 and 56 years old, while the lowest percentage (4%) of age group belongs to those participants who were between 25 to 35 years old. The study intended to involve participants from different age groups.

Five educational level categories were measured: Diploma, Bachelor's Degree, High diploma, Master's degree and phd. The results showed a good variation in the educational level of the participants. About 68% of the participants were a bachelor degree holders, whereas about 1.3% were phd holders.

Not all participants have the same years of experience. 4 categories of experience were defined: 1 to 5 years, 6 to 10 years of experience, 11 to 15- years of experience and 16 to 20 years of experience. The result showed that 47% of participants have 16 to 20 years experiences in WAJ. On the other hand, about 9% of the participants have 1 to 5 years of experience.

4.4 Description of Variables

The importance of the respondents' answers was classified into 3 levels according to the following formula:

$$\text{Level of Importance} = \frac{\text{Upper limit of response} - \text{Lower limit of response}}{\text{Number of Levels}}$$

$$\frac{5-1}{3} = 1.33$$

The following table (4-2) shows the ranges of the computed levels.

Table (4-2) Statistical Criterion for Interpreting Arithmetic Means of the Study’s Variables

Level	Means
High	3.67 – 5
Medium	2.33 – 3.66
Low	1 - Less than 2.33

Eight variables were used in the study, four were independents, and one was dependent (which consisted of four dimensions). The following discussion shows the “Mean value” and “Standard Deviation” of the respondents' answers.

4.4.1 Means and Standard Deviations of Organizational DNA

4.4.1.1 Means and Standard Deviations of Decision Rights

The first independent variable (decision rights), was measured by five statements, table (4-3) shows the “Mean value” and “Standard Deviation” of the respondents' answers towards this variable.

Table (4-3) Means and Standard Deviation for Decision rights Variable

Paragraph	Means	Standard Deviation	Importance	Level
1. The decision maker of (WAJ) obtains data and information from reliable sources.	4.23	0.646	2	High
2. (WAJ) adopts a team work approach.	4.27	0.742	1	High
3. (WAJ) grants its workers the necessary power to carry out the different task.	3.28	0.950	5	Medium
4. (WAJ) permits individual decisions for certain circumstances and contingencies.	3.81	0.685	3	High
5. (WAJ) works on developing different decision alternatives.	3.78	0.758	4	High
Average	3.87			High

From table (4-3) it is obvious that all decision rights statements fall within high level of importance, except for the third statement” **(WAJ) grants its workers the necessary power to carry out the different task”** which falls within a medium level of importance with the lowest mean (3.28), while the highest mean (4.27) belongs to the second statement “**(WAJ) adopts a team work approach”**. The decision rights variable scored a high level mean average (3.87), which indicates according to respondents’ opinions that WAJ implements advanced decision rights as it is an important dimension of organizational DNA.

4.4.1.2 Means and Standard Deviations of Information

Six statements measured the information variable, table (4-4) shows the "Mean" and "Standard Deviation" for the respondents' answers to this variable.

Table (4-4) Means and Standard Deviation of the Information Variable

Paragraph	Means	Standard Deviation	Importance	Level
6. (WAJ) relies on modern methods for data collection and processing.	4.04	0.769	3	High
7. (WAJ)Provides and has its own database.	4.12	0.850	2	High
8. (WAJ) adopts the method of integrating the new employees and experienced workers to enhance information sharing.	3.94	0.823	4	High
9. (WAJ) is keen to streamline information among employees.	3.81	0.855	6	High
10. (WAJ) has distinct competencies in data collection.	4.14	0.779	1	High
11. (WAJ) is keen to continuously provide information to beneficiaries.	3.88	0.801	5	High
Average	3.99			High

From table (4-4), all the statements related to the information variable are within a high level of importance, the highest mean (4.14) belongs to the tenth statement “**(WAJ) has distinct competencies in data collection**”, while the lowest mean (3.81) belongs to ninth statement “**(WAJ) is keen to streamline information among employees**”. The information variable scored a high level mean average (3.99), which indicates according to the respondents' opinions that WAJ has a high information system.

4.4.1.3 Means and Standard Deviations of Motivators

The motivator’s variable was measured by eight statements, table (4-5) shows the “Mean” and “Standard Deviation” of the respondents' answers to this variable.

Table (4-5) Means and Standard Deviation of the Motivators Variable

Paragraph	Means	Standard Deviation	Importance	Level
12. (WAJ) provides the amenities and well-being of their employees.	3.34	1.072	8	Medium
13. (WAJ) is keen to identify training needs continuously.	3.75	0.989	2	High
14. (WAJ) management encourages personnel to carry out the work required from them.	3.92	0.798	1	High
15. The higher management of (WAJ) is keen to provide excellent services to the working personnel.	3.43	0.999	6	Medium

16. The higher management of (WAJ) encourages competition among creative personnel.	3.61	1.000	4	Medium
17. The higher management of (WAJ) is concerned with the ideas proposed by the workers to address problems and exploit opportunities.	3.68	0.870	3	Medium
18. The higher management of (WAJ) is actively involved with its employees' special occasions and activities.	3.41	1.092	7	Medium
19. The higher management of (WAJ) allows the promotion of its decision makers according to a clear policy.	3.53	0.922	5	Medium
Average	3.58			Medium

From table (4-5), the highest mean (3.92) belongs to the fourteenth statement “(WAJ) **management encourages personnel to carry out the work required from them** “, while the lowest mean (3.34) belongs to the twelfth statement “**(WAJ) provides the amenities and well-being of employees**” with a medium level of importance.

The directing motivator variable scored a medium level of importance with an average mean value of (3.58), which hence indicates according to respondents' opinions that WAJ has medium motivator's policies.

4.4.1.4 Means and Standard Deviations of Organizational structure

Five statements measured the organizational structure variable, table (4-6) shows the “Mean value” and “Standard Deviation” for the respondents' answers to the statements of this variable.

Table (4-6) Means and Standard Deviation of the Organizational structure Variable

Paragraph	Means	Standard Deviation	Importance	Level
20. (WAJ) provides a clear organizational structure.	4.21	0.728	1	High
21. The organizational structure of (WAJ) covers all the tasks and Functions.	4.10	0.860	2	High
22. (WAJ) constantly develops its organizational structure.	3.96	0.858	3	High
23. Changes in the organizational structure of (WAJ) are congruent with the changes of its strategy.	3.74	0.803	5	High
24. The organizational structure of (WAJ) is easily accessible and communicated.	3.91	0.843	4	High
Average	3.98			High

From table (4-6), all Organizational structure statements are within a high level of importance, the highest mean (4.21) belongs to the twentieth statement “**(WAJ) provides a clear organizational structure.**”, while the lowest mean (3.74) belongs to the twenty third statement “**Changes in the organizational structure of (WAJ) are congruent with the changes of its strategy.**” The organizational structure variable scored a high level mean average (3.98), which indicates according to the respondents' opinions that WAJ adopts a high organizational structure.

Table (4-7) shows a comparison between the independent variables using the Mean value and Standard Deviation.

Table (4-7) Means and Standard Deviation of the Independent Variables

Variables	Mean	Standard Deviation	Importance	Level
Decision rights	3.87	0.756	3	High
Information	3.99	0.813	1	High
Motivators	3.58	0.967	4	Medium
Organizational structure	3.98	0.818	2	High
Average	3.86			High

The information variable has the highest mean value (3.99) and this reflects the importance of this variable. On the other hand, the **motivator’s** variable has the lowest mean value (3.58), it falls within a medium level of importance. All the independent variables have high level of importance with an average mean value of (3.86).

4.4.2 Means and Standard Deviations of The Good Governance

The dependent variable which is The Good governance is divided into four dimensions: Fairness, Accountability, Sustainability, and Transparency. The followings table shows the “Mean value” and “Standard Deviation” of the respondents' answers to the statements of this dependent variable.

4.4.2.1 Means and Standard Deviations of Fairness

Fairness was measured by five questions, table (4-8) shows the “Mean value” and “Standard Deviation” of the respondent’s answers to this variable.

