

EFFECT OF CORE VALUES ON THE APPLICATION OF STRATEGY OF THE MEDIATING VARIABLE OF INSTITUTIONAL EMPOWERMENT: AN APPLICABLE STUDY OF CIVIL COMMUNITY ESTABLISHMENTS IN JORDAN

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ABSTRACT

The study aimed to identify the effect of the core values in the application of strategic management, in light of the presence of institutional empowerment as a mediating variable, in civil society institutions operating in Jordan. The study relied on the descriptive and analytical approach to achieve the objectives of the study, test its hypotheses, and answer its questions. The questionnaire was adopted as a tool for collecting primary data from the respondents. The study population consists of civil society institutions operating in Jordan, the number of which is (4800) associations affiliated with the Ministry of Social Development and has a license to carry out their work. Civil society institutions that have local and foreign funding and have strategic plans were selected. The number of (528) associations, and due to the difficulty of access and the cost of communicating with this number of these associations, the size of the target sample was determined by (223) associations selected by the simple random sample method, that is, (42.2%) of the associations that meet the previous conditions. The analysis unit consisted of upper and middle administrations in civil society organizations operating in Jordan, who fall into the following job titles: Director, Assistant Director, Head of Department and Supervisor, and the number of distributed questionnaires reached (446), while the number of questionnaires valid for analysis reached (388). The study concluded with a set of results, the most important of which are: The level of core values, implementation of the strategy, and institutional empowerment in civil society institutions operating in Jordan has reached the highest score on the (Likert) five-point scale. The existence of a statistically significant effect of the core values in the implementation of the strategy, and in the same context the existence of a statistically significant effect of the core values of institutional empowerment, the existence of a statistically significant effect of institutional empowerment in the application of the strategy, as well as the existence of a statistically significant effect of the core values in the application of the strategy in the presence of institutional empowerment variable Mediator.

The study recommended that civil society institutions operating in Jordan should continue to pay attention to consolidating the core values, the requirements for implementing the strategy, and adopting an institutional empowerment approach to enhance the participation of workers to achieve continuity and growth.

Key Words: core values, implementation of the strategy, institutional empowerment, civil society institutions operating in Jordan.

1. INTRODUCTION

Many scholars on recent administrative sciences consider values as one of the basic components of organizational culture, which reflects and develops recent administrative trends; where workers in establishments of core values show loyalty to these establishments. The relationship between core values and recent administration is determined through relation between behavioral human sciences and administrative sciences with all of their theories and trends.

Due to great competition, rarity of resources, and speed of change, strategic administration and strategic thought have gained the interest of contemporary organizations, which requires effective application of the strategy to accomplish the objectives that have been planned. Due to the importance of civil community establishments in Jordan, this study comes as an attempt to identify the impact of core values on the application of the strategy through institutional empowerment as a mediating variable.

Problem of the study

Through initial survey of the indicators of the performance of applying national strategies of the strategic plans of civil community establishments, many gaps have been found in performance. The long experience of the researcher in one of these establishments helped much in determining the study problem. Although these establishments have a long term strategic plans based on the national strategy, there is still a problem in applying them.

The study main problem lurks in the attempt to know the extent of the ability of core values to affect the strategy at the stage of application, and explore the role of the effect of institutional empowerment as a mediating variable affecting the dimensions of the application of the strategy of these establishments. Based on this, the problem of the study is in finding an answer to the following question: What is the impact of core values on applying the strategy of the mediating role of institutional empowerment on civil community establishments in Jordan?

Questions of the study

The study problem moves around finding answers to the following questions:

The first question: What is the level of the availability of core values from the viewpoint of the study sample in higher and medium administrations in civil community establishments in Jordan?

The second question: What is the level of the availability of applying the strategy from the viewpoint of the study sample in higher and medium administrations in civil community establishments in Jordan?

The third question: What is the level of the availability of the dimensions of institutional empowerment from the viewpoint of the study sample in higher and medium administrations in civil community establishments in Jordan?

The fourth question: Is there any impact of core values on applying the strategy through the institutional empowerment in civil community establishments in Jordan?

Objectives of the study:

1. Identifying the availability of the dimensions of core values , the level of applying the strategy, and the availability of the dimensions of institutional empowerment in civil community establishments in Jordan.

2. Analyzing the level of the availability of dimensions of the core values, the mediating role of institutional empowerment in Jordanian civil community establishments.

Importance of the study:

First: the Scientific(theoretical) importance:

This study is unprecedented in showing the relationship between variables of the study: (core values, strategy application, and institutional empowerment), and the study environment and its nonprofit features(Jordanian civil community establishments). The current study contributes in providing the Jordanian scientific library with a recent theoretical and academic framework.

Second: The practical(applicable) importance:

The importance of the study is derived from the importance of the sector it studies (the sector of civil community establishments). There are 4,800 establishments and societies following the Ministry of social development serving around 1.5 million citizens, as well as providing work to around 10,860 employees appointed in 2009. Therefore, due to the importance of these establishments, it is necessary to identify the impact of core values on applying the strategy through institutional empowerment.

