

The Relationship Between Organizational Culture And Financial Performance In Industrial, Services, Real Estate Sectors: The Mediating Effect Of Environmental Performance

Maher Mohammad Ahmad Alnaim¹, Farizah Sulong^{2*}, Zalailah Salleh³ and Ghaith Abdulraheem Ali Alsheikh⁴

¹PhD in Faculty of Business, Economy and Social Development, Universiti Malaysia Terengganu / Malaysia
<https://orcid.org/0000-0003-2026-0056>

²Senior Lecturer in Faculty of Business, Economy and Social Development, Universiti Malaysia Terengganu / Malaysia

<https://orcid.org/0000-0002-5038-8467>

³Professor in Faculty of Business, Economy and Social Development, Universiti Malaysia Terengganu / Malaysia

<https://Orcid.org/0000-0001-7246-4160>

⁴Business Administration Department, Faculty of Business, Ajloun National University/ Jordan,
<https://orcid.org/0000-0003-2426-5292>

Abstract: This study explores the relationship between organizational culture and financial performance, with corporate environmental performance (CEP) serving as a mediating factor. A cross-sectional survey was conducted among companies listed on the Amman Stock Exchange in the Industrial, Services, and Real Estate sectors. The study targeted health and safety, finance, and operations managers, with 230 questionnaires distributed, and achieved a response rate of 90.8% (209 completed surveys).

The findings reveal a significant relationship between organizational culture and CEP, as well as between organizational culture and financial performance. Furthermore, CEP mediates the relationship between organizational culture and financial outcomes. These insights highlight the role of CEP as a key determinant of financial performance and provide valuable guidance for policymakers aiming to promote sustainable corporate practices.

Keywords: Corporate environmental performance, Organizational culture, Jordanian industrial sector, Financial performance.

1. INTRODUCTION

Cai and Li (2018) emphasized the growing significance of environmental degradation in modern industrial societies on a global scale, noting its profound impact across various sectors. This situation compels governments and businesses to recognize their environmental responsibilities, particularly in managing and reducing the toxic by-products generated by their activities (Liu, Adams, Cite, Geng & Li, 2018). In today's business environment, the management and mitigation of chemical by-products have become a central concern, given their implications for economic progress, ecological balance, and societal development. Despite this urgency, a comprehensive global framework for regulating, managing, and classifying chemical pollutants remains lacking (Muhammad, Reddy & Abidin, 2015).

Environmental factors such as air and water pollution and industrial waste were responsible for around 23% of global deaths (Pruss-Ustun, Wolf, Corvalan, Bos & Neira, 2016). Over the past decade, organizations have increasingly adopted innovative processes, strategies, and green technologies to tackle environmental issues, reduce emissions, and manage solid waste in response to climate change challenges. This shift is evident in the rising number of firms acquiring ISO14001 certification, reflecting a heightened commitment to environmental management (Pruss-Ustun et al., 2016). As a result, efforts to manage gas emissions and implement eco-friendly technologies and strategies are contributing to the preservation of the global

environment. Moreover, businesses are progressively integrating environmental responsibility into their operational frameworks, signaling a broader embrace of sustainable practices.

Nonetheless, governments in many developing countries remain hesitant to fully implement environmentally friendly materials management systems, fearing these measures could impede industrial and economic growth (Ekins & Zenghelis, 2021). As a result, such economies often lag in waste reduction efforts and the adoption of sustainable processes, despite the introduction of new products. This situation has created a disconnect between environmental regulations and the actual pollution caused by industries (Nguyen, 2018). It is, therefore, essential to explore how environmental performance influences financial outcomes across different sectors.

Being an emerging economy in Jordan, challenges related to industrial waste management and water pollution are pressing concerns, particularly from operations in the industrial and service sectors. The country's already scarce water resources are further strained by population growth and the influx of Syrian refugees. A study by Qtaishat (2020) reported a continued decline in water availability per capita. In addition, Jordan faces environmental degradation due to emissions of harmful gases (NO₂, SO₂, CO, O₃) and increasing solid waste. A 2019 Ministry of Environment report, which examined King Abdullah II Industrial City and Greater Amman Municipality key areas for industrial, service, and real estate activities identified toxic emissions and waste as major contributors to environmental contamination (Ministry of Environment Jordan, 2019).

These environmental challenges mirror those faced by other emerging nations (Al-Htaybat, 2018; Tahat, Mardini & Power, 2017). In response, Jordan's Ministry of Environment has introduced regulations aimed at minimizing pollution from industrial, service, and real estate sectors. Given the environmental impact of these sectors, it is crucial for companies to adopt measures that support environmental sustainability.

According to Deloitte and Development (1992), corporate environmental performance (CEP) involves implementing strategies that meet both organizational and stakeholder needs while protecting and enhancing natural and human resources. While many managers understand the influence of environmental performance on financial success, not all companies willingly incorporate environmental considerations into their operations (Kopnina, 2015). Executing environmental strategies often yields different results compared to purely financial strategies (Manrique & Marti-Ballester, 2017). Ideally, firms aim to improve both financial and environmental performance simultaneously, although achieving this balance can be cost-intensive (Epstein, 2018).

Several studies, such as those by Arabeche et al. (2022) and Akpa et al. (2021), have confirmed a strong link between organizational culture and financial performance. These strategies can enhance a firm's market value and competitiveness. However, many of these studies overlook environmental dimensions. An in-depth investigation within Jordan's context could yield insights into how organizational culture influences financial outcomes while incorporating environmental concerns.

Previous studies have recognized organizational culture as a dynamic channel employed to enhance both employee productivity and the quality of working life (Ababneh, 2021; Ali, Said, Abdullah & Daud, 2017). It represents an intangible resource that exerts a substantial influence on a firm's employees (Taylor et al., 2018).

Therefore, enhancing the culture through the enhancement of key stakeholders' relationships can be used as a tool to enhance efficiency and competitive advantage (Azeem et al., 2021; Ali et al., 2017). In other words, it is impossible for a firm to enhance its organizational culture if it is overlooked, owing to the role of culture in generating transparent situations among stakeholders and enhancing their competitive advantage over their rivals. Hence, culture should be examined to ensure the maintenance of stakeholders' relationships (Kalyar et al., 2013). Organizational culture plays a key role in the organization, impacting management behaviour and decision-making, and major stakeholders, which, in turn, reflect on the performance of the firms.

In the context of environmental performance, the rapid pace of industrialization in recent decades has exacerbated environmental challenges. In response, researchers have developed frameworks and statistical models to explore the intersection of industrial, service, and real estate development with environmental degradation. These efforts frequently emphasize the role of organizational culture (OC) in driving organizational performance, particularly in areas such as job satisfaction, employee retention, productivity, and environmental responsibility (Baird, Su, & Tung, 2018; Uzokurt, Kumar, Kimzan, & Eminoglu, 2013). Bakhsh Magsi, Ong, Ho, and Sheikh Hassan (2018) emphasized the importance of OC in enhancing both environmental and financial outcomes, especially in industries prone to ecological harm. They argued that embedding sustainability into a company's culture is essential for the successful implementation of environmental strategies. Elements such as adaptability, mission, and consistency are key contributors to improved environmental performance, as they support alignment with sustainability goals. Drawing on the Resource-Based View (RBV), they portrayed OC as a strategic asset that is rare and hard to imitate, giving firms a competitive edge in sustainability. Their work also addressed a gap in literature by providing empirical evidence from a developing-country perspective.