Table (4-8) Means and Standard Deviation of the Fairness Variable

Paragraph	Means	Standard Deviation	Importance	Level
25. (WAJ) deals equitably and fairly with all its employees.	3.41	1.196	4	Medium
26. The higher management of (WAJ) applies fair regulations in the recruitment, evaluation and promotion processes of employees.	3.54	0.981	3	Medium
27. (WAJ) follows objective rules to nominate employees for training courses.	3.35	1.222	5	Medium

28. The higher management of (WAJ) treats its employees with respect.	3.96	0.908	1	High
29. The higher management of (WAJ) responds to all requests and complaints continuously.	3.71	0.904	2	High
Average	3.59			Medium

From table (4-8), it is obvious that the fairness variable statements vary between a high and medium levels of importance. The highest mean (3.96) belongs to the twenty-eighth statement **“The higher management of (WAJ) treats its employees with respect”**, while the lowest (3.35) mean belongs to the twenty-seventh statement **“(WAJ) follows objective rules to nominate employees for training courses”**.

The fairness variable scored a mean average (3.59) with a medium level of importance, which indicates according to respondents' opinions that WAJ applies the fairness principle in a medium level.

4.4.2.2 Means and Standard Deviation of the Accountability Variable

- Five statements measured the accountability variable, table (4-9) shows the “Mean” and “Standard Deviation” for the respondents' answers to this variable.

Table (4-9) Means and Standard Deviation of the Accountability Variable

Paragraph	Means	Standard Deviation	Importance	Level
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30. (WAJ) provides and has a specialized department for monitoring.	4.18	0.880	1	High
31. The higher management of (WAJ) shall verify the issued reports.	3.98	0.758	2	High
32. (WAJ) has an effective monitoring system.	3.86	0.877	3	High
33. (WAJ) Auditors make every effort to examine the internal control systems.	3.79	0.869	5	High
34. The higher management of (WAJ) follows the notes in the periodic reports.	3.83	0.833	4	High
Average	3.93			High

From table (4-9), all accountability statements fall within a high level of importance, the highest mean (4.18) belongs to the thirtieth statement “**(WAJ) provides and has a specialized department for monitoring**”, while the lowest mean (3.79) belongs to the thirty third statement “**(WAJ) Auditors make every effort to examine the internal control systems**” although it falls within high level of importance.

The accountability variable scored a mean average (3.93) with a high level of importance, which indicates according to respondents' opinions that WAJ has a high sense of accountability.

4.4.2.3 Means and Standard Deviation for Sustainability Variable

Five statements measured the sustainability variable, table (4-10) shows the “Mean” and “Standard Deviation” of the respondents' answers to this variable.

Table (4-10) Means and Standard Deviation of the Sustainability Variable

Paragraph	Means	Standard Deviation	Importance	Level
35. The higher management of (WAJ) provides programs for development for its employees.	3.76	0.907	4	High
36. (WAJ) is committed to improving the provided services to its employees.	3.65	0.947	5	Medium
37. (WAJ) emphasizes on the ethical message in society .	4.09	0.809	2	High
38. (WAJ) is keen on preserving and protecting the environmental resources during its activities.	4.07	0.779	3	High
39. (WAJ) has a written code of conduct that demonstrates ethics and professional conduct.	4.27	0.733	1	High
Average	3.97			High

From table (4-10) it is obvious that all the sustainability statements fall within a high level of importance, except for the thirty-sixth statement” **(WAJ) is committed to improving the provided services to its employees.**” as it falls within a medium level of importance with the lowest mean value (3.65), while the highest mean (4.27) belongs to the thirty-ninth statement **“(WAJ) has a written code of conduct that demonstrates ethics and professional conduct”**. The sustainability variable scored a high level mean average (3.97), which indicates according to the respondents’ opinions that WAJ is highly applying the sustainability principle.

4.4.2. 4Means and Standard Deviation of the Transparency

The last dimension of the dependent variable is transparency which was measured by five statements, table (4-11) shows the “Mean” and “Standard Deviation” of the respondents' answers to this variable.

Table (4-11) Means and Standard Deviation of the Transparency Variable

Paragraph	Means	Standard Deviation	Importance	Level
40. Board of Directors at (WAJ) is mainly responsible for disclosing all information.	3.64	0.833	4	Medium

41. The higher management of (WAJ) discloses the associated risks.	3.75	0.785	3	High
42. The higher management of (WAJ) shall disclose the effectiveness of the internal control system.	3.51	0.814	5	Medium
43. The higher management of (WAJ) explains the overall strategy	3.98	0.818	2	High
44. The higher management of (WAJ) shall clarify the policies and regulations.	4.07	0.726	1	High
Average	3.79			High

From table (4-11), it is obvious that the transparency statements range between high and medium level of importance. The highest mean (4.07) belongs to the forty-fourth statement “**The higher management of (WAJ) shall clarify the policies and regulations**”, while the lowest mean (3.51) belongs to the forty-second statement “**The higher management of (WAJ) shall disclose the effectiveness of the internal control system**”, as it falls within a medium level of importance.

The transparency variable scores a high level mean average (3.79), which indicates according to the respondents' opinions that WAJ demonstrates high transparency with its employees.

Table (4-12) shows a comparison between the dependent variable principles by using the Mean value and Standard Deviation as measurements.

Table (4-12) Means and Standard Deviation of the dependent variable dimensions

Variables	Mean	Standard Deviation	Importance	Level
Fairness	3.59	1.052	4	Medium
Accountability	3.93	0.843	2	High
Sustainability	3.97	0.835	1	High
Transparency	3.79	0.795	3	High
Average	3.82			High

The **sustainability** variable has the highest mean value (3.97) and this reflects the importance of the variable, while the lowest mean (3.59) with a medium level of importance belongs to the **Fairness** variable. All the dependent variable principles fall within a high level of importance with an average mean value of (3.82).

4.5 Test of Data Validity

The researcher relied on the linear regression analysis to test the study hypothesis, but beforehand the researcher should test the validity of data. There are many conditions allow using the regression analysis, those conditions can be checked through different ways of analysis such as: the normal distribution of data, multicollinearity test, and the Variance Inflation Factors (VIF).

4.5.1 Normal distribution test

One of the conditions of using the Linear Regression Test, is that data should show normal distribution as indicted by the Skewness and Kurtosis of the curve. When the Skewness is close to

(0) and the Kurtosis is close to (3), it indicates that data show normal distribution (Landaus, et, al. 2004). Table (4-13) shows the results of the normal distribution of the Independent and Moderating variables.

Table (4-13) Normal Distribution of the Independent Variables

	Decision rights	Information	Motivators	Organizational structure
Skewness	-0.186	-0.031	-0.198	-0.289
Kurtosis	2.806	3.006	2.650	2.867

Table (4-13) shows the independent variables along with their skewness and kurtosis values. The information variable shows a skewness value of (0.085), which is the closest to (0). On the other hand, all the independent variables show a kurtosis value close to (3), the information variable is the closest to (3) as well. That results indicate that data show a normal distribution.

4.5.2 The Multicollinearity

The Multicollinearity test indicates if there is a strong relationship between the independent variables by measuring the influence of each independent variable on others. To measure the Multicollinearity the correlation indicator is used to measure the strength and the indication of the relationship and phenomenon, the correlation between variables has to be (0.9) or less (Pallant, 2003).

Table (4-14) shows that all the coefficient relations are less than (0.9), so there is no existence of the Multicollinearity between the independent variables. The highest correlation (0.635) is between the motivators and decision rights variables, while the lowest correlation (0.529) is between the organizational structure and a decision rights variables.

Table (4-14) Correlations of the Independent Variables

Independent Variables	Decision rights	Information	Motivation	Organizational structure
Decision rights	1	0.624**	0.635**	0.529**
Information		1	0.620**	0.601**
Motivation			1	0.541**
Organizational structure				1

** . Correlation is significant at the 0.01 level (2-tailed).

4.6 Hypotheses Testing

The linear regression procedure examines the impact of a set of independent variables on the dependent variable. In this study hypotheses testing is based on three linear regression types: Multiple, Simple and Stepwise Regression. For the first main hypothesis the Multiple Regression test was used, for the sub- hypothesis the Simple Regression was used, finally the Stepwise Regression was used to indicate which independent variable has the most impact on the dependent variables.

4.6.1 The first main hypothesis

H1. The organizational DNA fulfillment by Jordan Water Authority impacts their good governance.

The multiple linear regression test was used to test the first main hypothesis at the significance level ($\alpha \leq 0.05$).