The study hypothesis:

The indirect impact hypothesis:

Based on the viewpoint of the study sample, there is no statistical significant difference of combined dimensions of core values at the level ($\alpha \leq 0.05$) when applying the strategy in the presence of institutional empowerment as a mediating variable in civil community establishments.

Frameworks of the study:

First: objective framework: the study aims at identifying the impact of core values on applying the mediating role of the strategy of institutional empowerment in civil community establishments in Jordan.

Second: human framework: it consists of(446) persons working in higher and medium administration positions.

Third: spatial framework: the study has been conducted on civil community establishments operating in Jordan.

Fourth: temporal framework: The study covers three academic semesters of the academic year 2020-2021.

Procedural definitions of the study variables:

First: Core Values: A set of moral principles and standards (teamwork, transparency, organizational justice, and organizational commitment) that help workers to perform work efficiently and effectively and establish their sense of responsibility towards the institution. It is measured by the arithmetic mean of the respondents' answers to the study questions.

Second: applying the strategy: "It is putting the plan into action. It includes setting operational goals and drawing policies, allocating resources and setting priorities and performance indicators needed to achieve the strategic goals." It is measured by the arithmetic mean of the respondents' answers to the study questions.

Third: Institutional Empowerment:

"An administrative process through which organizational capabilities are developed, authority is granted, and an organizational environment and reputation is created to help workers achieve institutional goals." It is measured by the arithmetic mean of the respondents' answers to the study questions.

Theoretical framework and previous studies:

The theoretical framework and previous studies of organizational values in contemporary organizations have an important role in preserving the organization, achieving strategic success, and surpassing competitors. It is the main guide for workers in their various work performance, whether on the individual or collective level. Organizational values contribute to determine the trends of individuals (Carroll, 2020). In addition, organizational values are one of the basic elements of the organizational culture that represents the general framework that determines the relations among members of the organization. Values are considered ideal in that they provide the general framework in light of which goals and future trends are set (Anggoro, 2021). Besides, they develop individuals' awareness, and enhance their affiliation in a way that positively affects their organizational performance, excellence in customer service, and help them accomplish their goals (Anggoro, 2021). In addition, understanding organizational values is necessary to know the attitudes of workers in the organization (Awan, 2019). Based on these, it becomes clear that values represent one of the most important aspects in organizations of all kinds, which requires enhancing positive values such as participation, transparency, fairness, honesty, and organizational commitment in line with the organization objectives and future attitudes.

Concept of Organizational values:

Afshar (2021) defines organizational values as: "The set of values available to the members of the organization, which represent the core of the organizational culture, direct the behavior of individuals in the organization, and define the relationships between workers at various administrative levels. They represent a set of principles, objectives and behavior accepted by individuals and society.

The study defines it as: a set of rules common to the members of the organization at their various administrative levels and works to guide their behavior when performing the tasks assigned to them. These values are derived from the work environment, previous experiences, and socialization.

Importance of organizational values:

Organizational values play an important role in the organization progress, growth, continuity, and distinction over competitors. It is the framework and standard for individuals' behavioral practices at work (Demirtas, 2018). Organizational values refer to the goals that the organization focuses on (Bahadır&Certel, 2016). In addition, organizational values reinforce the approach of management by applying objectives, as the focus at this stage is on establishing the principle of partnership between the management and workers, reflecting its philosophy, and providing an appropriate basis for behavior modification and effective decision-making (Bourne & Jenkins, 2013). Organizational values are the most important determinants of the analysis and study of organizational behavior in organizations, which prevent the occurrence of behavioral deviations, and enhance the stability of relations between workers and management (Cho & Lee, 2013).

Based on this, the importance of organizational values lurks in helping the organization to analyze the behavior of individuals, and invest opportunities in a way that guarantees the organization's growth, development, and continuity in the work environment.

The first topic: core values

We note that values do not come accidentally, but are the result of an accumulation of thought; they represent a comprehensive perception of the behavior of organizations and individuals, as well as the exploitation of all available means to achieve the desired goals in accordance with the standards to encourage positive behavioral patterns (Sadegh, 2012). Core values also involve creating a work environment governed by trust and mutual respect, cooperation between management and individuals, and creating a suitable environment and climate to promote teamwork "(Orozco & Martelo, 2018). Like other administration concepts, it needs building and consolidating core values. Therefore, for the purposes of the current study, the study adopted the following core values to comply with the nature of the work of the local community institutions operating in Jordan and work environment: (teamwork, transparency, organizational justice, and organizational commitment) as dimensions for the independent variable (core values). The following points explain this:

First: Teamwork: Teamwork is one of the important administrative concepts that contemporary organizations of all kinds seek to adopt (Dietz, 2017).

Second: Transparency: Transparency is defined as: clarity in all areas of work that occur between the administration and other administrative levels, so that information be available to all employees to perform the required tasks (Graham, 2020).