In addition, scholars have highlighted the critical role of governments in shaping environmental outcomes, but gaining a full understanding requires examining internal organizational factors especially employee attitudes and values (Piwowar-Sulej, 2020; Boiral & Paille, 2013). Thus, it is essential to evaluate how organizational and employee cultural values influence environmentally responsible behavior.

Given Jordan's environmental challenges and governmental efforts to support sustainable development, it becomes necessary to assess how financial performance relates to organizational culture while recognizing corporate environmental performance as a key mediating factor.

1. 1 Organization of the Study

The first section provides an introduction to the study. The second section includes a comprehensive literature review, theoretical framework, and development of hypotheses. It thoroughly examines previous theoretical and empirical research related to the study variables, offering a solid foundation for the investigation. The third section describes the research methodology, detailing the study design, target population, and sampling techniques. It also outlines the data collection procedures, describes the survey instruments used, and presents a demographic profile of the respondents through descriptive analysis.

The fourth section reports the study results, beginning with an analysis of the collected data and response rates. It then evaluates the measurement model (outer model), followed by an assessment of the structural model (inner model). This section concludes with hypothesis testing and presentation of the findings.

Finally, the fifth section offers an in-depth discussion of the results, highlighting the study's contributions. The last section presents the overall conclusion of the research.

2. LITERATURE REVIEW & THEORETICAL FRAMEWORK & HYPOTHESES DEVELOPMENT

Organizations often employ individuals from diverse cultural, ethnic, and personal backgrounds, which collectively shape the norms, communication styles, and daily practices within the workplace. This diversity contributes to the richness and development of an organization's culture (Anderson, Schuldt & Åstrand, 2018). Organizational culture is broadly understood as the underlying force that guides employee actions, reflecting how organizational goals are pursued and achieved (Gordon & Cummins, 1979). Wallach (1983) described it as a shared perception among employees regarding the correct way of doing things.

Robbins (1986) further characterized organizational culture as a shared perspective that defines an organization's distinct identity through specific characteristics and variables related to individuals, systems, and structures. Kotter and Heskett (1992) emphasized the importance of shared values and beliefs in shaping employee behavior patterns. Similarly, Black (2003) described organizational culture as a set of commonly held values and norms that guide how employees interact with each other and stakeholders, influencing behavior and decision-making processes across the organization.

Schein (2010) defined organizational culture as the collection of shared philosophies, ideologies, beliefs, assumptions, expectations, values, and attitudes within a group. Other scholars conceptualize it as a system of values and behaviors adopted by members of an organization that guides their actions (Cameron & Quinn, 2011; Schein, 2004). These shared ideas and beliefs reflect the internal environment and influence the identity and functioning of the organization (Kalyar, Rafi & Kalyar, 2013).

Previous research has highlighted several key cultural dimensions such as adaptability, involvement, and mission as fundamental to improving organizational performance (Bakhsh Magsi et al., 2018). These dimensions, examined in this study, were found to have a significant impact on corporate financial performance, aligning with many earlier studies.

For instance, Mahfouz and Muhumed (2020) emphasized that different organizational culture types can influence performance outcomes. Similarly, Zhao et al. (2018) and Pratama and Widhiyani (2021) found that a positive organizational culture has a considerable and favorable effect on financial results.

Maswadeh and Zumot (2021) recommended that senior leaders foster a culture centered on learning, excellence, and high service standards. They argue that such a culture not only attracts customers but also creates a competitive edge, ultimately enhancing financial outcomes.

Other studies view organizational culture as a dynamic force that improves employee productivity and work-life quality (Ali et al., 2017; Rose et al., 2008). It is also seen as an intangible yet essential asset that shapes employee contributions (Taylor et al., 2018; Sadri & Lees, 2001).

The relationship between organizational culture and performance has yielded mixed results across both developed and developing contexts, according to the previous research. Some studies have shown a positive effect, others found no effect, and a few even reported negative impacts (Ali et al., 2017; Yesil & Kaya, 2014; Kotrba et al., 2012; Flamholtz, 2001; Gordon & Di Tomaso, 1992). Ali et al. (2017), in a comprehensive review, concluded that the relationship between organizational culture and financial performance remains inconclusive, signaling a need for further investigation.

While some studies indicated conflicting results regarding which cultural dimensions impact financial outcomes (Naranjo-Valencia et al., 2016; Rose et al., 2008), others confirmed a positive relationship (Flamholtz, 2001). In contrast, Yesil and Kaya (2014) found no statistically significant connection, and some research even reported negative links between specific cultural elements and financial performance (Naranjo-Valencia et al., 2016). These inconsistencies highlight the necessity of further empirical studies to clarify the mechanisms and conditions under which culture influences financial outcomes.

In one notable study, Kotrba et al. (2012) analyzed data from 88,879 participants in 137 U.S.-based organizations using the Denison model. They assessed culture through involvement, consistency, adaptability, and mission, and measured performance through market-to-book ratios, sales growth, and ROA. Their results showed that high levels of involvement, adaptability, or mission were positively associated with market-to-book ratios and sales growth. However, culture had a negative association with ROA.

Yesil and Kaya (2013), in a survey of 54 firms in Gaziantep, Turkey, assessed organizational culture through four types: clan, adhocracy, market, and hierarchy. They measured performance using ROA and sales growth. Their findings indicated a negative direct relationship between organizational culture and financial performance, with only an indirect influence identified.

Flamholtz (2001) studied manufacturing firms in the U.S., using the Banner Culture Principle and measuring financial performance through profit-before-interest-and-tax. The results revealed a significant and positive relationship between culture and financial performance, indicating that culture plays a crucial role in effective management and success.

Gordon and Di Tomaso (1992) focused on how organizational values relate to financial outcomes. They surveyed managers from 11 U.S. insurance firms and tracked asset growth from 1982 to 1987. Their analysis showed that adaptable cultures predicted short-term performance improvements, while stability did not.

Finally, Ali et al. (2017) synthesized findings from numerous studies and concluded that the link between organizational culture and corporate financial performance remains unclear and warrants further exploration.

H₁: Organizational culture has a significant influence on corporate financial performance.

Organizational culture is an important variable that influences the company's environmental performance, strategies, and processes, paving the way for new product advancements (Belassi et al., 2007). Four OC dimensions were proposed in Denison (1996), and Denison, Janovics, Young, and Cho (2006) that support performance, which are adaptability, involvement, and mission.

More specifically, mission assists maintaining the company's sustainability in that company workers have to have the essential ideas of environmental strategies and the common values for the mission of the company to generate stability among its elements. The mission shifts the activity of the company towards the use, direction, evaluation, and oversight of performance. According to Bryson (2018), mission statements that are not included in the rational practice/practices with mental activities, strategic activities, tacit knowledge and emotions may not lead to the generation of positive outcomes. This supports the belief that company mission has a statistical influence on the company's environmental performance. The mission statements are generally designed in cognizance of the mental activity of the workers and the inter-relationships that create successful environmental, social, and economic outcomes (Swanson & Orlitzky, 2018).

Every company in the current market attempts to address the frame of irregularities but turns to adapting to the changes before the changes can negatively affect them. Thus, adaptability is a significant cultural variable. Schein (2017) revealed that culture resolves the company issues, specifically its need to adapt to the environment and to generate internal integration. In relation to this, adaptability can be promoted by using norms and OC for the promotion of flexibility, risk-taking, and experimentation.

Several prior studies supported the enhancement of the innovations and adaptations of the company through the use of OC and environmental features (Chatman et al., 2014). In other words, adaptability is a culture value that helps the members of the organization to promote their duty ability towards the environment and its changes. Organizational adaptability has been argued to influence company sustainability when it comes to industrial firms. For socialization, ideas are shared among the workers, after which fresh ideas for the environment may be considered by the company for sustainability enhancement.