Table (4-15) Results of Multiple Regression of the first main Hypothesis

Dependent Variable	R	R ²	F	SIG	Independent Variable	B	T	Sig
Good governance	0.889	0.791	147.330	0.000	Decision rights	0.109	1.586	0.115
					Information	0.286	4.396	0.000
					Motivators	0.479	9.870	0.000
					Organizational structure	0.060	1.283	0.201

Table (4-15) shows the study's dependent variable (Good governance) and the set of the independent variables (Decision rights, Information, Motivators and Organizational structure). They seem to be significant, because **F** significant is (0.000) which is less than (0.05) and the

calculated **F** value is (147.330), which is more than the tabulated **F** value (2.42), therefore, we accept the hypothesis which states that:

The organizational DNA fulfillment by the Jordan Water Authority impacts their good governance at the significance level ($\alpha \leq 0.05$).

The relationship between the dependent and independent variables is positively strong as it is more than (0.5) (Cohen, 1988), $R = 0.889$ and, the $R^2 = 0.791$, which means that the contribution of the independent variables affects the dependent variable by 79.1%.

Since the calculated **t** values of the variables (Information $t=4.396$, and Motivators $t=9.870$), are more than the tabulated **t** value (1.96), that means that there is a statistically significant impact on the dependent variables.

While the other independent variables (Decision rights $t=1.586$, and Organizational structure $t=1.283$), where their calculated **t** values are less than the tabulated **t** value (1.96), which means that there is no statistical significant impact on the dependent variables.

Stepwise Regression

The Stepwise Regression classifies the independent variables according to which has the most contribution to the dependent variable, as well as excluding the variables that do not have a high contribution. Table (4-16) shows the results of the Stepwise Regression.

Table (4-16) The Stepwise Regression results

Number	Variables	F	R	R ²	Sig
1	- Motivators	425.553	0.853	0.728	0.000
2	- Motivators	287.901	0.886	0.785	0.000

	- Information				
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The stepwise regression classified the independent variables into 2 groups; the first one includes the Motivators variable, which has the highest contribution to the dependent variable estimated by (72.8%).

The second group includes the Motivators and Information variables which have a contribution to the dependent variable estimated by (78.5%).

The stepwise excluded two variables: the Decision rights, and Organizational structure, because their contributions were weak compared to the other independent variables.

4.6.1.1 First Sub Hypothesis

H_{1.1}: If the organizational Decision rights are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced.

Simple linear regression was used to test the first-sub hypothesis at the significance level ($\alpha \leq 0.05$).

Table (4-17) Simple Regression results of the First Sub- Hypothesis

Dependent Variable	R	R ²	B	Independent Variable	t-table value	t - Calculated value	SIG
Good governance	0.685	0.470	0.836	Decision rights	1.96	11.867	0.000

Table (4-17) shows that the calculated **t** value (11.867) is higher than the tabulated **t** value (1.96), it indicates that there is a statistically significant impact of the independent variable on the dependent variable, as the significant value of **t** is less than (0.05).

Table (4-17) also shows that there is a positive (strong) correlation between the independent and the dependent variables, which is demonstrated by the **R** value ($R = 0.685$), which is more than (0.5) (Cohen, 1988). In addition, the contribution of the decision rights variable to good governance is estimated by 47.0%, ($R^2 = 0.470$), and the remaining percentage is due to other factors.

The **B** value is (0.836) which means that the increase of one unit in decision rights will increase the good governance by (0.836).

According to the previous result, the researcher accepted the hypothesis: **If the organizational Decision rights are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced at the significance level ($\alpha \leq 0.05$).**

4.6.1.2 Second Sub Hypothesis

H_{1.2}: If the organizational Information are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced.

Simple linear regression test was used to test second-sub hypothesis at the significance level ($\alpha \leq 0.05$).

Table (4-18) Simple Regression results of the Second Sub- Hypothesis

Dependent Variable	R	R²	B	Independent Variable	t-table value	t - Calculated value	SIG
Good governance	0.775	0.601	0.814	Information	1.96	15.468	0.000

Table (4-18) shows that the calculated **t** value (15.468) is higher than the tabulated **t** value (1.96), it indicates that there is a statistically significant impact of the independent variable on the dependent variable, as the significant value of **t** is less than (0.05).

Table (4-18) also shows that there is a positive (strong) correlation between the independent and the dependent variables, which is demonstrated by the **R** value ($R = 0.775$), which is more than (0.5) (Cohen, 1988). In addition, the contribution of the information variable to good governance is estimated by 60.1%, ($R^2 = 0.601$), and the remaining percentage is due to other factors.

The **B** value is (0.814) and it means that the increase of one unit in information will increase the good governance by (0.814).

According to the previous result, the researcher accepted the hypothesis: **If the organizational information are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced at the significance level ($\alpha \leq 0.05$).**

4.6.1.3 Third Sub Hypothesis

H_{1.3}: If the organizational Motivators are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced.

The simple linear regression test was used to test third-sub hypothesis at the significance level ($\alpha \leq 0.05$).

Table (4-19) The Simple Regression results of the Third Sub- Hypothesis

Dependent Variable	R	R ²	B	Independent Variable	t-table value	t - Calculated value	SIG
Good governance	0.853	0.728	0.724	Motivation	1.96	20.629	0.000

Table (4-19) shows that the calculated **t** value (20.629) is higher than the tabulated **t** value (1.96), it indicates that there is a statistically significant impact of the independent variable on the dependent variable, as the significant value of **t** is less than (0.05).

Table (4-19) also shows that there is a positive (strong) correlation between the independent and the dependent variables, which is demonstrated by **R** value ($R = 0.853$), which is more than (0.5) (Cohen, 1988). In addition, the contribution of the Motivators variable good governance is estimated by 72.8%, ($R^2 = 0.728$), and the remaining percentage is due to other factors.

The **B** value is (0.724), it means that the increase of one unit in motivators will increase the good governance by (0.814).

According to the previous result, the researcher accepted the hypothesis: **If the organizational Motivators are fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced at the significance level ($\alpha \leq 0.05$).**

4.6.1.4 Fourth Sub Hypothesis

H_{1.4}: If the organizational structure is fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced.

The Simple linear regression test was used to test the fourth sub hypothesis at the significance level ($\alpha \leq 0.05$).

Table (4-20) The Simple Regression results of the Fourth Sub- Hypothesis

Dependent Variable	R	R ²	B	Independent Variable	t-table value	t - Calculated value	SIG
Good governance	0.610	0.373	0.596	Organizational structure	1.96	9.717	0.000

Table (4-20) shows that the calculated **t** value (9.717) is higher than the tabulated **t** value (1.96), it indicates that there is a statistically significant impact of the independent variable on the dependent variable, as the significant value of **t** is less than (0.05).

Table (4-20) also shows that there is a positive (strong) correlation between the independent and the dependent variables, which is demonstrated by the **R** value (R= 0.610), which is more than (0.5) (Cohen, 1988). In addition, the contribution of the organizational structure variable to good

governance is estimated by 37.3%, ($R^2 = 0.373$), and the remaining percentage is due to other factors.

The **B** value is (0.596), it means that the increase of one unit in organizational structure will increase the good governance by (0.814).

According to the previous result, the researcher accepted the hypothesis: **If the organizational Structure is fulfilled by the Water Authority of Jordan (WAJ), then their good governance will be enhanced at the significance level ($\alpha \leq 0.05$).**

4.6.2 The second main hypothesis of this study is:

H₂. There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good governance at WAJ due to some demographic and functional variables.

4.6.2.1 Second-First sub hypothesis

H_{2.1} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good governance at WAJ due to the gender of the study sample.

The one -Way ANOVA analysis was used to test the second -sub hypothesis. Table (4-21) shows the results.