Third: Organizational Justice: It refers to spreading security, objectivity, and fairness when distributing tasks and jobs, as well as giving workers their job rights.

Fourth: Organizational commitment: It simply means the individual's willingness to carry out his work tasks, starting from attending on time, and ending with the completion of daily work accurately without delay. (Büschgens, 2013). Organizational commitment is looked at as the individual's integration and his loyalty and support to the organization and its objectives. It is the result of three elements: (Büschgens, 2013).

1. Symmetry: which means the individual's adopting of the organizations objectives and defending them.
2. Absorption: which means the individual's psychological involvement in the organization activities.
3. Loyalty: the individual's strong feeling towards the organization, where he becomes a strong defender of the organization and its policies.

The second topic: strategic management

Strategic management is one of the modern management concepts that all organizations of all kinds seek to apply (Ansoff & Lewis, 2018). The strategy includes many basic elements such as the future orientations of the organization, analyzing the internal and external environment, and meeting the organization's resources and internal capabilities in order to utilize the opportunities available to reach these goals in an organized manner and within a specific plan (Lasserre, 2017). Strategic management is considered the contemporary management approach, which indicates the effectiveness of organizations, and judging its efficiency (Wheelen & Bamford, 2017).

Strategic administration is considered the integrated entry of the strategic choice to effectively apply strategy at the organization level,(Morden,2016.) Therefore, interest in organization and resources management effectively is considered one of the basic indicators to judge the efficiency and safety of the strategic plan, (McKiernan,2017). In addition to organization, communication efficiency, and coordination among all administrative units are major factors leading to the success of the strategic administration, which helps in information overflow to all administrative units of different kinds, (Hill,2017).

Dimensions of strategy implementation:

The current study adopted the following dimensions to implement the strategy, namely: (applying business policies, setting priorities, allocating resources, and performance indicators). These dimensions can be illustrated as follows:

1. Application of business policies: After the process of formulating the organization operational objectives, the main management must define the general constraints, and the framework that defines business policies that will be the guide. Their importance lies in raising administrative effectiveness during the implementation process, and, thus, leaving the room for managers to think about strategic matters instead of engrossing with routine matters (Garzella&Fiorentino, 2017).
2. Priority setting: There is an increasing need in recent times for the necessity to take into account the priorities, define them, and arrange them in line with the capabilities and resources of the internal organization, in order to achieve its desired goals, especially during the process of implementing the strategy (Karlik&Yakovleva, 2017), and to make the best use of it to achieve the organization's strategic goals and plans. (Wan, 2019).
3. Resource allocation: When allocating resources, they must be linked to predetermined objectives, based on their priorities and within the framework of the general policy that governs the implementation of the strategy. The organization resources can be classified into financial resources, material resources, human resources, and technological and cognitive resources(Punt, 2017).
4. **Performance indicators:** The performance indicator is a measurement tool that shows the level of achievement in the implementation of the strategic goals, where the organization has achieved its goals in a way that helps the management to identify the level of performance and identify deviations, and then take the necessary corrective measures (Sundstrom&Tollmar, 2018: 15).

The third topic: institutional empowerment

The main purpose of empowering working people is to help them be at the forefront in their field of work to contribute in an unquestionable way to enhance their creativity and bear more responsibility (Khawaldeh, 2021).

The concept of institutional empowerment:

Institutional empowerment is the recent trend in the development of institutional thought after the shift of interest from the model of the monitor and command organization to what is now called the possible organization, and what follows from the change of the multi-level hierarchical organization to the low-level horizontal organization, (Alkrdem, 2021). There are many concepts

of institutional empowerment. Some view it as an organizational strategy related to the modern management strategies (McShane & Glinow, 2017). Institutional empowerment is the process of giving workers broad freedom within the organization in the process of decision-making by expanding delegation of authority, increasing participation and self-motivation, stressing the importance of teamwork, and developing creative behavior (Borkowski & Meese, 2020).

Importance of institutional empowerment:

Institutional empowerment is an organizational strategy that includes giving employees full authority and responsibility in making decisions related to their work, aiming to liberate the capabilities of workers and involve them in the processes of building the organization. Its importance is evident in institutions of all kinds. Due to this importance, we find that many studies have dealt with this concept from different sides, (Bouncken & Kraus, 2020). This shows the importance of institutional empowerment as an important and fundamental factor in unleashing the creativity of individuals in order to keep pace with the technical progress in organizations and the changes taking place in the environment surrounding the institution. (Wilson, 2018). Empowerment means giving up control of workers, allowing them to make decisions, set goals, and achieve desired results (Haryono, Ambarwati, & Saad, 2019). The importance of organizational empowerment lurks in being an important device of increasing employees' satisfaction with work, which leads to the achievement of the organization's goals of growth (Moliner & Martínez-Tur, 2017).