According to Denison et al. (2006), workers that highly participate may generate a sense of proprietorship and accountability, with the former developing to commitment towards the company. Higher commitment could mean higher productivity. Moreover, in practice, worker participation enhances competence along with the sustainable practices. Higher workers' participation may also provide valuable concepts concerning environmental strategy, routine tasks, and activities, resulting in enhanced environmental performance (Poutsma, Ligthart & Kaarsemaker, 2017; Addison & Belfield, 2000). Thus, the study proposes the following hypothesized relationship for testing:

H₂: Organizational culture has a significant influence on corporate environmental performance.

Numerous scholarly investigations (Baah et al., 2021; Lucato et al., 2017; López-Gamero et al., 2009; Aragón-Correa et al., 2008) have identified a positive relationship between proactive environmental strategies and improved corporate financial performance. The prioritization of objectives grounded in natural resource-based perspectives (Alnaim et al., 2022; Ryszko, 2016; Hart, 1995) contributes to aligning corporate environmental performance (CEP) with financial outcomes. Research by Ghisetti & Rennings (2014) and Chiou et al. (2011) suggests that strong environmental performance (EP) enhances a firm's competitive position and financial results. Likewise, studies by Fouteris et al. (2018) and Russo & Fouts (1997), have shown that effective environmental strategies are closely linked to heightened competitiveness among leading corporations (Fouteris et al., 2018; Sharma & Vredenburg, 1998; Hart, 1995). Therefore, hypothesis:

H₃: Corporate Environmental Performance significantly influences corporate financial performance.

Organizational culture (OC) plays a pivotal role in shaping corporate strategies, employee behavior, and overall firm performance (Iqbal & Parray, 2025). It serves as a foundation that guides how firms respond to environmental challenges and pursue sustainability-oriented initiatives. In recent years, Corporate Environmental Performance (CEP) has emerged as a strategic intermediary that links internal organizational values to external financial outcomes. Studies have increasingly demonstrated that a strong and sustainability-

driven organizational culture fosters the adoption of proactive environmental practices, which, in turn, can enhance corporate financial performance (Saratian et al., 2025; López-Gamero et al., 2009; Bansal, 2005). Furthermore, evidence suggests that CEP can act as a mediating variable between organizational culture and financial performance, translating cultural values into measurable environmental outcomes that lead to cost savings, improved reputation, and competitive advantage (Alnaim et al., 2022; Lucato et al., 2017). Therefore, it is hypothesized that CEP mediates the relationship between organizational culture and corporate financial performance.

H₄: CEP mediates the relationship between Organizational culture and corporate financial performance.

2. 1 Research Model

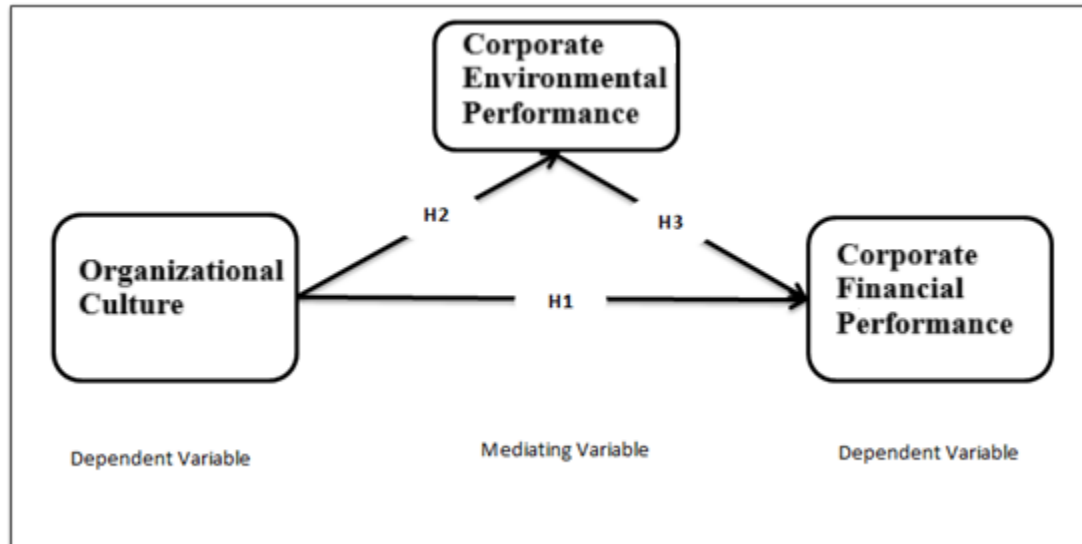


Figure 1.1: Theoretical Framework

Source: Prepared by the authors (2025).

2.2 Theoretical Foundation

The Resource-Based View (RBV) theory focuses on a firm's internal strengths its resources and capabilities as essential sources of competitive advantage. In contrast, organizational culture encompasses the shared values, norms, and behaviors that define how an organization operates and identifies itself (Chaudhuri et al., 2021). RBV posits that organizational culture can serve as a strategic asset contributing to sustained competitive advantage. A robust and positive culture helps attract and retain skilled employees, boosts engagement and satisfaction, and strengthens cohesion within the organization. Since such cultures are often unique and hard to imitate, they offer a long-term competitive edge (Bhatti et al., 2020; Khaksar et al., 2023). The RBV highlights core competencies – instinctive capabilities that set a firm apart from its rivals. Organizational culture significantly influences the formation of these competencies. Cultures that foster innovation, learning, and collaboration can enable the development of specialized capabilities that drive market success (Azeem et al., 2021).

RBV underscores the importance of aligning strategy with internal resources and capabilities. Similarly, organizational culture should be in sync with these assets to maximize their effectiveness. When the cultural values of an organization support its resource base and strategic goals, it enhances the ability to utilize resources efficiently, strengthening competitive positioning (Lee et al., 2021; Bhatti et al., 2020). According to RBV, resources and capabilities are cultivated within firms over time. Organizational culture greatly affects how these are developed. A culture that encourages adaptability, continuous learning, and knowledge sharing promotes the growth and effective use of unique resources, thus supporting sustained advantage (Malik et al.,

2020; Chen & Yan, 2022). RBV also recognizes that cultural values influence strategic and operational decisions, including how resources are allocated and investments prioritized. For example, a culture that emphasizes innovation, long-term growth, or customer focus may guide strategic decisions that reinforce those values and drive performance (Samson & Bhanugopan, 2022).

In the Jordanian context, RBV's application is significantly shaped by dynamic capabilities the firm's ability to adapt and reconfigure its resources in volatile markets. This flexibility is crucial for companies in competitive sectors, allowing them to stay relevant and seize new opportunities (Kero & Bogale, 2023).

Organizational culture in Jordanian firms is central to activating RBV and nurturing dynamic capabilities. Cultures that support learning, teamwork, and innovation enhance the ability to build and apply distinctive internal resources. Recent research suggests that firms in Jordan that invest in cultivating adaptable and resilient cultures are more capable of sustaining competitive advantage (Memon & Ooi, 2023; Helfat et al., 2023). This connection between RBV and culture highlights the importance of an organizational environment that not only values current capabilities but also supports their ongoing development and strategic use.

RBV and organizational culture are closely linked. Culture can function as a strategic resource, contribute to core competencies, and influence how resources are built and utilized. Understanding this relationship enables firms to harness their cultural strengths to reinforce long-term competitiveness.