Table (4-21) One Way ANOVA results of the second-first sub hypotheses

Variables		Sum of Square	DF	Mean Square	F	Sig
Decision rights	Between Groups	0.036	1	0.036	0.128	0.721
	Within Group	44.621	159	0.281		
	Total	44.657	160			
Information	Between Groups	0.101	1	0.101	0.267	0.606
	Within Group	60.159	159	0.379		
	Total	60.261	160			
Motivators	Between Groups	0.045	1	0.045	0.078	0.780
	Within Group	92.291	159	0.580		
	Total	92.337	160			
Organizational structure	Between Groups	0.948	1	0.948	2.193	0.141

	Within Group	68.730	159	0.432		
	Total	69.678	160			
Good governance	Between Groups	0.019	1	0.019	0.046	0.830
	Within Group	66.490	159	0.418		
	Total	66.509	160			

Table (4-21) shows that, the calculated **F** value of (decision rights (0.128), information (0.267), motivators (0.078), organizational structure (2.193), and good governance (0.046) are less than the tabulated **F** value (2.43), and this indicates that there are no statistically significant differences between variables. The significant **F** value of the variables is less than (0.05), and accordingly, the researcher refused the hypothesis which states that: **There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good Governance at WAJ due to the gender of the study sample** hence the null hypothesis shall be accepted.

4.6.2.2 Second-Second sub hypothesis

H_{2.2} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good Governance at WAJ due to the educational level of the study sample.

The One -Way ANOVA analysis was used to test the hypothesis. Table (4-22) shows the results.

Table (4-22) The One Way ANOVA result of second-second sub hypothesis

Variables		Sum of Square	DF	Mean Square	F	Sig
Decision rights	Between Groups	1.861	4	0.465	1.696	0.154
	Within Group	42.795	156	0.274		
	Total	44.657	160			
Information	Between Groups	1.375	4	0.344	0.910	0.459
	Within Group	58.886	156	0.377		
	Total	60.261	160			
Motivators	Between Groups	3.349	4	0.837	1.468	0.215
	Within Group	88.988	156	0.570		
	Total	92.337	160			
Organizational structure	Between Groups	1.746	4	0.436	1.002	0.408
	Within Group	67.932	156	0.435		

	Total	69.678	160			
Good governance	Between Groups	2.526	4	0.631	1.540	0.193
	Within Group	63.983	156	0.410		
	Total	66.509	160			

Table (4-22) shows that the calculated **F** value of (decision rights (1.696), information (0.910), motivators (1.468), organizational structure (1.002), and good governance (1.540) are less than the tabulated **F** value (2.43), and this indicates that there are no statistically significant differences between the variables. The significant value of **F for variables** is less than (0.05), and accordingly, the researcher refused the hypothesis which states that: **There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good Governance at WAJ due to the Educational level of the study sample.** And the null hypothesis shall be accepted.

4.6.2.3 Second-third sub hypothesis

H_{2.2} There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the Good governance at WAJ due to the work experience of the study sample.

The One -Way ANOVA analysis was used to test the hypothesis. Table (4-23) shows the results.

Table (4-23) The One Way ANOVA results of second-third sub hypothesis

Variables		Sum of Square	DF	Mean Square	F	Sig
Decision rights	Between Groups	1.647	3	0.549	2.005	0.116
	Within Group	43.009	157	0.274		
	Total	44.657	160			
Information	Between Groups	3.622	3	1.207	1.347	0.111
	Within Group	56.638	157	0.361		
	Total	60.261	160			
Motivators	Between Groups	0.511	3	0.170	0.291	0.832
	Within Group	91.826	157	0.585		
	Total	92.337	160			
Organizational structure	Between Groups	0.168	3	0.056	0.126	0.944
	Within Group	69.510	157	0.443		

	Total	69.678	160			
Good governance	Between Groups	0.572	3	0.191	0.454	0.715
	Within Group	65.937	157	0.420		
	Total	66.509	160			

Table (4-23) shows that the calculated **F** value for (decision rights (2.005), information (1.347), motivators (0.291), organizational structure (0.126), and good governance (0.454) are less than the tabulated **F** value (2.43), and this indicates that there are no statistically significant differences between variables. The significant **F** value of variables is less than (0.05), and accordingly, the researcher refused the hypothesis which states that: **There are statistically significant differences at the significance level ($\alpha \leq 0.05$) of the impact of the organizational DNA on the good governance at WAJ due to the work experience of the study sample.** The null hypothesis shall be accepted.

Chapter Five

Conclusions and Recommendations

5.1 Introduction

Chapter four provided an analysis of the collected data of this study, while the conclusion will be drawn from the empirical data and the results of testing the study hypothesis in order to match or mismatch with previous studies. The recommendations will be illustrated in the final section of this chapter.

5.2 Discussion and Conclusions

5.2.1 Determining the extent of WAJ's compliance with the good governance principles.

- The results of the study indicate that there is a great compliance by WAJ of the good governance principles. WAJ implements the good governance dimensions, indicated by a mean value of (3.82) with a high level importance. It proves that WAJ takes a deep consideration to the good governance to achieve their strategy.
- Based on the opinions of WAJ's staff, WAJ is committed to implement sustainability as a pillar of the good governance dimensions. As it scored the highest mean amongst the good governance principles with a mean value of (3.97), which indicates that WAJ is complied with sustainability more than any other dimension. Also, based on WAJ's staff opinions, (WAJ) is not always committed to improving the provided services to its decision makers.

- WAJ is committed to implement accountability as one of the good governance principles with a mean value of (3.93), which indicates a high level of importance. WAJ has a specialized department for monitoring and it is connected with secretary general to do their work without any intervention.
- WAJ has a high transparency for information and strategies. The transparency dimension scored a mean value of (3.79), which indicates a high level of importance. WAJ has a policy that a higher management always clarifies the regulations and policies to the decision makers. On the other hand, the higher management sometimes discloses the effectiveness of the internal control system.
- The last dimension of good governance is fairness with the lowest importance of mean value (3.59), which indicates a medium level of importance. WAJ is less committed to fairness as one of good governance dimensions. One of the reasons makes the importance of fairness a medium level, that WAJ doesn't follow objective rules to nominate employees for training courses. But according to the employees' opinions, the higher management always treats its employees with respect.

5.2.2. To diagnose the level of organizational DNA of WAJ.

- The results of the study indicate that there is a serious implementation of the organizational DNA by WAJ. The organizational DNA level in WAJ is high with a mean value of (3.86) with a high level of importance. The result mismatches (Al Omari and Abu-Alaia, 2016) study the "Leadership DNA model" which was averagely practiced.
- The information variable scored the highest importance level, with a mean value of (3.99). Also the results indicate that WAJ has a highly distinct competencies of data collection. In

addition, the high management is keen to continuously provide information to decision makers

- The decision rights, scored a high mean value of (3.87) with a high level of importance. Based on the opinions of the employees, WAJ is keen on adopting a team work approach. But it rarely grants its workers the necessary power to carry out the different tasks.
- The motivator's variable has the lowest level of importance, with a mean value of (3.58) with a medium importance level. The management board usually encourages its personnel to carry out the work required from them. But WAJ sometimes provides the amenities and well-being of employees.

5.2.3 To identify whether the implementation of the organizational DNA impacts good governance at WAJ.

- Having evidence for various main relationships between organizational DNA (Decision rights, Information, Motivators, and Organizational structure) variables and good governance. The results of the third objective revealed that there is a statistically significant impact of implementing the organizational DNA dimensions (Decision rights, Information, Motivators, and Organizational structure) on good governance. Compliance with the organizational DNA reflects about (79%) of the changes in the good governance provided by WAJ. Therefore, this study succeeded to support the association between all organizational DNA dimensions as included in the model of this study and good governance. The result matches (Nafei, 2014) study that found the four building blocks of the organizational DNA (decision rights, motivators, information and organizational structure) have a significantly direct effect on the organizational performance.

- There is a statistical significant impact of motivators as one of the organizational DNA dimensions on good governance. In addition, the dimension has the highest impact among other organizational DNA dimensions on good governance with a percentage of (73%). Also motivators have a strong relation with good governance. It implies that if the motivators are enhanced by one unit, the good governance will be enhanced by (0.724).
- The discussion of this variable has reported that information have a significant impact on good governance in the survey as shown in second-sub hypothesis H_{1.2}. Variables have strong positive relation between each other which is equal to (0.775). However, this study successfully supported the relationship between information and good governance, it implies that, if the information variable is enhanced by one unit, the good governance will be enhanced by (0.814).
- There is statistical significant impact for decision rights as one of organizational DNA dimensions on good governance. In addition, this dimension has an impact on good governance by a percentage of (47%). Also, the decision rights has a strong relation with good governance. It implies that, if the decision rights are enhanced by one unit, the good governance will be enhanced by (0.836).
- There is a statistical significant impact of organizational structure as one of the organizational DNA dimensions on good governance. In addition, the dimension has the lowest impact among the organizational DNA dimensions on good governance about (37%). Also the organizational structure has a strong relation with the good governance. It implies that, if the organizational structure is enhanced by one unit, the good governance will be enhanced by (0.596).