Dimensions of institutional empowerment:

The current study adopted the following dimensions: (organizational capacity development, organizational balance, delegation of authority, organizational reputation). The reason for choosing these dimensions is because of their harmony with the nature of the Jordanian work environment. These can be clarified as follows:

First: Organizational Capacity Development .Horwitz, & Horwitz (2017) mentioned that the content of organizational capabilities is still vague. They explained its concept through their own perspective as the dealings and methods used by organizations to exploit points of strength and avoid points of weaknesses for the sake of continuity to achieve competitive advantage.

Second: Organizational balance: it is based on strengthening the conditions through which the organization can support the participation of employees and provide them with means of power to remain within the organization, (Veetkazhi, 2020). in addition to its ability to balance the organizational burdens. Organizational balance depends on its ability to maintain the efficiency of the organization through achieving satisfaction for all parties of the organization (Castille, 2018).

Third: Delegating authority: it is one of the important elements that aims at achieving the desired accomplishment, and achieve organizational excellence at the level of the organization. It is worth noting that the delegation of authority in the organization is mainly linked with activities of management of human resources through elements of institutional empowerment.

Relationships between study variables:

The relationship between core values and application of the strategy:

The style and manner through which strategic is run is of exceptional importance (Abu Sheikha & Mosaada, 2018). In the same context, Alyan (2016) believes that organizational justice,

as one of the most fundamental values within the organization, plays an important, effective and fundamental role in building, stabilizing and developing the organization towards achieving its strategic goals.

The relationship between core values and institutional empowerment

Organizational values are the most prominent determinants of organizational behavior. In this context, Hamed (2019) stresses the need for a set of organizational values that are compatible with rapid and successive changes. The essence of the process of empowerment is to enhance organizational values through enhancing workers' confidence to perform their duties and encourage them to take decisions.

The relationship between strategy application and institutional empowerment

Hamed's study (2019) indicated the great role and importance of strategic management in establishing the concept of empowerment among company officials. Nofel study (2010) confirmed the existence of a significant impact of the empowerment strategy represented by sharing information, freedom and independence, self-managed work teams, and organizational strength, which help to achieve the strategic goals of business organizations.

Here, the researcher believes that it is not possible to separate the application of the strategy and the achievement of the institutional empowerment strategy. Achieving organizational justice and developing organizational capabilities lead inevitably to the optimal implementation of the strategy and the achievement of strategic goals efficiently and effectively; thus, achieving excellence in performance and maintaining the competitive position of the organization.

Previous studies:

First: Previous studies related to the independent variable (core values):

The study of (Khair El-Din, 2019). This study aimed at identifying the impact of organizational culture on the performance of the employees at the Electric Cable Industry Corporation. The study sample consisted of all the employees of the institution at all administrative levels. A simple random sample consisting of (299) workers was chosen. The questionnaire tool was applied to collect data, where the results of the study showed the existence of a statistically significant effect of organizational culture on the performance of employees in the organization. The level of organizational culture was medium, and the performance level of the organization's employees was high. The most prominent recommendations were to strengthen the organizational culture because of its impact on the success or failure of institutions.

The study of (Al-Derawi, 2019) which aimed to identify the relationship between strategic management and the performance of Non – government officials operating in the Gaza Strip, taking into account the organizations need to create a state of organizational culture as a mediating variable, and their role in achieving excellence in the performance of organizations. The sample of the study consisted of (100) organizations operating in the Gaza Strip, where the researcher used the descriptive and analytical approach by applying the method of intentional sample. The results of the study showed a positive correlation between all dimensions of strategic management and the performance of civil organizations, with an emphasis on the role of organizational culture as a mediator and reinforcer of impact between strategic management and the performance of organizations. The most important recommendations are to seek assistance from experts when preparing strategic plans, and to increase the management and

employees' awareness of the importance of practicing and implementing the strategic management process as a means for organizations to reach organizational culture.

The study of (Gholamiet al., 2019), which aimed to clarify the relationship between the perception of job empowerment, organizational commitment and trust among nurses in training hospitals in Khorramabad (Iran). The study sample consisted of nurses working in four hospitals. Random samples of (160) nurses was chosen, and the questionnaire tool was applied on them using the descriptive analytical approach. The results showed that the nurses obtained a medium degree in their perception of functional empowerment, and a low score in their perception of access to power. The results also showed a moderate degree of organizational commitment and confidence, and a low degree of persistent commitment and emotional commitment. Significant positive relationship between the nurses' perception of career empowerment and organizational commitment and confidence was also existing.

The study of (Trus et al., 2019), which aimed at identifying the links between organizational culture, climate and work-related empowerment, as well as presenting the features of culture and climate at the team and organization levels. The research was conducted in Lithuania among (193) nurse managers in seven hospitals using a questionnaire that measures organizational culture, climate and empowerment. The results showed that the nurse managers were structurally and psychologically empowered at a time when the organizational culture was proficient and stable, and the climate was functional and efficient. These results indicated that nurse managers are more likely to be empowered when there is an organizational culture and a suitable climate in the workplace. Creating an enabling work environment may have a positive impact on individuals and organizational outcomes.