3. RESEARCH METHODOLOGY

The study utilized a quantitative research design, employing a structured survey questionnaire as the primary tool for data collection. A cross-sectional approach was adopted, whereby data were collected at a single point in time. The target population comprised all industrial, service, and real estate firms officially listed on the Amman Stock Exchange (ASE). According to ASE records (2021), this population included 124 companies. The sample size for the study was 372 managers, selected from the 124 listed firms. These participants held managerial roles in health and safety, finance, and operations. The sample size was informed by Krejcie and Morgan's (1970) sample size determination table, which recommended a minimum of 191 participants for a population of this size. Additionally, the GPower statistical tool was employed to assess the study's sampling power (Erdfeuler, 2009). The results indicated a power level exceeding 0.95, with an effect size of 0.15 and a significance level (α) of 0.05, confirming that the sample size was statistically adequate (Chin, 1998). Based on GPower calculations, the minimum required sample size was 138, as illustrated in Figure 3.1.

However, Creswell (2012) emphasized the benefits of increasing sample size in research, including enhanced confidence in findings, reduced error variance, improved result representativeness, and greater sample homogeneity. In line with this recommendation, the sample size was increased by 20% beyond the minimum threshold of 191, resulting in a final sample of 230 managers.

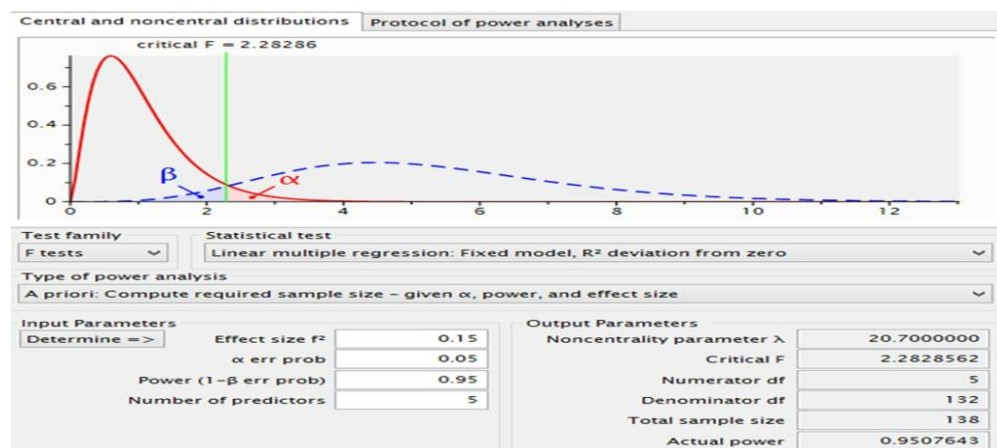


Figure 3.1 G* Power - A Priori

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
210	136	1100	285	1000000	384

Note.—*N* is population size.

S is sample size.

Table 3.1: Sample Size According to Krejcie & Morgan (1970)

Following the recommendations of Hair et al. (2010), the study included additional managerial participants to minimize sampling error, address potential non-response bias, and mitigate issues related to missing data. To gather the required data, a combination of two sampling techniques was employed: simple random sampling and convenience sampling.

Companies were selected using a basic random sampling method, while the participating managers within those firms were selected through convenience sampling. Managers from Jordan's industrial, service, and real estate sectors voluntarily participated by completing the distributed questionnaire.

To facilitate distribution, a staff member from each firm's human resources department assisted in administering the questionnaires. In total, 209 completed questionnaires were returned, representing a response rate of 90.8%.

3.1 Questionnaire Design

The use of a structured questionnaire is appropriate for this type of research, as it is more time-efficient compared to other approaches such as experimental or case study methods (Sekaran & Bougie, 2016). Surveys are also easier to analyze, cost-effective to administer, familiar to most respondents, and minimize the influence of the researcher on participants' responses (Malhotra, 2006).

Given these advantages, the study also addresses the issue of Common Method Variance (CMV), which can potentially inflate the relationships among variables and is not easily detected through tests of convergent or discriminant validity (Kock, 2015). CMV poses a threat to construct validity, as highlighted by Fuller et al. (2016), and is a concern in self-reported studies like this one.

To assess the presence of CMV, Harman's single-factor test was conducted using SPSS. According to Jakobsen and Jensen (2015) and Fuller et al. (2016), if a single factor does not account for the majority of the total variance, CMV is unlikely to be a significant concern.

Furthermore, the questionnaire was carefully designed with items that are concise, straightforward, and pre-coded, in line with the recommendations of Guo et al. (2018) and Krosnick (2018). All items were measured using a 10-point Likert scale ranging from "strongly disagree" to "strongly agree."

3.2 Pre-Test

Pre-testing is a crucial phase in the research process, involving the evaluation of the instrument under conditions similar to those of the actual study. Its primary purpose is not to analyze results, but to identify issues such as problematic wording, unclear instructions, or other potential obstacles. Pre-testing helps ensure that the instrument is capable of collecting data efficiently and systematically (Perneger et al., 2015). The following table presents the number of items for each variable prior to conducting the Common Method Variance (CMV) test and the pre-test.

Variable	No .of items	Adapted
Corporate Financial Performance	4	Adapted from Rettab et al. (2009)
Corporate Environmental Performance	12	Adapted from Albatayneh (2014)
Organizational Culture	15	Adapted from Bakhsh Magsi et al. (2018)

Table 3.2.1

Following the Common Method Variance (CMV) test and the pre-test, the number of items used to measure corporate environmental performance (CEP) was reduced to nine as well as the number of items used to measure Organizational Culture (OC) was reduced to fourteen. The number of items for the remaining variables remained unchanged.

To assess the organizational culture, the study adopted 14 indicators after pre-test adapted from Bakhsh Magsi et al. (2018). This measurement yielded a high reliability coefficient of 0.949. The CEP construct was developed using measurement items adapted from Albatayneh (2014), focusing on nine key aspects of corporate environmental performance. The reliability coefficient for this construct was 0.962, indicating strong internal consistency.

Corporate financial performance was evaluated using instruments proposed by Rettab et al. (2009), which included four measurement items. The reliability coefficient for this construct was 0.936. All variables in the study were measured using a 10-point Likert scale ranging from "strongly disagree" to "strongly agree."

Figure 3.2 presents demographic data collected from a sample of 209 respondents. Among them, 151 were male and 58 were female. The largest age group was 41–50 years old, comprising 92 participants, followed by 68 participants aged 31–40. There were 25 respondents over the age of 50 and 24 respondents aged 21–30. In terms of educational background, the majority of respondents were currently enrolled in academic programs (117), followed by postgraduate degree holders (61), and bachelor's degree holders (31). Regarding work experience, 29 participants had less than five years of experience, 78 had five to ten years, 66 had eleven to fifteen years, and 36 participants reported having more than fifteen years of experience.