5.2.4 To Clarify if the moderating variables; gender, educational level and experience can play as moderators between the organizational DNA and good governance.

- The results of the fourth objective revealed that there are no statistically significant differences of the impact of the organizational DNA on the good governance at WAJ, due to the gender of the study sample. The result matches (Al Omari and Abu-Alaia, 2016) study , that found there were no significant differences in the average differences among the sample responses to the degree of importance and practice of leadership due to the respondents' gender.
- There are no statistically significant differences of the impact of the organizational DNA on the good Governance at WAJ due to the educational level of the study sample. The result matches (Al Omari and Abu-Alaia, 2016) study, that found there were no significant differences in the average differences among the sample responses to the degree of importance and practice of leadership due to the respondents' educational qualification.
- There are no statistically significant differences of the impact of the organizational DNA on the good governance at WAJ due to the work experience of the study sample.

5.3 Contribution of the Study

The current study has contributed to theory by rooting the study conceptual model and its variables in the literature of organizational theory. In addition, this study has contributed to practice by recommending approaches and mechanisms which would support practitioners and decision

makers at WAJ. This section will present the contributions made by this study from two main angles: theoretical (Contributions to Academia) and practical contributions.

5.3.1 Theoretical Contributions (Contributions to Academia).

1. In literature, in general, there is a paucity of studies on the relationship between organizational DNA and the good governance. In Arabic literature, this study is the first to address this important issue at WAJ.

2. The current study examines an integrated model that comprises the impact of organizational DNA on good governance and the moderating role for the gender, educational level, and experience.

3. In addition, the current study has contributed to theory by rooting the proposed conceptual model and its variables in the literature of organizational theory.

5.3.2 Practical Contributions (Contributions to WAJ).

The previous section elaborated the theoretical contributions to the body of knowledge. This section continues this elaboration by presenting the practical contributions:

1. This study strongly encourages decision makers at WAJ and researchers to pay more attention to employ the advantages of organizational DNA in enhancing good governance. The conceptual model offers decision makers at WAJ a confirmed indication of the technique in which they can enhance the impact of Organizational DNA on WAJ 's good governance.

2. This study may well be the first to explore the study model at WAJ. Therefore, it is hoped that this contribution will offer a precious insight for both academia and practitioners.

3. Finally this study has added more insight into the body of knowledge in the organizational DNA and good governance literatures by providing several results from WAJ staff perspectives. Thus, the findings of this study can be useful to the top management of WAJ when they plan to enhance WAJ's good governance applications.

5-4 Recommendations for WAJ

5.4.1 Organizational DNA.

1- WAJ Decision makers must adhere to the genetic instructions required to perform various functions in the organization. Since the genetic genes of the institution have the greatest impact on the inheritance of the customs and traditions and systems of work applied on which these functions are performed.

2- The culture of the WAJ should focus not only on the extent to which the management is interested in working, focusing on details and results, but also on encouraging employees to innovate, respect and appreciate employee, and provide a positive competitive environment based on the distribution of roles and the exchange of ideas for effective performance.

3- WAJ also needs to create a sense of unity, purpose and interest and the feeling that success is the result of collective action, which forces workers to do more to achieve excellence and self-validation.

4- Take advantage of the so-called "regulatory immune cells" by identifying the environmental impact that has afflicted a specific department or activity in the institution and has been able to recover from them. It has the immunity to environmental threats and provides solutions and treatment against similar threats facing the institution's various activities.

5.4.2 Good Governance.

To enhance the good governance, decision makers of WAJ should pay greater attention to spreading the concept of organizational DNA and its elements among workers and emphasize its importance in identifying the distinct identity of the institution, and that is through:

1- Avoiding powerlessness at the top of the management structure and rapidly responding to developments, while trying to transfer existing ideas to senior management easily and quickly.

2- Strengthening the information systems and their applications and developing the internal and external communications network that connects the departments of the institution with each other and with its external audience and the beneficiaries of its services in a transparent, informed and accurate manner.

3- Increasing attention to programs of preservation and public safety and pollution prevention, with the establishment of special psychological guidance units based on attention to the human aspects of the lives of employees.

5.5 Future study Consideration

While this study presented many valuable ideas and confirmed all the hypotheses that meet the objectives of the study, it revealed a considerable number of interesting issues that would require future investigation and study, such as:

1. Although the study findings validated the conceptual model, further examination is needed over a longer period. Therefore, a longitudinal study of the current study model is required in order to build a solid ground for the studies, and to strengthen the theoretical underpinnings of this study.

2. Furthermore, in order to achieve more validation of the study model and to achieve more generalized findings, further investigation needs to be conducted with different perspectives and developing the study model to take into account organizations from other industries.

3. More studies are needed in the same direction, but by adopting a classification of researchers (Linda, Silverman and Robert, 2012) in determining the types of DNA (realism, conceptual, contextual and individual) and then knowing which of these DNA types WAJ is characterized with and its reflection on their good governance.

4. Further studies, are also needed to determine the type of organizations that WAJ belongs to, based on the DNA and by adopting the (Booz, 2012) classification to identify the types of organizations according to the DNA (Negative Organization, Bloated Organization, Aggressive Organization, Flexible Organization...etc.) and its reflection on their good governance.

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Appendix 1: Questionnaire

Zarqa university

Faculty of economics and administrative science

Business administration department



Dear respondent

The questionnaire below is a part of my thesis entitled "The Impact of Organizational DNA On the Good Governance Of The Water Authority Of Jordan". a case study on Jordan water authority (WAJ). This thesis is a requirement for the completion of my MBA degree.

This study aims to be a good reference for organizations that would like to improve their Good Governance performance .

Please fill in the below questionnaire objectively .note that answers will be used for scientific research purposes only.

Feel free to contact me if you need further help or inquiries via my following email: dianqubaja17@gmail.com. And thank you in advance for your cooperation.

Dian Qubaja

sex	Male ()	Female ()
Age	25- 35 years old ()	36- 46 years old ()
	47 – 57 years old ()	More than 57 years old ()

Educational level	Diploma ()	Bachelor ()
	High diploma ()	Master ()
	PH.D. ()	
Work Experience	1-5 years ()	6-10 years ()
	11- 15 years ()	16- 20 years ()

Organizational (DNA) A combination mix of formal and informal traits that make up an organization's personality as it plays an important role for success. We can't find two organizations own the same personality **DNA**. Organizational (DNA) has four unique traits: Decision Rights, Information, Motivators, and Structure).

Questions	Strongly agree	Agree	neutral	Disagree	Strongly disagree
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Decision rights :"Means the underlying mechanism of how decisions are truly made "

1	The decision maker of (WAJ) obtains data and information from reliable sources.					
2	(WAJ) adopts a team work approach.					

3	(WAJ) grants its workers the necessary power to carry out the different task.					
4	(WAJ) permits individual decisions for certain circumstances and contingencies.					
5	(WAJ) works on developing different decision alternatives.					
<p>Information: -Data that are accurate and timely specific and organized for a purpose, which are presented within a context that gives a meaning and relevance and can lead to an increase in understanding and decrease in uncertainty.</p>						
6	(WAJ) relies on modern methods for data collection and processing and communicating (ICT).					
7	(WAJ)Provides and has its own database.					
8	(WAJ) adopts the method of integrating the new employees and experienced workers to enhance information sharing.					

9	(WAJ) is keen to streamline information among employees.					
10	(WAJ) has distinct competencies in data collection.					
11	(WAJ) is keen to continuously provide information to beneficiaries.					
<p>MOTIVATOERS :“Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers” (Business Dictionary).</p>						
12	(WAJ) provides the amenities and well-being of employees.					
13	(WAJ) is keen to identify training needs continuously .					
14	(WAJ) management encourages personnel to carry out the work required from them .					

