

Proposed Model for Entrepreneurship, Organizational Culture and Job Satisfaction towards Organizational Performance in International Bank of Yemen

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Abstract

This paper discusses to determine a conceptual framework for defining the role Entrepreneurship, Organizational Culture and Job Satisfaction towards Organizational Performance in the International Bank of Yemen. The current paper deepened on a review of the previous literature, and among the theories used in this paper to explain the relationship between study variables through Human Capital Theory and Social Exchange Theory. The results of this study are likely to emphasize the importance and increasing awareness Entrepreneurship, Organizational Culture and Job Satisfactions critical factors affecting Organizational Performance in the International Bank of Yemen, as a crucial factor in improving the organizational performance of the Bank, and thus the Bank's ability to the competition, which is very important in an entrepreneurial environment.

Keywords: organizational performance, corporate entrepreneurship, organizational culture, Job satisfaction

1. Introduction

The sophisticated banking systems are significantly contributing to the country's economic stability (Ismail, Romle, & Azmar, 2015). It is worth noting; it is essential to indicate that banking system in Yemen is inefficient and powerless as it did not achieve the overall objective of the company due to the lack of the performance in the banking system efficiency and effectiveness. Under those difficult circumstances and challenges the foundation witnesses a failure to compete with the most remarkable banks regionally and internationally. In other words, this foundation has not found among the top 1000 of the world banks. Similarly, it also has not been found on the top 100 of the Middle Eastern banks (Ammar Ahmed & Ismail Lebai Othman, 2017). The International Bank of Yemen is the biggest commercial bank in terms of assets and market share.

Moreover, the Bank is also the biggest employer in the financial services sector of Yemen. The Bank contributes immensely to the GDP, as well and finances many start-ups local businesses (Ismail et al., 2015). Hence it is imperative to investigate the factors contributing to increasing the performance of the Bank as it is a massive employer in the country and provides a lot to the GDP of the country.

The International Bank of Yemen is the biggest commercial bank in terms of assets and market share. Moreover, the Bank is also the biggest employer in the financial services sector of Yemen. The Bank contributes immensely to the GDP, as well and finances many start-ups local businesses (Ismail et al., 2015). Hence it is imperative to investigate the factors contributing to increasing the performance of the Bank as it is a massive employer in the country and provides a lot to the GDP of the country. Within the ever-changing and competitive business environment, banks should enhance their performance in continuous bases to gain sustainable competitive advantage. Towards this end, banks have to offer differentiated products and value-added services (Chang & Lee, 2007), as a result of the fruitful adoption of effective and innovative strategies.

Therefore, the organizational performance of banks is always the main focus of managers who wants to secure a prominent strategic position in the marketplace. Organizational performance is an idea which implores the importance for viable and proficient fitness of the association to understand it's long and here and now goals using assets, for the organizational performance improvement is the ability of the firms to enhance its capabilities that will be able to sustain in the market competition. Additionally, the literature and past studies have uncovered little as to how the diverse variables influence organizational performance. Job satisfaction is one of the variables that need to be addressed by the Yemeni banks; worker satisfaction is one of the real difficulties looked by numerous Yemenis organizations. Also, most of the employees that worked in the Yemeni banks are declaring their dissatisfaction of their job performance (Gelaidan & Ahmad, 2013). As the study showed that Yemeni banks suffer from ineffective management in terms of interpersonal and technical skills, to comprehend employee needs because of poor channels of communication between

management and employees in Yemen banks(Al-Jaradi, 2014) .

According to the Bank's comprehensive report, the weak performance of the Bank's employees has a strong link to staffs, the level of satisfaction of the employees' job, organizational culture, and also Corporate Entrepreneurship. Therefore, the proposed tends to identify these mentioned factors and their effect on corporate performance, specifically of the International Bank of Yemen. Consequently, as a part of this study is to fulfill the existing gap that is occurred in the literature review that is related to study the effect of the performance among the organizations of the international banks in the Republic of Yemen. Also, this study aims to provide proposals on the most proficient method to take care of a portion of the distinguished issues looked by this Bank, which obstruct their advance and improvement. The study will also be used to link variables through Human Capital Theory and Social Exchange Theory.