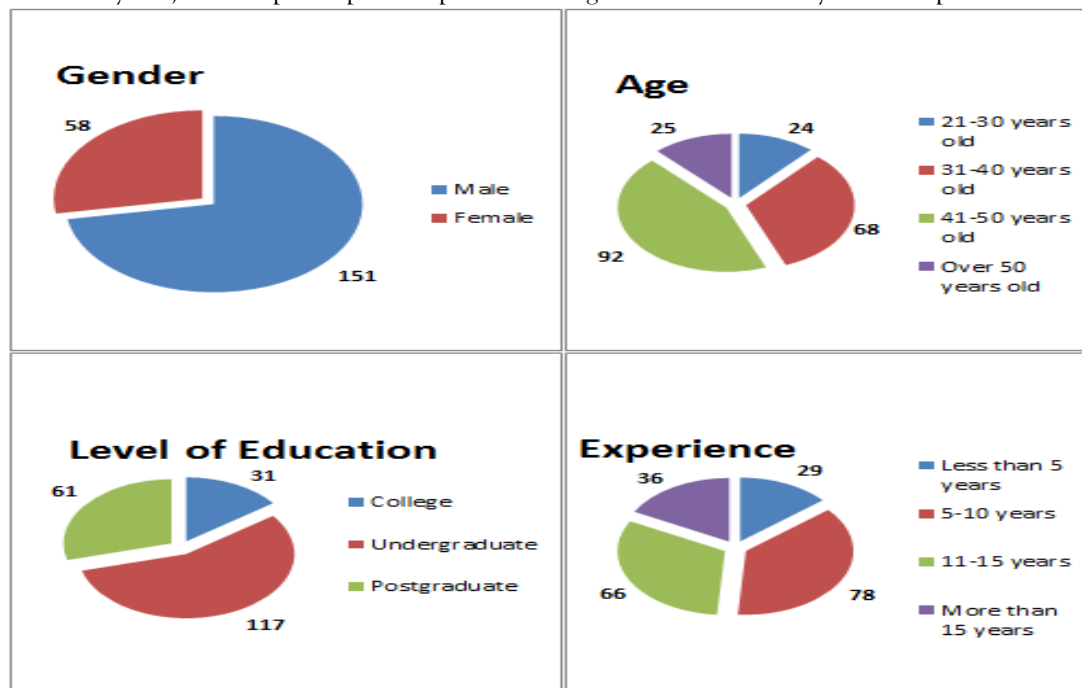


Figure 3.2: Respondents' Demographic Information

In the context of comparison, the use of Qualitative Comparative Analysis (QCA) is considered appropriate for examining the relationship between financial performance and environmental organizational culture (García-Ramos & Díaz, 2021).

4. RESULTS

Using Smart Partial Least Squares (SmartPLS) version 3.3.3, the data analysis involved two main stages: evaluating the measurement model and the structural model. Both models underwent detailed analysis. The measurement model's validity was assessed through several indicators, including convergent validity,

discriminant validity, and concurrent validity. As shown in Table 1, the convergent validity results indicated that item loadings generally ranged between 0.72 and 0.912. Additionally, all constructs demonstrated Cronbach's alpha and composite reliability values exceeding 0.7. Furthermore, the average variance extracted (AVE) for each variable was above 0.5. Based on the criteria established by Hair et al. (2016), all variables met or surpassed the recommended threshold values.

Table 4.1

Variable	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture	OC2	0.788	0.942	0.949	0.608
	OC3	0.759			
	OC4	0.823			
	OC5	0.720			
	OC6	0.834			
	OC7	0.754			
	OC8	0.765			
	OC9	0.732			
	OC10	0.736			
	OC11	0.833			
	OC12	0.739			
	OC13	0.755			
	OC14	0.736			
	Corporate Environmental Performance	CEP1			
CEP2		0.850			
CEP3		0.888			
CEP4		0.911			
CEP5		0.824			
CEP6		0.876			
CEP7		0.855			
CEP8		0.898			
CEP9		0.766			
Corporate Financial Performance	CFP1	0.887	0.909	0.936	0.785
	CFP2	0.884			
	CFP3	0.912			
	CFP4	0.860			

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) method. As presented in Table 4.2, the HTMT values for all constructs ranged from 0.632 to 0.732, which is below the recommended threshold of 0.85, as suggested by Hair et al. (2016).

Table 4.2: Discriminant Validity Based on HTMT

	Organizational Culture	Corporate Environmental Performance	Corporate Financial Performance
Organizational Culture			
Corporate Environmental Performance	0.632		
Corporate Financial Performance	0.726	0.732	

The process of hypothesis testing included the generation of path coefficients using the partial least squares (PLS) method, which was implemented using SmartPLS Version 3.3.3. This procedure is shown in Figure 3.

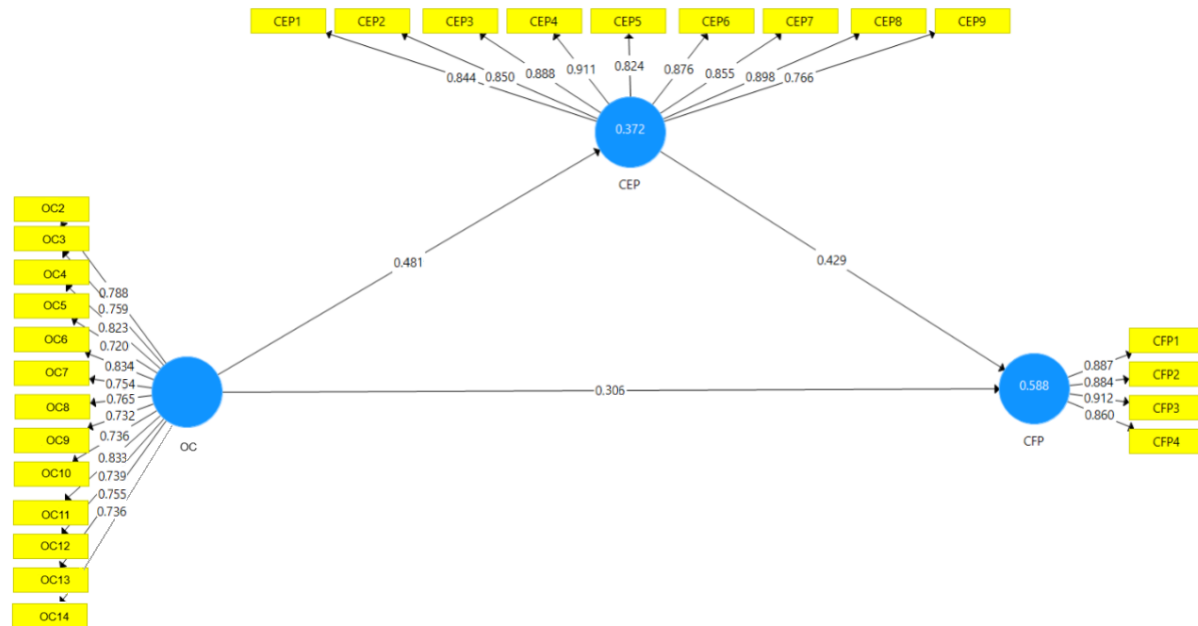


Figure 4. 3: Path Coefficients

After generating the route coefficients, this study applied bootstrapping techniques using SmartPLS (version 3.3.3) to evaluate the statistical significance of the hypotheses by analyzing the corresponding p-values and t-values for each path. The results of the hypothesis testing are displayed in Table 4.3.

Table 4.3: Hypotheses testing

No.	Hypotheses	Path Coefficient	T-Value	P-value	Confidence Interval		Decision
					95% LL	95% UL	
H1	OC→CFP	0.306	5.795	0.000*	0.269	0.548	Supported
H2	OC→CEP	0.481	9.656	0.000*	0.397	0.561	Supported
H3	CEP→CFP	0.429	6.406	0.000*	0.306	0.574	Supported

As presented in Table 4.3, the organizational culture had a significant impact on the company’s financial performance. The path coefficient for this relationship was 0.306, with a t-value of 5.795, indicating a strong statistical significance as evidenced by a p-value of 0.000. The 95% confidence interval ranged from a lower limit (LL) of 0.269 to an upper limit (UL) of 0.548, supporting Hypothesis 1 (H1).