15	The higher management of (WAJ) is keen to provide excellent services to the working personnel .					
16	The higher management of (WAJ) encourages competition among creative personnel.					
17	The higher management of (WAJ) is concerned with the ideas proposed by the workers to address problems and exploit opportunities.					
18	The higher management of (WAJ) is actively involved with its employees' special occasions and activities.					
19	The higher management of (WAJ) allows the promotion of its employees according to a clear policy.					
Organizational structure “Organizational structure is considered as formal and rational distribution of jobs, responsibilities, powers and the way of coordination and						

communication in order to achieve the main objectives and its one of the first institutions that arise in any organization in its inception”.						
20	(WAJ) provides a clear organizational structure.					
21	The organizational structure of (WAJ) covers all the tasks and Functions.					
22	(WAJ) constantly develops its organizational structure.					
23	Changes in the organizational structure of (WAJ)are congruent with the changes of its strategy.					
24	The organizational structure of (WAJ) is easily accessible and communicated.					
<p>Corporate governance: “allocation of ownership, capital structure, managerial incentive schemes, takeovers, board of directors, pressure from institutional investors, product market competition, labor market competition, organizational structure, etc., can all be thought of as institutions that affect the process through which quasi-rents are distributed”.</p>						

Fairness: - Fairness or justice is “a central moral standard against which social practice, conduct, and institutions are evaluated”.

25	(WAJ) deals equitably and fairly with all its employees.					
26	The higher management of (WAJ) apply fair regulations in the recruitment, evaluation and promotion processes of employees.					
27	(WAJ) follows objective rules to nominate employees for training courses.					
28	The higher management of (WAJ) treats its employees with respect.					
29	The higher management of (WAJ) responds to all requests and complaints continuously.					

Accountability:-“The extent to which people, groups and institutions (principals) are able to hold government and other power holders (agents) responsible for their actions, and the extent to which government and other power holders provide a public account of their decisions and actions”.

30	(WAJ) provides and has a specialized department for monitoring.					
31	The higher management of (WAJ) shall verify the issued reports.					
32	(WAJ) has an effective monitoring system.					
33	(WAJ)Auditors make every effort to examine the internal control systems.					
34	The higher management of (WAJ) follows the notes in the periodic reports.					
<p>Sustainability : -“–Promoting ethical responsibility and sound corporate governance practices: –Providing a safe working environment in which the health of employees is protected and their opportunities for self-development are enhanced; .Promoting cultural diversity and equity in the workplace; .Minimizing adverse environmental impacts; and .Providing opportunities for social and economic development within the communities we operate”.</p>						

35	The higher management of (WAJ) provides programs for development for its employees.					
36	(WAJ) is committed to improving the provided services to its employees.					
37	(WAJ) emphasizes on the ethical message in society.					
38	(WAJ) is keen on preserving and protecting the environmental resources during its activities.					
39	(WAJ) has a written code of conduct that demonstrates ethics and professional conduct.					
<p>Transparency:-Openness about decisions and activities that affect society, economy and environment and willingness to communicate these in a clear, accurate, timely, honest and complete manner.</p>						
40	Board of Directors at (WAJ) is mainly responsible for disclosing all information.					

41	The higher management of (WAJ) discloses the associated risks.					
42	The higher management of (WAJ) shall disclose the effectiveness of the internal control system.					
43	The higher management of (WAJ) explains the overall corporate strategy.					
44	The higher management of (WAJ) shall clarify the policies and regulations.					

بسم الله الرحمن الرحيم



الاستبانة

جامعة الزرقاء

قسم إدارة الأعمال

تقوم الباحثة بإجراء دراسة ميدانية بعنوان : اثر الحمض النووي المنظمي على الحوكمة الرشيدة لسلطة المياه.

يرجى التكرم بتعبئة الاستبانة التي بين أيديكم بتأني وموضوعية ، علماً بأن إجاباتكم ستستخدم لأغراض البحث العلمي فقط وستعامل بسرية تامة .
أولاً : - معلومات عينة الدراسة .

يرجى وضع اشارة (√) أمام الإجابة التي تناسبك

dianqubaja17@gmail.com للمزيد من المعلومات التواصل مع الباحثة

الباحثة : - ديان قباجا

1. الجنس	ذكر ()	أنثى ()
2 . العمر	35-25 عام ()	46-36 عام ()
	57-47 عام ()	أكبر من 57 عام ()
3 . المستوى التعليمي	دبلوم ()	بكالوريوس ()
	دبلوم عالي ()	ماجستير ()
	دكتوراه ()	
4 . سنوات الخبرة	5-1 سنوات ()	10-6 سنوات ()
	15-11 سنة ()	20-16 سنة ()

ثانياً : -

الحمض النووي المنظمي : - هو مجموعة العناصر التي تتحدد بخصائص معينة تسهم من خلال تفاعلها وتكاملها في تحديد نقاط القوة الخفية وكشف نقاط الضعف . بحيث يُمكن المديرين من تركيز الجهود عليها . وحددها الباحثون بـ (حقوق صنع القرار – المعلومات – الحفز – الهيكل التنظيمي) .

1-حقوق صنع القرار : - تركز على صلاحية الاختيار من البدائل المطروحة لحل مشكلة ما ،أو إستغلال فرصة ما في ضوء تحديد إيجابيات وسلبيات كل بديل ومن ثم المفاضلة فيما بينها .

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	يحصل صانع القرار في سلطة المياه على البيانات والمعلومات من مصادر موثوقة.					
2.	تنتهج سلطة المياه أسلوب العمل الجماعي (فرق العمل) .					
3.	تمنح سلطة المياه الأفراد العاملين الصلاحيات الكافية لتنفيذ المهام المنوطة بهم .					
4.	تسمح سلطة المياه بالقرارات الفردية لبعض الظروف والحالات الطارئة .					
5.	تعمل إدارة سلطة المياه على تطوير بدائل مختلفة للقرارات .					
2 - المعلومات : - هي مفردات البيانات المفيدة وذات القيمة،والتي يمكن إستخدامها مباشرة في صنع القرارات .						
6.	تعتمد سلطة المياه على أساليب حديثة في جمع البيانات ومعالجتها .					
7.	توفر سلطة المياه قاعدة بيانات خاصة بها .					

					8 . تعتمد سلطة المياه أسلوب دمج العاملين الجدد والعاملين أصحاب الخبرة لتعزيز تشاركيه المعلومات .
					9 . تحرص سلطة المياه على انسيابية المعلومات بين الموظفين .
					10 . يتوفر في سلطة المياه كفاءات متميزة في جمع البيانات .
					11 . تحرص سلطة المياه على إتاحة المعلومات للمستخدمين باستمرار .
<p>الحفز : - يركز على إثارة سلوك الأفراد العاملين وتوجيههم والمحافظة عليهم، من خلال مراعاة القوى الداخلية والخارجية التي تساعد في إثارة الحماس وتعمل على ضبط الأعمال .</p>					
					12 . توفر سلطة المياه وسائل الراحة والرفاهية .
					13 . تحرص إدارة سلطة المياه على تحديد الاحتياجات التدريبية باستمرار .
					14 . تشجع إدارة سلطة المياه الافراد العاملين على إنجاز الأعمال المطلوبة منهم .
					15 . تحرص الإدارة العليا في سلطة المياه على تقديم خدمات متميزة للأفراد العاملين .
					16 . تشجع الإدارة العليا في سلطة المياه المنافسة بين الأفراد العاملين من ذوي القدرات الإبداعية .

					17 . تهتم الإدارة العليا في سلطة المياه بالأفكار التي يقترحها العاملون لمعالجة المشاكل وإستغلال الفرص.
					18 . تقوم الإدارة العليا في سلطة المياه بمشاركة الأفراد العاملين في مناسباتهم الخاصة .
					19 . تتيح إدارة سلطة المياه الترقية للأفراد العاملين وفق منهجية واضحة .
4 - الهيكل التنظيمي : - هو الاطار الذي يوضح جميع الوحدات الادارية والتشكيلات التنظيمية وخطوط السلطة والاتصالات والتفاعلات بين الوحدات وارتباطاتها الإدارية.					
					20 . توفر سلطة المياه هيكل تنظيمي واضح .
					21 . تغطي الوظائف في الهيكل التنظيمي لسلطة المياه كل المهام .
					22 . تطور سلطة المياه هيكلها التنظيمي باستمرار .
					23 . يتواءم التغيير في الهيكل التنظيمي لسلطة المياه مع التغيير في إستراتيجيتها
					24 . يتميز الهيكل التنظيمي لسلطة المياه بسهولة الاتصال .