Second: Previous studies related to the dependent variable (application of the strategy):

The study of (Aladdin & Khababa, 2018), which aimed to highlight the impact of the human dimension of organizational culture on the application of the strategy in the institution. The sample study consisted of (200) workers in the higher administration of the intermediate industrial establishments, where the questionnaire tool was applied on them. The researcher used the descriptive and analytical approach. The results of the study showed that job satisfaction affected performance in a positive and strong way. In addition, there was a positive and strong relationship between the human dimension of the organizational culture and the implementation of the strategy. The study recommends that workers should be given interest by creating an appropriate work environment, which enhances their performance, and provides the facilities and resources needed to carry out decisions.

The study of (Bareika & Khumeli, 2017). It aimed to know the effect of applying the balanced scorecard on the strategy of the institution in the eastern community for livestock food in Umm Al-Bouaghi. The study population consisted of community workers by choosing a random sample of workers, where the questionnaire tool was applied on them. The researcher used the descriptive analytical approach. The results of the study showed that the application of the Balanced Scorecard had a positive effect on the strategy of the institution. Likewise, the balanced scorecard had an innovative tool used to measure performance, where it differs from traditional tools as it is not concerned with the financial aspect only, but extends beyond it to other dimensions to measure other dimensions that are important to the institution, i.e. it combines financial and non-financial tools and combines quantitative and qualitative values as well as internal and external factors in short and long terms. The balanced Scorecard provided

much information in various fields, as it is considered a source of information for the management information system in the organization.

The study of (Moricki& Stanley, 2015), which aimed to identify the determinants of strategic planning implementation and its proper use as a tool to achieve the goals of the organization. The specific objectives of the study were to determine the effects of institutional leadership on the strategic plan in the executive program, and to determine the extent of the impact of strategic competitiveness on the implementation of the strategic plan, and to know the impact of organizational culture on the implementation of the strategic plan. A questionnaire was used to collect data. The results of the study showed that the implementation of the strategic plan depends on the humanitarian strategy in resource management; strategic competitiveness; organizational culture; and institutional leadership. It was found that the variables had a significant impact on the implementation of the strategic plan.

The study of (Goromonzi, 2019) which aimed to know the impact of organizational culture and strategy implementation on the performance of commercial banks in Zimbabwe through the use of the indicators of organizational culture, and the application of the eight-dimensional strategy. The study used the regression method to determine the quantitative model and the consequence of variables on the performance of commercial banks. The questionnaire tool was applied to collect the necessary data and information. The results of the study showed that the organizational culture and the application of the strategy had a significant and positive impact on the performance of commercial banks, where investment banks need leadership that creates a distinct culture in banks , and uses techniques to implement an effective strategy for the performance of commercial banks.

Third: previous studies related to the mediating variable (institutional empowerment)

The study of (Al-Marri, 2020), which aimed to determine the level of administrative empowerment in its dimensions (delegation of powers, independence, education and training) on institutional performance (commitment to quality standards, achieving goals, and employee performance). The study conducted in the Qatari Ministry of Finance. A questionnaire was distributed to a stratified random sample of (200) people. The researcher used the descriptive and analytical approach. The results of the study showed that there was a statistically significant effect of the level of administrative empowerment on the institutional performance in the Qatari Ministry of Finance. The study also showed statistically significant effect on the level of administrative empowerment on the dimension of adherence to quality standards in the Ministry. Another study was carried out by (Hamed, 2019). It aimed to identify the effect of strategic management on enabling workers to study the case of a Sudanese Company for Distribution. The sample of the study consisted of (200) individuals from the Sudanese Electricity Distribution Company. The descriptive approach was used to analyze the study data. The questionnaire tool was applied to collect data and information. The results of the study showed the importance of strategic management in consolidating the concept of empowering workers of the Sudanese Electricity Distribution Company, where the company grants more powers to workers and involves them in decision-making processes related to their work, and encourages them to work as a team. The study recommended that workers should be encouraged to participate in all of the company activities and make use of their capacities and accumulative experiences to serve the company.

Al-Dughmi (2019) conducted a study which aimed to identify the impact of administrative empowerment on institutional excellence. The study sample consisted of all workers at various administrative levels in the Ministry of Youth in the Zarqa Governorate. The researcher relied on a comprehensive inventory method to analyze a questionnaire which was distributed to workers in the ministry. The researcher used the descriptive and analytical approach, where the results of the study showed a statistically significant effect on the variables of administrative empowerment (delegation of powers, training, effective communication) with regard to institutional excellence in the Ministry. The variables of participation in decision-making and effective communication did not affect the institutional excellence.