Moreover, the organizational culture also had a substantial effect on corporate environmental performance (CEP), as shown by a path coefficient of 0.481, a t-value of 9.656, and a p-value of 0.000. The 95% confidence interval for this relationship extended from 0.397 to 0.561, further validating Hypothesis 2 (H2).

Additionally, CEP was found to significantly influence financial performance, with a path coefficient of 0.429, a t-value of 6.406, and a p-value of 0.000. The 95% confidence interval ranged from 0.306 to 0.574, thereby confirming Hypothesis 3 (H3).

As detailed in Table 4.4, CEP was shown to mediate the relationship between organizational culture and financial performance. The indirect effect of this mediation was 0.262, with a t-value of 5.333 and a p-value of 0.000. The 95% confidence interval for the indirect effect ranged from 0.180 to 0.377, lending support to Hypothesis 4 (H4).

Table 4.4: Testing the mediating effect

No.	Hypothesis	Indirect Effect	T-Value	P-value	Confidence Interval		Decision
					95% LL	95% UL	
H4	OC→ CEP→CFP	0.262	5.333	0.000*	0.180	0.377	Supported

Note: *: $p < 0.001$

5. DISCUSSION

Numerous empirical investigations have confirmed that cultivating a robust organizational culture significantly enhances a firm's competitive positioning and overall valuation (Saratian et al., 2025; Akuma et al., 2025; Schein, 2010). A key advantage for firms with resilient and adaptive cultural frameworks is the ability to boost shareholder value (Iqbal & Parray, 2025). Prior research (Taylor et al., 2018) has explored how cultural interventions within organizations can effectively elevate both environmental performance and employee involvement. A supportive organizational culture representing deeply rooted internal values is critical in driving profitability and embedding sustainability into strategic planning. This interconnection is reinforced by findings from Iqbal & Parray (2025) and Yusliza et al. (2020),

Younis et al. (2023) reported a strong association between organizational culture and both environmental and financial outcomes. Their study highlights that organizations with a sustainability-focused culture are better positioned to institutionalize environmental values across functions, ultimately improving performance metrics and building stakeholder trust. These findings are consistent with Hart's (1995) natural-resource-based view (NRBV), which asserts that internal assets such as organizational culture are fundamental to achieving excellence in both environmental and financial domains. The current research reinforces this by showing that a culture grounded in sustainability enhances overall firm performance, supporting societal well-being and environmental stewardship through shared values, collaboration, and ethical practices (Dyllick & Muff, 2016).

There is a broad consensus that organizations are increasingly recognizing the performance benefits linked to a strong culture of sustainability and innovation. Recent studies emphasize that organizational culture is instrumental in driving green initiatives and supporting the pursuit of long-term objectives (Saratian et al., 2025; Yusliza et al., 2020). Beyond fostering internal unity, culture serves a strategic role in harmonizing corporate goals with stakeholder expectations and environmental responsibilities. Scholars such as Denison & Mishra (1995), and Iqbal & Parray (2025) stress that a deeply embedded culture nurtures trust, adaptability, and continuous progress critical elements of corporate environmental performance (CEP).

Additionally, a wealth of literature (Alnaim et al., 2022; Lucato et al., 2017; Aragón-Correa et al., 2008; Bansal, 2005) suggests that innovation-oriented and proactive cultural settings positively influence financial success. Embedding values like transparency, accountability, and stakeholder engagement into organizational culture forges a vital connection between CEP and financial outcomes (Younis et al., 2023; Ryszko, 2016; Hart, 1995). When strategically integrated, such sustainability-driven cultures can elevate a firm's market competitiveness, operational resilience, and financial longevity.

6. CONCLUSIONS

This study focuses solely on the analysis of organizational culture. To achieve a more in-depth understanding, future research should consider incorporating additional internal strategic elements, such as leadership approaches, employee involvement, and organizational frameworks. Moreover, the role of Corporate Environmental Performance (CEP) as a potential moderating factor has not been thoroughly examined. Thus, to further develop the environmental performance (EP) literature, upcoming studies are encouraged to explore CEP as a mediating variable in relation to various organizational factors. The HTMT values for the latent constructs ranged from 0.177 to 0.732, all below the threshold of 0.85, confirming that discriminant validity is not a concern in this analysis.

Author's contribution

Maher Mohammad Ahmad Alnaim carried out the research and wrote and revised the article. Farizah Sulong and Zalailah Salleh supervised the whole research project and provided a general review of the overall article. Ghaith Abdulraheem Ali Alsheikh contributed to data analysis and provided critical feedback on the manuscript.

Conflict of Interest Statement

The authors agree that this research was conducted in the absence of any self-benefits, commercial or financial conflicts and declare absence of conflicting interests with the funders.

Acknowledgements

I would like to express my sincere gratitude to Dr. Farizah Sulong for her invaluable guidance and support in the development of this manuscript. I also appreciate the guidance provided by Professor Zalailah Salleh, whose expertise has been instrumental in shaping the content. I am truly grateful for their contributions to this work.

REFERENCES

1. Ababneh, O. M. A. (2021). The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values. *International Journal of Quality & Reliability Management*, 38(6), 1387-1408.
2. Addison, J. T., & Belfield, C. R. (2000). The impact of financial participation and employee involvement on financial performance: A re-estimation using the 1998 WERS. *Scottish Journal of Political Economy*, 47(5), 571-583.
3. Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International journal of advances in engineering and management*, 3(1), 361-372.
4. Akuma, J. K., Akude, D. N., Kwaning, E. A., & Asiama, K. A. (2025). Green marketing practices and financial performance of manufacturing firms: The moderating role of organizational culture. *Multidisciplinary Reviews*, 8(1), 2025017-2025017.
5. Albatayneh, R. M. S. (2014). The effect of corporate sustainability performance on the relationship between corporate efficiency strategy and corporate financial performance. *Universiti Utara Malaysia*.
6. Al-Htaybat, K. (2018). IFRS Adoption in Emerging Markets: The Case of Jordan. *Australian Accounting Review*, 28(1), 28-47.
7. Ali, H. S. H., Said, R. M., Abdullah, A., & Daud, Z. M. (2017). The impact of organizational culture on corporate financial performance: A review. *International Journal of Economics, Commerce and Management*, 5(8), 585-597.
8. Alnaim, M., Sulong, F., Salleh, Z., & Ghaith, A. (2022). Conceptual paper on corporate environmental performance as mediating between innovation and financial performance in Jordanian industrial sector. *Academy of Strategic Management Journal*, 21, 1-9.
9. Arabeche, Z., Soudani, A., Brahmi, M., Aldieri, L., Vinci, C. P., & Abdelli, M. E. A. (2022). Entrepreneurial orientation, organizational culture and business performance in SMEs: Evidence from emerging economy. *Sustainability*, 14(9), 5160.
10. Aragón-Correa, J. A., Hurtado-Torres, N., Sharma, S., & García-Morales, V. J. (2008). Environmental strategy and performance in small firms: A resource-based perspective. *Journal of environmental management*, 86(1), 88-103.
11. ASE. (2021). Jordan: Amman Stock Exchange. Retrieved from <https://www.ase.com.jo/en>.
12. Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635.
13. Baah, C., Opoku-Agyeman, D., Acquah, I. S. K., Issau, K., & Moro Abdoulaye, F. A. (2021). Understanding the influence of environmental production practices on firm performance: a proactive versus reactive approach. *Journal of Manufacturing Technology Management*, 32(2), 266-289.
14. Baird, K., Su, S., & Tung, A. (2018). Organizational culture and environmental activity management. *Business strategy and the environment*, 27(3), 403-414.
15. Bakhsh Magsi, H., Ong, T., Ho, J., & Sheikh Hassan, A. (2018). Organizational Culture and Environmental Performance. *Sustainability*, 10(8), 2690.
16. Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic management journal*, 26(3), 197-218.
17. Belassi, W., Kondra, A. Z., & Tukul, O. I. (2007). New product development projects: The effects of organizational culture. *Project Management Journal*, 38(4), 12-24.