2. Literature Review

2.1 Organizational performance

According to Antony & Bhattacharyya, (2010), and Hashmi, Amirah, and Yusof (2020), organizational performance is a measure which evaluates and assesses organizational success for creating and delivering value for its internal and external customers(Antony & Bhattacharyya, 2010, Hashmi, Amirah, & Yusof, 2021). In the literature of organizational strategy and key administration on operationalizing the business performance; Oparanma and Wechie (2014) characterized business performance as organizational achievement measure as to making and conveying an incentive to its inner and outside clients (O.Oparanma & Wechie, 2014). It should be noted here that the notion of organizational performance has been used interchangeably with other terms such as company performance and business performance. However, at the organizational level of analysis, many factors have been explored and effectively linked to organizational performance. Previous studies have identified these factors in two categories, the external factors and internal factors of the organization since organizational performance is a regulatory phenomenon(Barrett, Davidson, Prabhu, & Vargo, 2015). By further extending the discussion, this argument supported by Uzkurt et al. (2013), who instead of to pay equal attention to internal organizational factors as well(Uzkurt, Kumar, Kimzan, & Eminoğlu, 2013). Barrett et al. (2015) stated that the influence of internal organizational factors is found to be more significant than external environmental factors over organizational performance(Barrett et al., 2015) .

Also, the organizational performance measurement in the literature has been based on financial as well as non-financial measures. However, according to Arijanto and Taufik (2017),the business environment is rapidly changing which has brought numerous challenges for organizations and have also exceeded customer expectations; due to these challenges the businesses, should be able enough to consider all operational aspects and the market factors in measuring organizational performance(Arijanto & Taufik, 2017). According to Appuhami and Bhuyan (2015), the standards were criticized is due to weak financial measurement of the variance method, the financial measures could be manipulated, the financial measures do not always represent the actual performance(Appuhami & Bhuyan, 2015). Therefore, the research tends to measured organizational performance using non-financial indicators in this study.

2.2 Corporate entrepreneurship

The entrepreneurial behaviors could be named as corporate entrepreneurship. The adoption and spread of corporate entrepreneurial behaviors have a positive influence over business performance(Manzaneque, Priego, & Merino, 2016). According to Abubakar et al. (2018) more recently have explained corporate entrepreneurship as entrepreneurial behavior inside the established organizations(Abubakar, Zainol, & Binti Wan Daud, 2018). Also stating that corporate entrepreneurship is an impressive way to renew small as well as large organizations, the role of corporate entrepreneurship about fostering business performance is very fundamental (Heavey & Simsek, 2013).

It has a startling bearing over performance, particularly performance that is subjective, such as customer satisfaction, perceived financial performance, it is evident now that corporate entrepreneurship, when practiced and implemented appropriately, could potentially influence of business performances(Assad, V., Brooke Dobni, C., Colby, E. and Ozyildirim, 2017). Entrepreneurship is the key concept which contributed to the creative climate of business performance(Majid *et al.*, 2019,Ishaq Bhatti *et al.*, 2011). In practice corporate entrepreneurship should be supported by pro-active market orientation, scholars have called corporate entrepreneurship as a critical facet of profitability, strategic renewal, innovation and growth(Azizollah, Abolghasem, & Mohammad Amin, 2015). Scholars have still not agreed on one general definition of corporate entrepreneurship. Still, there seems to be consensus on characteristics of corporate entrepreneurship which include the birth of new businesses within existing businesses, the transformation or rebirth of organizations through a renewal of key areas of businesses, and the innovation and renewal within an existing organization.

2.3 Organizational culture

Organizational culture is one of the topics that have received great attention recently, and with the challenges of modern times, Organizational culture represents a multidisciplinary perspective (Nukic, I.S. and Huemann, 2016). The expression of Organizational culture as referring to the order of convictions or beliefs taken by individuals in the organization that affect their perceptions and decisions (Katowice, Wronka-po, & Katowice, 2015). Organizational culture can generally be depicted as a blend of qualities, standards, dispositions and direct plans that outline the inside identity of an association or working unit (Nukic, I.S. and Huemann, 2016, Hashmi, A.R., Amirah, N.A. and Yusof, 2020). Also, raise that culture can be a puzzling course of action of pictures, feelings, doubts and qualities that choose the way by which an association keeps up its business (Hartnell, C.A., Kinicki, A.J., Lambert, L.S., Fugate, M. and Doyle Corner, 2016). Thus, culture affects the decisions individuals take from their confessions, the questions they ask when they have real information, and the way they act (McDowell, 2017).