The study of (Han et al., 2019) which aims to identify employees empowerment, where the empowerment environment at the enterprise level is positively related to the empowering leadership of team leaders, and ultimately to the performance of individual tasks. Most importantly, we suppose that the narcissism of team leaders and members can respectively prevent or facilitate the process of empowerment across the level by influencing the intended distribution of decision-making power and resources between team leaders and members. The analysis of selective data of (834) team members from (189)teams in (46) organizations reveals that the organizational empowerment climate is positively related to the enabling leadership of team leaders when they are less narcissistic. Empowering leadership is positively related to performing individual tasks when team members are extremely narcissistic. Finally, we note that bringing together less narcissistic leaders and narcissistic members is a condition in which the indirect influence of the organizational empowerment climate on the performance of individual tasks, through empowering leadership, is positive.

Study Methodology:

The current study is based on the descriptive and the analytical method.

Sample study:

The sample consisted of (6800) civil societies operating in civil community establishments in Jordan;(4800) of which follow the Ministry of Social a development, and are licensed to practice their works. The target sample was determined to be (223)societies; (42.2%) of the study sample that meets the previous conditions , based on Sekaran and Bougie statistical tables (Sekaran&Bougie, 2016).

Study tool

The questionnaire included multiple-choice questions and paragraphs. The following table summarizes the final design of the study tool.

Table (1) a summary of the design of the study tool

variable	Dimension	Border of items	Number of items
Independent variable	Transparency	6-10	5
	Organizational judgement	11-15	5

	Organizational commitment	16-20	5
Core values			
Dependent variable	priority setting	26-30	5
	Allocating resources	31-35	5
	Performance indicators	36-40	5
	21-40	20	
Strategy application		Organizational capacities development	41-45
Mediating variable	Organizational balance	46-50	5
	Authority delegation	51-55	5
	Organizational reputation	56-60	5
	41-60	20	

To measure the study sample's estimates of the study variables, the questionnaire used the cognitive measurement method based on Likert five-point scale, where the weights of the answers were determined on the paragraphs assigned to measure each dimension, as follows:

Strongly disagree	Do not agree	neutral	agree	Strongly agree	estimate
1	2	3	4	5	weight

Source: (Alnajjar, Alnajjar&AlZoubi, 2013)

To reveal the level of interest and degree of practice of the sample organizations towards the study variables, the following formula was applied:

$$=1,33 \frac{1-5}{3} = \frac{\text{the upper limit of the substitute- the lower limit}}{\text{Number of levels}} \text{ Period length=}$$

Where the level of relative importance was determined according to the values of the arithmetic mean of the weights of the estimates of the paragraphs of the study tool. Three levels of estimates were assigned: low, medium and high, as follows:

Table (2) The level of relative importance of the study paragraphs and variables and the arithmetic means that correspond to them

Level	of	Low	medium	High
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relative importance			
Arithmetic mean	1- less than2,33	2,33-less than3,66	3,66- less than 500

Study tool validity Test

Content Validity Test(Virtual validity)

The content validity test aims to ensure the validity of the linguistic forms of the study tool, the clarity of its meanings, and the coherence of its paragraphs and their objectivity. It also aims to ensure affiliation to the dimensions they express in order to achieve the study objectives. For this purpose, the researcher sent the questionnaire to a group of academic people specialized in the fields of study in Jordanian public and private universities. Their remarks were considered and carried out literally.

Construct Validity Test:

Construct validity test aims to verify that the paragraphs belong to the dimensions they express, and that they are correlated with them. This test was performed in two ways: the first was to find the Pearson correlation coefficient between the paragraphs and the dimensions; while the second was to conduct the exploratory factor analysis test.

Pearson correlation coefficient between paragraphs and dimensions:

This method depends on finding the value of the correlation coefficient between the paragraphs and the dimensions to which the paragraph belongs; where the correlation is achieved if all the values are statistically significant. The following are the results of the paragraphs correlation with the dimensions to which they belong . The Pearson correlation coefficient was used to reach these results..

First: Correlation coefficients for the paragraphs and dimensions of the core values variable

Table (3) Results of the paragraph correlation coefficient and the core values dimensions

teamwork		transparency		Organizational justice		Organizational commitment	
parag. no	Correlation coefficient	Parag. no	Correlation coefficient	Parag no	Correlation coefficient	Parag no	correlation coefficient
1	0.716**	6	0.666**	11	0.861**	16	0.686**
2	0.640**	7	0.648**	12	0.859**	17	0.722**
3	0.749**	8	0.784**	13	0.849**	18	0.723**
4	0.746**	9	0.723**	14	0.868**	19	0.623**
5	0.689**	10	0.723**	15	0.804**	20	0.804**
0.626**		0.760**		0.825**		0.501**	

** Statistically significant at the level of significance (0.01)

It is evident from Table (3) that all values are statistically significant at the level of significance (0.01). This indicates that the paragraphs are related to the dimensions they belong to; and the dimensions are related to the main variable as a whole.