ثالثاً : -

الحوكمة : - الحوكمة المؤسسية الرشيدة هي مجموعة من المبادئ والضوابط العامة التي تحقق الانضباط المؤسسي لنظام العمل ، من خلال أربعة أبعاد متكاملة هي العدالة والمساءلة والمسؤولية والشفافية .

1-العدالة : - تشير الى المساواة بين كافة الأفراد العاملين في المنظمة في الحقوق والواجبات والالتزامات.

					25 . تتعامل الإدارة العليا في سلطة المياه بعدالة مع جميع الأفراد العاملين .
					26 . تطبق الإدارة العليا في سلطة المياه أنظمة ولوائح عادلة في تعيين الموظفين وتقييمهم وترقيتهم .
					27 . تتبع سلطة المياه قواعد رقابة تتصف بالموضوعية في ترشيح الموظفين للدورات التدريبية .
					28 . تعامل الإدارة العليا في سلطة المياه الأفراد العاملين باحترام .
					29 . تستجيب الإدارة العليا في سلطة المياه لجميع الطلبات والشكاوي باستمرار .
2- المساءلة : - تركز على تقديم التوضيحات عن استخدام الصلاحيات والقيام بالواجبات . والأخذ بالانتقادات إذا وجدت . وتعتبر معيار لمدى مصداقية المنظمة .					
					30 . توفر سلطة المياه دائرة متخصصة بالرقابة .
					31 . تقوم الإدارة العليا في سلطة المياه بالتأكد من التقارير الصادرة .
					32 . يتوفر لدى سلطة المياه نظام رقابة فعال .
					33 . يبذل المدققون في سلطة المياه كافة الجهود لفحص أنظمة الرقابة الداخلية .
					34 . تتابع الإدارة العليا في سلطة المياه الملاحظات الواردة في التقارير الدورية .
3- الاستدامة : - تجسيد للرسالة الأخلاقية التي تؤدبها المنظمة في المجتمع وقيامها بواجباتها تجاه الأفراد العاملين والمجتمع والبيئة وتحسين الخدمات المقدمة .					

					35 . توفر الإدارة العليا في سلطة المياه برامج لتطوير الأفراد العاملين .
					36 . تلتزم سلطة المياه بتحسين الخدمات المقدمة للأفراد العاملين .
					37 . تؤكد سلطة المياه على الرسالة الأخلاقية في المجتمع
					38 . تحرص الإدارة في سلطة المياه في أنشطتها على المحافظة على الموارد البيئية .
					39 . يوجد في سلطة المياه مدونة سلوك مكتوبة توضح الأخلاقيات وسلوكيات المهنة .
4- الشفافية : - تعبير عن الحالة التي تكون فيها جميع المعلومات الخاصة بالأهداف والقرارات والأعمال والنتائج متاحة بالخصائص المطلوبة ومفهومة للجميع .					
					40 . تقع مسؤولية الإفصاح عن جميع المعلومات في سلطة المياه على مجلس الإدارة .
					41 . تقوم الإدارة العليا في سلطة المياه بالإفصاح عن المخاطر .
					42 . تقوم الإدارة العليا في سلطة المياه بالإفصاح عن فاعلية نظام الرقابة الداخلية .
					43 . توضح الإدارة العليا في سلطة المياه الإستراتيجية العامة المؤسسية .
					44 . توضح الإدارة العليا في سلطة المياه اللوائح والقواعد التنظيمية .

Appendix 2 :Names of the Respectable Evaluators

Names of the respectable evaluators who have judged and evaluated the questionnaire with the coordination with my supervisor I have considered all opinions and notes they made.

Number	Name	University	Academic Rank
1	Dr.ZakariaAzam	Zarqa University	Professor
2	Dr. Kaliad Al Qutaini	Zarqa University	Professor
3	Dr .Marwan Alnsour	Balaqa Applied University	Professor
4	Dr .Ziad Al Shwabka	Balaqa Applied University	Associate Prof.
5	Dr. Ghazi Al Weshah	Balaqa Applied University	Associate Prof.
6	Dr .Hamdan Al Awalmeh	Balaqa Applied University	Associate Prof.
7	Dr . Mohamed Abu Zaied	Balaqa Applied University	Associate Prof
8	Dr. Laith Al qhiwi	Zarqa University	Associate Prof
9	Dr .Bander Abu Taiah	Balaqa Applied University	Associate Prof
10	Dr .Nabiel Al Halabi	Zarqa University	Professor
11	Eng .RubaAnnab	WAJ	Head of Admin development dept.

12	Eng. Amani T.Issa	WAJ	Admin. Development
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Appendix 3: SPSS output

Reliability Statistics

Cronbach's	
Alpha	N of Items
.789	5

RELIABILITY

/VARIABLES=q6 q7 q8 q9 q10 q11

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.848	6

RELIABILITY

/VARIABLES=q12 q13 q14 q15 q16 q17 q18 q19

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's Alpha	N of Items
.909	8

RELIABILITY

/VARIABLES=q20 q21 q22 q23 q24

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's Alpha	N of Items
.864	5

RELIABILITY

/VARIABLES=q25 q26 q27 q28 q29

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's Alpha	N of Items
.904	5

RELIABILITY

/VARIABLES=q30 q31 q32 q33 q34

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's Alpha	N of Items
.902	5

RELIABILITY

/VARIABLES=q35 q36 q37 q38 q39

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.873	5

RELIABILITY

/VARIABLES=q40 q41 q42 q43 q44

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.807	5

Reliability Statistics

Cronbach's	
Alpha	N of Items

.971	44
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Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	63.4	63.4	63.4
	Female	59	36.6	36.6	100.0
	Total	161	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 years	7	4.3	4.3	4.3
	36-46 years	52	32.3	32.3	36.6
	46-56 years	82	50.9	50.9	87.6
	More than 56 years	20	12.4	12.4	100.0
	Total	161	100.0	100.0	

Educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	24	14.9	14.9	14.9
	Bachelor	110	68.3	68.3	83.2
	High diploma	2	1.2	1.2	84.5
	Master	20	12.4	12.4	96.9
	PHD	5	3.1	3.1	100.0
	Total	161	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	14	8.7	8.7	8.7
	6-10 years	18	11.2	11.2	19.9
	11-15 years	53	32.9	32.9	52.8
	16-20 years	76	47.2	47.2	100.0
	Total	161	100.0	100.0	

Statistics

		q1	q2	q3	q4	q5
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		4.32	4.27	3.28	3.81	3.78
Std. Deviation		.646	.742	.950	.685	.758

Statistics

		q6	q7	q8	q9	q10	q11
N	Valid	161	161	161	161	161	161
	Missing	0	0	0	0	0	0
Mean		4.04	4.12	3.94	3.81	4.14	3.88
Std. Deviation		.769	.850	.823	.855	.779	.801

Statistics

		q12	q13	q14	q15	q16	q17	q18	q19
N	Valid	161	161	161	161	161	161	161	161

Missing	0	0	0	0	0	0	0	0
Mean	3.34	3.75	3.92	3.43	3.61	3.68	3.41	3.53
Std. Deviation	1.072	.989	.798	.999	1.000	.870	1.092	.922

Statistics

		q20	q21	q22	q23	q24
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		4.21	4.10	3.96	3.74	3.91
Std. Deviation		.728	.860	.858	.803	.843

Statistics

		q25	q26	q27	q28	q29
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		3.41	3.54	3.35	3.96	3.71
Std. Deviation		1.196	.981	1.222	.908	.904

Statistics

		q30	q31	q32	q33	q34
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		4.18	3.98	3.86	3.79	3.83
Std. Deviation		.880	.758	.877	.869	.833

Statistics

		q35	q36	q37	q38	q39
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		3.76	3.65	4.09	4.07	4.27
Std. Deviation		.907	.947	.809	.779	.733

Statistics

		q40	q41	q42	q43	q44
N	Valid	161	161	161	161	161
	Missing	0	0	0	0	0
Mean		3.64	3.75	3.51	3.98	4.07
Std. Deviation		.833	.785	.814	.818	.726

Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Decision Right	161	-.186	.191	2.806	.380
Information	161	-.031	.191	3.006	.380
Motivation	161	-.198	.191	2.650	.380
Organization structure	161	-.289	.191	2.867	.380
Valid N (listwise)	161				