18. Bhatti, A., Rehman, S. U., & Rumman, J. B. A. (2020). Organizational capabilities mediates between organizational culture, entrepreneurial orientation, and organizational performance of SMEs in Pakistan. *Entrepreneurial Business and Economics Review*, 8(4), 85-103.
19. Black, R. J. (2003). *Organisational culture: creating the influence needed for strategic success*: Universal-Publishers.1(1),1-25.
20. Boiral, O., & Paille, P. (2013). Organizational Citizenship behaviour for the environment Measurement and Validation. *Journal of business ethics.*, 431-445. Anderson, C., Schüldt, F., & Åstrand, T. (2018). Organisational culture's influence on the integration of sustainability in SMEs: A multiple case study of the Jönköping region.
21. Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons. (213). United State.
22. Cai, W., & Li, G. (2018). The drivers of eco-innovation and its impact on performance: Evidence from China. *Journal of cleaner production*, 176, 110-118.
23. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*: John Wiley & Sons. 10(2), 1-12.
24. Chatman, J. A., Caldwell, D. F., O'Reilly, C. A., & Doerr, B. (2014). Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms. *Journal of Organizational Behavior*, 35(6), 785-808.
25. Chaudhuri, R., Chatterjee, S., Vrontis, D., & Thrassou, A. (2021). Adoption of robust business analytics for product innovation and organizational performance: the mediating role of organizational data-driven culture. *Annals of Operations Research*, 1-35.
26. Chen, Y. S., & Yan, X. (2022). The small and medium enterprises' green human resource management and green transformational leadership: A sustainable moderated-mediation practice. *Corporate Social Responsibility and Environmental Management*, 29(5), 1341-1356.
27. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
28. Chiou, T.-Y., Chan, H. K., Lettice, F., & Chung, S. H. (2011). The influence of greening the suppliers and green innovation on environmental performance and competitive advantage in Taiwan. *Transportation Research Part E: Logistics and Transportation Review*, 47(6), 822-836.
29. Creswell, J. W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research (4th ed.)*. Boston, MA: Pearson Education.
30. Deloitte, Touche, & Development, B. C. f. S. (1992). *Business strategy for sustainable development: leadership and accountability for the'90s*: International Institute for Sustainable Development.
31. Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of management review*, 21(3), 619-654.
32. Denison, D. R., Janovics, J., Young, J., & Cho, H. J. (2006). Diagnosing organizational cultures: Validating a model and method. *Documento de trabajo*. Denison Consulting Group, 1(1), 1-39.
33. Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & environment*, 29(2), 156-174.
34. Ekins, P., & Zenghelis, D. (2021). The costs and benefits of environmental sustainability. *Sustainability Science*, 16, 949-965.
35. Epstein, M. J. (2018). *Making sustainability work: Best practices in managing and measuring corporate social, environmental and economic impacts*. Routledge.
36. Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior research methods*, 41(4), 1149-1160.
37. Flamholtz, E. (2001). Corporate culture and the bottom line. *European Management Journal*, 19(3), 268-275.
38. Fouteris, A., Didaskalou, E., Tsogas, M.-M., & Georgakellos, D. (2018). The Environmental Strategy of Businesses as an Option under Recession in Greece. *Sustainability*, 10(12), 4399.
39. Fuller, C. M., Simmering, M. J., Atinc, G., Atinc, Y., & Babin, B. J. (2016). Common methods variance detection in business research. *Journal of Business Research*, 69(8), 3192-3198.
40. García-Ramos, R., & Díaz, B. D. (2021). Board of directors structure and firm financial performance: A qualitative comparative analysis. *Long Range Planning*, 54(6), 102017.
41. Ghisetti, C., & Rennings, K. (2014). Environmental innovations and profitability: How does it pay to be green? An empirical analysis on the German innovation survey. *Journal of cleaner production*, 75, 106-117.
42. Gordon, G. G., & Cummins, W. M. (1979). *Managing management climate*: Lexington Books.

43. Gordon, G. G., & DiTomaso, N. (1992). Predicting corporate performance from organizational culture. *Journal of management studies*, 29(6), 783-798.
44. Guo, M., Sun, J., & Zhang, W. (2018). Relationship Marketing: A quantitative study on what factors affect customer satisfaction towards organic food, Bachelor Thesis Page 18, Linnaeus University, Sweden.
45. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). *Multivariate data analysis: A global perspective*: Upper Saddle River, NJ: Pearson.
46. Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.
47. Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of management review*, 20(4), 986-1014.
48. Helfat, C. E., Kaul, A., Ketchen Jr, D. J., Barney, J. B., Chatain, O., & Singh, H. (2023). Renewing the resource-based view: New contexts, new concepts, and new methods. *Strategic Management Journal*, 44(6), 1357-1390.
49. Iqbal, J., & Parray, Z. A. (2025). Striking the balance: unraveling the influence of organizational culture on organization citizenship behavior with corporate social responsibility as the bridge. *International Journal of Productivity and Performance Management*, 74(6), 2091-2112.
50. Jakobsen, M., & Jensen, R. (2015). Common method bias in public management studies. *International Public Management Journal*, 18(1), 3-30.
51. Kalyar, M. N., Rafi, N., & Kalyar, A. N. (2013). Factors affecting corporate social responsibility: An empirical study. *Systems Research and Behavioral Science*, 30(4), 495-505.
52. Kero, C. A., & Bogale, A. T. (2023). A Systematic Review of Resource-Based View and Dynamic Capabilities of Firms and Future Research Avenues. *International Journal of Sustainable Development & Planning*, 18(10).
53. Khaksar, S. M. S., Chu, M. T., Rozario, S., & Slade, B. (2023). Knowledge-based dynamic capabilities and knowledge worker productivity in professional service firms The moderating role of organisational culture. *Knowledge Management Research & Practice*, 21(2), 241-258.
54. Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (IJeC)*, 11(4), 1-10.
55. Kopnina, H. (2015). Sustainability; new strategic thinking for business. *Journal of Environment, Development and Sustainability*, 19(1), 27-43.
56. Kotrba, L. M., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. (2012). Do consistent corporate cultures have better business performance? Exploring the interaction effects. *Human relations*, 65(2), 241-262.
57. Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. New York: Free Press.
58. Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 1970(30), 607-610.
59. Krosnick, J. A. (2018). Questionnaire design *The Palgrave handbook of survey research* (pp. 439-455): Springer.
60. Lee, H. W., Teoh, M. F., & Ahmad, N. H. (2021). The Impact of Strategic Alignment between Resources to Enhance Malaysia's Biomass Industry Performance: A Resource-Based View (RBV) Approach. *Studies of Applied Economics*, 39(10).
61. Liu, Z., Adams, M., Cite, R. P., Geng, Y., & Li, Y. (2018). Comparative study on the pathways of industrial park towards the sustainability development between China and Canada. *Resource Conservation and Recycling*, 27-39.
62. López-Gamero, M. D., Molina-Azorín, J. F., & Claver-Cortés, E. (2009). The whole relationship between environmental variables and firm performance: Competitive advantage and firm resources as mediator variables. *Journal of environmental management*, 90(10), 3110-3121.
63. Lucato, W. C., Costa, E. M., & de Oliveira Neto, G. C. (2017). The environmental performance of SMEs in the Brazilian textile industry and the relationship with their financial performance. *Journal of environmental management*, 203, 550-556.
64. Mahfouz, Muhannad Abu, and Daud Ahmed Muhumed (2020). "Linking organizational culture with financial performance: A literature review." *Bussecon Review of Social Sciences* 2687-2285.
65. Malhotra, N. K. (2008). *Satyabhushan Dash. Marketing Research: An Applied Orientation*. 6th Global Edition. In: London: Pearson Education.
66. Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability*, 12(8), 3228.
67. Manrique, S., & Marti-Ballester, C.-P. (2017). Analyzing the effect of corporate environmental performance on corporate financial performance in developed and developing countries. *Sustainability*, 9(11), 1957.