Second: Correlation coefficients of paragraphs and dimensions of the variable of strategy application

Table(4) Results of Correlation coefficients of paragraphs and dimensions of the variable of strategy application

Applying work policies		priority setting		Allocating resources		Performance indicators	
parag. no	Correlation coefficient	Parag. No	Correlation coefficient	Parag no	Correlation coefficient	Parag no	correlation coefficient
21	0.774**	26	0.757**	31	0.676**	36	0.861**
22	0.842**	27	0.786**	32	0.766**	37	0.847**
23	0.798**	28	0.760**	33	0.774**	38	0.802**
24	0.796**	29	0.698**	34	0.809**	39	0.870**
25	0.749**	30	0.634**	35	0.637**	40	0.706**
0.833**		0.798**		0.757**		0.840**	

** Statistically significant at the level of significance (0.01)

It is evident from Table (4) that all values are statistically significant at the level of significance (0.01). This indicates that the paragraphs are related to the dimensions they belong to; and the dimensions are related to the main variable as a whole.

Third: Correlation coefficients of paragraphs and dimensions of the variable of institutional empowerment

Table(5) Results of Correlation coefficients of paragraphs and dimensions of the variable of institutional empowerment

Organizational capacities development		Organizational balance		Delegating authority		Organizational reputation	
parag. no	Correlation coefficient	Parag. No	Correlation coefficient	Para no	Correlation coefficient	Para no	correlation coefficient
41	0.820**	46	0.851**	51	0.714**	56	0.785**
42	0.866**	47	0.871**	52	0.789**	57	0.900**
43	0.688**	48	0.866**	53	0.949**	58	0.891**
44	0.816**	49	0.852**	54	0.873**	59	0.905**

45	0.775**	50	0.486**	55	0.823**	60	0.833**
0.805**		0.776**		0.452**		0.838**	

** Statistically significant at the level of significance (0.01)

It is evident from Table (5) that all values are statistically significant at the level of significance (0.01). This indicates that the paragraphs are related to the dimensions they belong to, and the dimensions are related to the main variable as a whole.

Study Tool Stability Test

The following table shows results of the study tool stability test

Table(6) Results of study tool stability test

No	Dimension	Alpha value
1	teamwork	0.819
2	Transparency	0.830
3	Organizational justice	0.923
4	Organizational balance	0.827
Core values		0.929
6	Work policies application	0.891
7	priority setting	0.841
8	Allocating resources	0.828
9	Performance indicators	0.909
Strategy application		0.951
11	Organizational development capacities	0.884
12	Organizational balance	0.884
13	Delegating authority	0.924
14	Organizational reputation	0.929
Institutional empowerment		0.948
Study tool		0.979

Table(6) shows that the study tool has high stability coefficient and the ability to achieve the study purposes.

Presenting and discussing findings and recommendations:

First: A description of the responses of the study sample about the reality and importance of the dimensions of core values.

The core values variable was measured through (4) dimensions: teamwork, transparency, organizational justice, and organizational commitment. Table (7) shows the results:

Table (7) Arithmetic mean, standard deviations, ranks, and relative importance of the dimensions of core values in civil community establishments operating in Jordan

no	dimension	Arithmetic mean	standard deviations	rank	Level of relative importance
1	teamwork	4.363	0.594	2	High
2	transparency	4.243	0.609	3	High
3	Organizational justice	3.894	0.886	4	High
4	Organizational commitment	4.692	0.442	1	High
Core values		4.298	0.525	---	High

Table (7) shows high level of respondents' perceptions of the core values and their dimensions in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.298) and the standard deviation (0.525). The values of the arithmetic mean for the dimensions of the core values ranged between (3.894 - 4.692), with a high relative importance for all dimensions. teamwork came in the second place with an arithmetic mean (4.363) and a standard deviation (0.594) with high relative importance; transparency came in the third place with an arithmetic mean (4.243) and a standard deviation (0.609) and with high relative importance. Team work dimension came in the second place with an arithmetic mean (4.363) and a standard deviation (0.594) with high relative importance; Transparency dimension came in the third place with an arithmetic mean (4.243) and a standard deviation (0.609) with high relative importance; Organizational justice ranked fourth and last, with a mean of (3.894), a standard deviation of (0.886), and a high relative importance. The following is an analysis of the opinions of the study sample members about the paragraphs that measure the dimensions of core values, and a description of their relative importance.

The first dimension: teamwork

Table (8) The arithmetic mean, standard deviation, the order, and the relative importance level for the group work items

no	The phrase	arithmetic mean	standard deviation	rank	relative importance
1	colleagues show cooperation in bearing responsibility towards works assigned to them	4,250	0.741	4	high
2	direct manager has the ability to run his team work to accomplish tasks	4,397	0.752	3	High
3	team work enhances decision making processes collectively	4,534	0.772	2	High
4	team work enhances the spirit of confidence among team members	4.567	0.728	1	High

5	work tqasks are distributed in a fair way among members	4.070	0.894	5	High
Team work		4,363	0,594	---	High

Table (8) shows high level of respondents' perceptions of teamwork in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.363) and the standard deviation (0.594). The values of the arithmetic mean for the paragraphs that measure this dimension ranged between (4.070 - 4.567), with a high relative importance for all paragraphs. Paragraph No.(4) came in the first place with an arithmetic mean of (4.567) and a standard deviation of(0.728) with high relative importance; Paragraph No.(5 ranked fifth and last, with a mean of(4.070) and a standard deviation of(0.894) with high relative importance.