Olokundun et al. (2017), depicts culture as a case of fundamental joint expectations learned by a social affair as it handled its issues of outside alteration also internal joining, it worked commendably sufficient to be seen as real and, along these lines, to be said to new people as the right technique to see, think and feel in association with those issues (Olokundun et al., 2017). Towards Schein's work, Cummings and Worley (2014), and Wei and Miraglia (2017) suggested a compound model of hierarchical culture comprising four fundamental parts: convictions and principles, upheld, and ancient rarities, and basic essential suppositions (Cummings, T.G. and Worley, 2014, Adeinat and Abdulfatah, 2019).

2.4 Job satisfaction

The Job satisfaction is defined positive feelings about a job based on their evaluation, and perceptions of the job's features (Mohamad Ibrahim, Abd Ghani, & Munir Mohd Salleh, 2013). The concept of job satisfaction is believed to be a very overwhelming stage to achieve everything equally. From the definition, it was known that the representative of achievement was approaching a marked effect on various social and monetary marvels (Hardeep Chahal, R.C. Dangwal, 2016). In careful research, we are undoubtedly told that associations that satisfy their representatives at a higher level are more likely to leave these workers active. Ultimately, they eventually become more profitable, less changeable, and are more likely to rejoice in their lives step by step and more likely to show hierarchy and reliability (Hardeep Chahal, R.C. Dangwal, 2016). The term "realization of employment" has been portrayed paradoxically by many investigators. Various people recognize as apparent that the development in fulfillment will, in general, incite an increase in the individual execution of the labourers (Cameron, K. and Quinn, 2016). This unquestionably sounds to be sensible.

2.5 Corporate entrepreneurship and organizational performance

Researchers have extensively studied the relationship between corporate entrepreneurship and organizational performance. Many researchers focused on three main dimensions of the corporate entrepreneurship construct, namely innovativeness, proactiveness, and risk-taking. On the other hand, it was argued by Song and Jing (2017) that corporate entrepreneurship is best explained by five dimensions adding the competitive aggressiveness and autonomy to the three previous-mentioned dimensions (Song & Jing, 2017). Katsikea et al. (2015) inspected the connection between corporate entrepreneurship and authoritative execution utilizing the information gathered from 165 Taiwanese business visionaries' insecurities and future foundations, the positive relationship among corporate entrepreneurship and hierarchical performance was substantiated (Katsikea et al., 2015). Likewise, the information creation process was uncovered to be a critical middle person between corporate entrepreneurship and hierarchical performance. In a comparable vein of research, Corbett et al. (2013) tried to separate corporate entrepreneurship profiles of SMEs in Greece to suggest the estimations of thing inventiveness for different execution conceivable outcomes. They used the data got from 149 assembling associations and perceived two reverse social events to be explicit the dynamic and withdrawn business visionaries (Corbett et al., 2013).

They found that the two social occasions contained new items trend-setters. Also, they found that the innovative practices imbued in the dynamic representative's total reflected in new items. Trial contemplates underlined the importance of corporate enterprise concerning its commitment to improving general execution (Bierwerth, Schwens, Isidor, & Kabst, 2015) (Heavey & Simsek, 2013) (Rashid Hashmi & Tawfiq Mohd, 2020). Investigating these contentions, where writing gives a reasonable lack of the examination of the impact of corporate business enterprise on hierarchical execution in the Yemen setting, the present examination proposed the following hypothesis:

H1: corporate entrepreneurship has a significant effect on organizational performance

2.6 Organizational culture and organizational performance

Extant empirical evidence confirms a positive and important relationship among a strong organizational culture and organizational performance (Yang, J., Liu, Y., Chen, Y. and Pan, 2016). Besides, organizational culture has an impact on employee motivation, which, in turn, affects organizational productivity and performance. On the whole, organizational culture is positively related to organizational performance. Researches have proven that organizational culture is related to organizational performance (Ammar Ahmed and Ismail Lebai Othman, 2017, Mumford, 2016). The examination found that hierarchical culture ramifications for authoritative execution. Prajogo and McDermott (2011) in a similar manner uncovered alike finding in their examination on the association among hierarchical culture and authoritative performance between 194 center and oldest directors of Australian firms (Prajogo & McDermott, 2011).