Correlations

			Decision Right	Information	Motivation	Organization structure
Spearman's rho	Decision Right	Correlation Coefficient	1.000	.624**	.635**	.529**
		Sig. (2-tailed)	.	.000	.000	.000
		N	161	161	161	161
		Information	Correlation Coefficient	.624**	1.000	.620**

		Sig. (2-tailed)	.000	.	.000	.000
		N	161	161	161	161
Motivation	Correlation		.635**	.620**	1.000	.541**
	Coefficient					
		Sig. (2-tailed)	.000	.000	.	.000
		N	161	161	161	161
Organization structure	Correlation		.529**	.601**	.541**	1.000
	Coefficient					
		Sig. (2-tailed)	.000	.000	.000	.
		N	161	161	161	161

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.791	.785	.29872

a. Predictors: (Constant), Organization structure, Decision

Right , Motivation, Information

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.588	4	13.147	147.330	.000 ^b
	Residual	13.921	156	.089		
	Total	66.509	160			

a. Dependent Variable: Good Governance

b. Predictors: (Constant), Organization structure, Decision Right , Motivation, Information

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.298	.196		1.522	.130
	Decision Right	.109	.068	.089	1.586	.115
	Information	.286	.065	.272	4.396	.000
	Motivation	.479	.048	.564	9.870	.000
	Organization structure	.060	.047	.062	1.283	.201

a. Dependent Variable: Good Governance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.726	.33731
2	.886 ^b	.785	.782	.30106

a. Predictors: (Constant), Motivation

b. Predictors: (Constant), Motivation, Information

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.418	1	48.418	425.553	.000 ^b
	Residual	18.091	159	.114		
	Total	66.509	160			
2	Regression	52.189	2	26.094	287.901	.000 ^c
	Residual	14.321	158	.091		
	Total	66.509	160			

a. Dependent Variable: Good Governance

b. Predictors: (Constant), Motivation

c. Predictors: (Constant), Motivation, Information

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Decision Right	.229 ^b	4.471	.000	.335	.581
	Information	.339 ^b	6.450	.000	.457	.492
	Organization structure	.140 ^b	2.735	.007	.213	.625
2	Decision Right	.094 ^c	1.680	.095	.133	.429
	Organization structure	.067 ^c	1.395	.165	.111	.583

a. Dependent Variable: Good Governance

b. Predictors in the Model: (Constant), Motivation

c. Predictors in the Model: (Constant), Motivation, Information

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.470	.466	.47099

a. Predictors: (Constant), Decision Right

Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.461	.286		1.609	.110
	Decision Right	.836	.070	.685	11.867	.000

a. Dependent Variable: Good Governance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.601	.598	.40866

a. Predictors: (Constant), Information

Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.583	.212		2.742	.007

Information	.814	.053	.775	15.468	.000
n					

a. Dependent Variable: Good Governance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.726	.33731

a. Predictors: (Constant), Motivation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.236	.129		9.614	.000
	Motivation	.724	.035	.853	20.629	.000
	n					

a. Dependent Variable: Good Governance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.373	.369	.51230

a. Predictors: (Constant), Organization structure

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.373	.369	.51230

a. Predictors: (Constant), Organization structure

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Decision Right	Between Groups	.036	1	.036	.128	.721
	Within Groups	44.621	159	.281		
	Total	44.657	160			
Information	Between Groups	.101	1	.101	.267	.606
	Within Groups	60.159	159	.378		
	Total	60.261	160			

Motivation	Between Groups	.045	1	.045	.078	.780
	Within Groups	92.291	159	.580		
	Total	92.337	160			
Organization structure	Between Groups	.948	1	.948	2.193	.141
	Within Groups	68.730	159	.432		
	Total	69.678	160			
Good Governance	Between Groups	.019	1	.019	.046	.830
	Within Groups	66.490	159	.418		
	Total	66.509	160			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Decision Right	Between Groups	.036	1	.036	.128	.721
	Within Groups	44.621	159	.281		
	Total	44.657	160			
Information	Between Groups	.101	1	.101	.267	.606
	Within Groups	60.159	159	.378		
	Total	60.261	160			
Motivation	Between Groups	.045	1	.045	.078	.780
	Within Groups	92.291	159	.580		
	Total	92.337	160			

Organization structure	Between Groups	.948	1	.948	2.193	.141
	Within Groups	68.730	159	.432		
	Total	69.678	160			
Good Governance	Between Groups	.019	1	.019	.046	.830
	Within Groups	66.490	159	.418		
	Total	66.509	160			

الخلاصة

تهدف هذه الدراسة للتعرف إلى " أثر الحمض النووي المنظمي على الإدارة الرشيدة لسلطة المياه الأردنية " كحالة بحثية. تضم الدراسة أربع متغيرات مستقلة: (حق اتخاذ القرار, والمعلوماتية, والمحفزات, والهيكل التنظيمي), والتي بدورها تقيس الحمض النووي المنظمي . بينما يتكون المتغير التابع وهي الإدارة الرشيدة المؤسسية التي تضم أربع أبعاد كذلك: العدالة والمساواة والاستدامة والشفافية.

كما تهدف الدراسة لتحقيق هدفين رئيسين, أولاً: الهدف النظري لشرح المفاهيم والمبادئ المتعلقة بالحمض النووي المنظمي والإدارة الرشيدة, ومعرفة إذا ما كانت المتغيرات الوسيطة كالجنس والمستوى التعليمي والخبرة العملية تربط بين الحمض النووي المنظمي والإدارة الرشيدة. ثانياً: الأهداف العملية لتحديد مدى التزام سلطة المياه بمبادئ الإدارة الرشيدة وتشخيص مستوى الحمض النووي المنظمي لسلطة المياه, والتعرف فيما إذا كان التقيد بالحمض النووي المنظمي يؤثر إيجاباً على الإدارة الرشيدة في سلطة المياه الأردنية, وأخيراً التوصل لتوصيات تدعم صناع القرار في سلطة المياه عند بناء خطة استراتيجية لتعزيز الحمض النووي المنظمي في المستقبل.

صُممت أداة استبيان البحث لموظفي سلطة المياه وهم عينة الدراسة التي تكونت من 161 مشترك في عينة الدراسة. تم تصميم الاستبيان لجمع وتحليل البيانات للحصول على المعلومات اللازمة للدراسة لأغراض تجريبية وتمت ترجمة الاستبيان للعربية لتوزيعها على عينة الدراسة.

أشارت نتائج الدراسة أن هناك التزام عظيم من قبل سلطة المياه الأردنية بمبادئ الإدارة الرشيدة وهناك تطبيق جدي بالحمض النووي المنظمي من قبل سلطة المياه أيضاً.

ساهمت الدراسة الحالية بالنظريات في تأصيل النظرية المفاهيمية للدراسة مع متغيراتها في الدراسات والنظريات المتعلقة بالنظرية المنظمية. بالإضافة لمساهمتها بتوصية جملة من الآليات والطرق التي من شأنها أن تدعم العاملين وصناع القرار في سلطة المياه فهذه الدراسة قد تكون الأولى من نوعها المكتشفة في سلطة المياه لذا فالأمل معقود أن هذه المساهمة من شأنها تقديم نظرة عميقة وقيمة في القطاعين الأكاديمي والعملي.

من أهم التوصيات المقدمة هي إجراء دراسات لاحقة لمعرفة أنواع الحمض النووي المنظمي الذي تتميز به سلطة المياه وانعكاسها على الإدارة الرشيدة , وأيضاً لتحديد نوع المنظمة الذي تنتمي إليه سلطة المياه بناءً على نوع الحمض النووي المنظمي ولاحقاً لتحقيق مصادقة النظرية البحثية المستخدمة لتحقيق أفضل تعميم لنتائج الدراسة, كما الحاجة لدراسات عميقة لتطوير النظرية البحثية لتشمل تحت نطاقها المنظمات والمؤسسات المنتمية لقطاعات وصناعات أخرى.



"أثر الحمض النووي المنظمي على الحوكمة الرشيدة لسلطة المياه الأردنية: دراسة تطبيقية"

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قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في ادارة الاعمال

كلية الدراسات العليا

MBA

جامعة الزرقاء

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