68. Maswadeh, S., & Zumot, R. (2021). The effect of total quality management on the financial performance by moderating organizational culture. *Accounting*, 7(2), 441-450.
69. Memon, K. R., & Ooi, S. K. (2023). Responsible innovation and resource-based theory: advancing an antecedent-outcome model for large manufacturing firms through structured literature review. *Asian Journal of Business Ethics*, 12(2), 441-467.
70. Ministry of Environment Jordan. (2019, September 2). Nation Strategy and Action Plan Report (NSAP). Retrieved Ministry of Environment Jordan <http://www.moenv.gov.jo/Default/Ar>.
71. Muhammad, N. S., F., Reddy, K., & Abidin, S. (2015). The relationship between Environmental Performance and the Financial Performance in the period of growth and Contraction: Evidence from Australian Public listed companies. *Journal of Cleaner Production*, 102(1), 324-332.
72. Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30-41.
73. Nguyen, J. H. (2018). Carbon Risk and Firm performance: Evidence from quasi-natural experiment. *Australian Journal of Management*, 43(1), 65-90.
74. Perneger, T. V., Courvoisier, D. S., Hudelson, P. M., & Gayet-Ageron, A. (2015). Sample size for pre-tests of questionnaires. *Quality of Life Research*, 24(1), 147-151.
75. Piwowar-Sulej, K. (2020). Pro-environmental organizational culture: Its essence and a concept for its operationalization. *Sustainability*, 12(10), 4197.
76. Poutsma, E., Ligthart, P. E., & Kaarsemaker, E. C. (2017). *Employee Ownership and High-Performance Work Systems in Context Sharing in the Company: Determinants, Processes and Outcomes of Employee Participation* (pp. 5-22): Emerald Publishing Limited.
77. Pratama, I. P. N., & Widhiyani, N. L. S. (2021). The effect of the effectiveness of accounting information systems, implementation of good governance, and organizational culture on financial performance. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(7), 84-92.
78. Prüss-Üstün, A., Wolf, J., Corvalán, C., Bos, R., & Neira, M. (2016). Preventing disease through healthy environments: a global assessment of the burden of disease from environmental risks. World Health Organization.
79. Qtaishat, T. (2020). Water policy in Jordan. *Water policies in MENA countries*, 85-112.
80. Rettab, B., Brik, A. B., & Mellahi, K. (2009). A study of management perceptions of the impact of corporate social responsibility on organisational performance in emerging economies: the case of Dubai. *Journal of Business Ethics*, 89(3), 371-390.
81. Robbins, S. (1986). *Organizational Behaviour: Cases, Concepts and Controversies*: Prentice Hall, New Delhi.
82. Rose, R. C., Kumar, N., Abdullah, H., & Ling, G. Y. (2008). Organizational culture as a root of performance improvement: research and recommendations. *Contemporary management research*, 4(1), 43-56.
83. Russo, M. V., & Fouts, P. A. (1997). A resource-based perspective on corporate environmental performance and profitability. *Academy of management journal*, 40(3), 534-559.
84. Ryszko, A. (2016). Proactive environmental strategy, technological eco-innovation and firm Performance-Case of Poland. *Sustainability*, 8(2), 156.
85. Samson, K., & Bhanugopan, R. (2022). Strategic human capital analytics and organisation performance: The mediating effects of managerial decision-making. *Journal of Business Research*, 144, 637-649.
86. Saratian, E. T. P., Akbar, T., & Mukhtar, S. (2025). Restructuring for Sustainability: How Organizational Culture Drives Green Strategic Initiatives. *Jurnal Informatika Ekonomi Bisnis*, 221-225.
87. Schein, E. H. (2004). *Organizational Culture and Leadership* (3th ed.) San Francisco: Jossey-Bass.
88. Schein, E. H. (2010). *Organizational Culture and Leadership* (3th ed.) San Francisco: John Wiley & Sons.
89. Schein, E. H. (2017). *Organization Development* (6th ed.) New York: John Wiley & Sons.
90. Sekaran, U., & Bougie, R. (2016). *Research methods for business A skill building approach*. (8th ed.) John Wiley & Sons: United Kingdom.
91. Sharma, S., & Vredenburg, H. (1998). Proactive corporate environmental strategy and the development of competitively valuable organizational capabilities. *Strategic management journal*, 19(8), 729-753.
92. Swanson, D. L., & Orlitzky, M. (2018). *Leading the triple bottom line: A corporate social responsibility approach*. The sage handbook of industrial, work, and organizational psychology, 3, 313-332.
93. Tahat, Y., Mardini, G. H., & Power, D. M. (2017). Factors affecting financial instruments disclosure in emerging economies: the case of Jordan. *Afro-Asian Journal of Finance and Accounting*, 7(3), 255-280.

94. Taylor, W. C., Suminski, R. R., Das, B. M., Paxton, R. J., & Craig, D. W. (2018). Organizational Culture and Implications for Workplace Interventions to Reduce Sitting Time Among Office-Based Workers: A Systematic Review. *Frontiers in public health*, 6.
95. Uzokurt, C., Kumar, R., Semih Kimzan, H., & Eminoğlu, G. (2013). Role of innovation in the relationship between organizational culture and firm performance: A study of the banking sector in Turkey. *European journal of innovation management*, 16(1), 92-117.
96. Wallach, E. J. (1983). Organizations: The cultural match. *Training and development journal*, 37(2), 29-36.
97. Xie, J., Nozawa, W., Yagi, M., Fujii, H., & Managi, S. (2019). Do environmental, social, and governance activities improve corporate financial performance?. *Business strategy and the environment*, 28(2), 286-300.
98. Yesil, A., & Kaya, A. (2014). The effect of organizational culture on Firm financial performance: Evidence from developing companies. *Journal of Social and Behavioural Science.*, 81(2), 428-437.
99. Yesil, S., & Kaya, A. (2013). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia-Social and Behavioral Sciences*, 81, 428-437.
100. Younis, Z., & Hussain, S. (2023). Green transformational leadership: bridging the gap between green HRM practices and environmental performance through green psychological climate. *Sustainable Futures*, 6, 100140.
101. Yusliza, M. Y., Yong, J. Y., Tanveer, M. I., Ramayah, T., Faezah, J. N., & Muhammad, Z. (2020). A structural model of the impact of green intellectual capital on sustainable performance. *Journal of cleaner production*, 249, 119334.
102. Zhao, Hailin, Haimeng Teng, and Qiang Wu. "The effect of corporate culture on firm performance: Evidence from China." *China Journal of Accounting Research* 11.1 (2018): 1-19.