Valmohammadi and Roshanzamir (2015) led a study in Iran to investigate the relationship between formal culture, total quality management and implementation in 47 pharmaceutical associations in Tehran on the case of 209 workers (Valmohammadi & Roshanzamir, 2015; F. Al-Obthani & Ameen, 2019; Fahad Al-Obthani & Ameen, 2019; Albreiki, Ameen, & Bhaumik, 2019; Albreki, Ameen, & Bhaumik, 2019). In most contemporary organizations, the use of technology is not only dependent on information and communication technologies to fill in some forms and records, but it is also a tool that performs the process of identifying, classifying, analyzing, measuring, preparing, preparing, interpreting and communicating information (Ameen & Ahmad, 2014). The effect of transformational leadership in exemplary influence, intellectual stimulation, inspiring motivation, and individual reflection) on employee performance for evaluation and control within the organization and to ensure appropriate use and accountability of its resources (Alkatheeri, Ameen, Isaac, Al-Shibami, & Nusari, 2020; Alkatheeri, Ameen, Isaac, Duraisamy, Nusari, & Gamal, S Khalifa, 2020; Alkatheeri, Ameen, Isaac, Duraisamy, Nusari, Gamal, S Khalifa, et al., 2020; Haddad et al., 2020) (B. A. Alneyadi, Al-Shibami, Ameen, & Bhaumik, 2019; B. A. B. A. Alneyadi, Al-shibami, Ameen, & Bhaumik, 2019). Given the breadth and depth of the manufacturing industry and its associated services, these lines, use robots to increase efficiency and manufacturing. How have information technology and the Internet of Things been implemented, see these changes as the beginning of a new era of growth, change, and opportunity (Ameen, Al-Ali, Isaac, & Mohammed, 2020; Ameen, Rahmah, et al., 2020)

The examination proved that the results of implementation were mainly influenced by culture and quality, while TQM was influenced by culture. The effect of authoritative culture parts on the market introduction and hierarchical execution among administrators/proprietors of autonomous eateries in the U.S was driven in an examination by Jogaratnam, (2017). Investigating these contentions, where writing gives a reasonable lack of the examination of the effect of organizational culture on authoritative execution in the Yemen setting, the present investigation proposed following hypotheses:

H2: Organizational Culture has a significant impact on organizational performance

2.7 Job satisfaction and organizational performance

From the examinations that direct the link between job satisfaction and organizational performance, the quantity of concentrates that explored this affiliation must be significantly littler contrasted with the quantity of concentrates that inspected the connection between job satisfaction and individual performance (Kiliç, Kuzey, & Uyar, 2015). Leal et al. (2015) announced in an investigation that laborer joy and job satisfaction in organizations would result in enhanced organizational performance (Leal et al., 2015). Latif et al. (2013) proved in an examination to research the connection between job satisfaction and organizational performance in five benefit/non-benefit division associations. The outcomes showed that there is a noteworthy positive connection between job satisfaction and organizational performance (Latif et al., 2013).

The investigation comes about demonstrated that there was a more grounded association between job satisfaction and organizational performance contrasted with the association between organizational performance and job satisfaction. It could be reasoned that organizational performance was controlled by job satisfaction, as opposed to job satisfaction deciding organizational performance. Looking into these arguments, where literature provides a clear lack of the investigation of the influence of job satisfaction on organizational performance in the Yemen context, the present study proposed following hypotheses:

H3: Job satisfaction has a significant effect on organizational performance

2.8 Framework of study

Based on the previous literature, the variables that have been selected for the study are presented in the framework (Figure 1), demonstrating the relationship between the dependent variable (organizational performance), independent variables (entrepreneurship, organizational culture and job satisfaction). The Human Capital Theory and Social Exchange Theory are used to develop the research model. It is essential to indicate that the main goal of this research is to study the effect of the interaction between Entrepreneurship, job satisfaction and organizational culture on organizational performance. However, a comprehensive review of management literature shows that the variables used in this study have been theoretically supported by the RBV theory, Human Capital Theory and Social Exchange Theory. Thus, previous arguments have shown that the variables of this study can be considered sources of competitive advantage for the International Bank of Yemen. This, in turn, justifies the selection of these theories as to the basis of addressing the issue at hand.

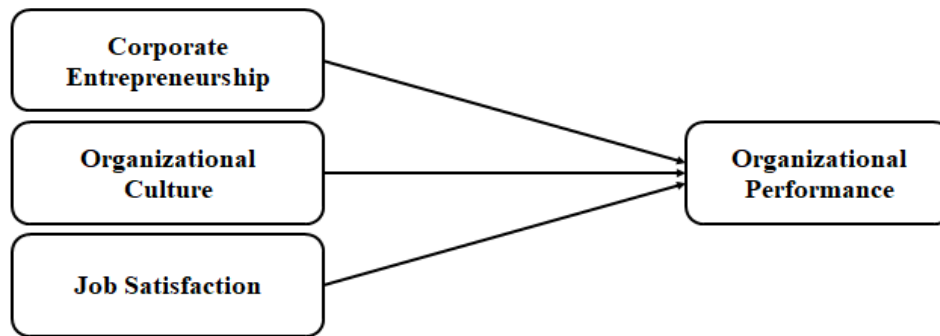


Figure 1: Framework of the study

3. Methodology

The objectives of this research are to describe the impact of the three variables (corporate entrepreneurship, organizational culture, and job satisfaction) on the organizational performance of the International Bank of Yemen. Because of the nature of the study and the type of research question, the study makes use of the quantitative approach (Aamir Rashid Noor Aina Amirah, 2019, A.R. Hashmi, N.A. Amirah, Y. Yusof, 2020). Sekaran and Roger Bougie (2010) identified quantitative research as a type of educational research in which the researcher decides what to study, poses specific questions, collects numerical data from participants, analyses of figures using statistics, and conducts the survey neutrally and objectively (Sekaran, U., & Bougie, 2010). Variables measures using a Likert Scale which recommended in the previous studies (Isaac, Aldholay, Abdullah, & Ramayah, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2018; (Aldholay et al., 2019; Aldholay et al., 2018). The researcher in this study seeks to know the effect of the three factors identified in this study to lead companies and organizational culture and job satisfaction on the organizational performance of the International Bank of Yemen. Thus, this study is a descriptive study using the quantitative approach.

In this research, primary data is going to be obtained using survey questionnaires to current employees at Yemen International Bank. In reality, will use of a five-point Likert scale, as demonstrated by Al-Marri and Zairi (2007), by how it is usually used in the past examinations related to Entrepreneurship, job satisfaction and organizational culture (Al-Marri et al., 2007). Besides, the Likert scale is basic for respondents to react and report their perceptions regarding tempers, practices and assessments. The unit of analysis for this study is the individual level (Rashid, 2016), whereby the sample is the employees in Yemen International Bank, primary data is going to be obtained using survey questionnaires to current employees at Yemen International Bank, which has a total population of 600. Data analysis and hypothesis testing will be conducted by using statistical tools and methods employed such as SPSS, descriptive statistic measures.

4. Conclusion

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Alrajawy et al., 2018; Alrajawy, Daud, Isaac, & Mutahar, 2017; Mutahar et al., 2016). Organizational performance is an important topic that attracts the attention of both practitioners and academics who have studied. These factors help organizations to be competitive because it helps to maintain stability and helps the organization achieve high-quality performance and enables it to achieve its goals. Through the previous discussion, it became clear that Entrepreneurship, organizational culture and job satisfaction is an essential and highly influential factor in organizational performance in International Bank of Yemen. Moreover, this study provides conceptual studies, and the objectives of the concept can be known by

clarifying the research topic and formulating more tightly to study it more deeply in the future and determining the relevant concepts and the study variables chosen by the researcher for the study.

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