The second dimension: transparency

Table (9) The arithmetic mean, standard deviations, the rank, and the relative importance level of the transparency paragraphs

No	The phrase	arithmetic means	standard deviation	rank	Relative importance
6	the organization basic system is available for all	4,461	0.791	1	High
7	rules and legislations of the organization are precise and clear	4,286	0.735	2	High
8	.the organization sets general policies for publication data related to its works	4,039	0.830	5	High
9	the organization sets general policies to cooperate with institutions and individuals to improve its programmers	4,168	0.781	4	High
10	the organization guaranteesworkers rights and how to get them legally	4,260	0.808	3	High
transparency		4,243	0,609	---	High

Table (9) shows high level of the respondents' perceptions of transparency in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.243) and the standard deviation (0.609). The values of the arithmetic mean of the paragraphs that measure this dimension ranged between (4.039 - 4.461), with a high relative importance for all paragraphs, Paragraph No.(6) came first with an arithmetic mean of (4.461) and a standard deviation of (0.791) with high relative importance; Paragraph No. (8) came in the fifth and last place, with an arithmetic mean of (4.039), and a standard deviation of (0.830), and a high relative importance.

The third dimension: organizational judgment:

Table(10) The arithmetic means, standard deviations, the rank, and the relative importance level of the organizational judgment paragraphs

no	The phrase	arithmetic means	standard deviation	rank	Relative importance
11	The Foundation provides a fair system of salaries and bonuses that commensurate with the jobs.	3,719	1.142	5	High
12	The organization distributes tasks and duties among workers fairly based on their competencies and skills.	3,882	1.039	4	High
13	The Corporation is concerned to make the size of responsibilities at work commensurate with the authorities granted.	3,925	0.944	3	High
14	The Corporation is concerned with the fairness of its organizational procedures.	4,044	0.970	1	High
15	The corporation is concerned with workers' rights	3,979	0.962	2	High
Organizational justice		3,894	0,866	---	high

Table (10) shows high level of the respondents' perceptions of organizational justice in civil community establishments operating in Jordan, where the general arithmetic mean was (4.894) and the standard deviation was (0.886). The values of the arithmetic mean of the paragraphs that measure this dimension ranged between (3.719 - 4.044), with a high relative importance for all paragraphs. Paragraph No. (14) came first with an arithmetic mean of (4.044). and a standard deviation of (0.970) with high relative importance; while Paragraph No. (11) came in the fifth and last place with an arithmetic mean of (3.719) and a standard deviation of(1.142) with high relative importance .

The fourth dimension: the organizational commitment

Table (11) The arithmetic means, standard deviations, rank and the level of relative importance of the organizational commitment dimension

No	The phrase	arithmetic	standard	rank	standard
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		means	deviation		deviation
16	I consider success of the organization an important part of my professional and personal success.	4,680	0.671	4	high
17	My personal values are consistent with my corporation values.	4,544	0.667	5	high
18	I am supposed to protect and respect the property of my organization.	4,817	0.449	1	high
19	I feel fully responsible for the recipients of the service in my organization	4,735	0.476	2	high
20	I feel moral and ethical respect towards the institution and remaining in it.	4,686	0.570	3	high
Organizational commitment		4,692	0,442	---	high

Table (11) shows high level of the respondents' perceptions of organizational commitment in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.692) and the standard deviation (0.442). The values of the arithmetic mean of the paragraphs that measure this dimension ranged between (4.544 - 4.817), with a high relative importance for all paragraphs. Paragraph No. (18) came first with an arithmetic means of (4.817) and a standard deviation of (0.449) with high relative importance; while Paragraph No. (17) came in the fifth and last place with a mean of (4.544) and a standard deviation of (0.667) with high relative importance.

Second: A description of the respondents of the study sample about the reality and importance of the dimensions of applying the strategy

The strategy application variable was measured through (4) dimensions: applying business policies, setting priorities, allocating resources, and performance indicators.

Table (12) The arithmetic means, standard deviations, rank and the level of relative importance for the dimensions of the strategy application

No	The phrase	arithmetic means	standard deviation	rank	Relative importance
1	Applying work policies	3,999	0,743	3	high

2	priority setting	4,128	0,629	1	High
3	Allocating resources	4,055	0,750	2	High
4	Performance indicators	3,986	776,0	4	High
Strategy application		4,042	0,646	---	high

Table (12) shows high level of the respondents' perceptions of applying the strategy and its dimensions in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.042) and the standard deviation (0.646). The values of the arithmetic mean for the dimensions of the strategy application ranged between (3.986 - 4.128), with a high relative importance for all dimensions. Allocating resources came in second place with an arithmetic mean of (4.055) and a standard deviation of (0.750) with high relative importance. Application of business policies came in third place with an arithmetic mean of (3.999) and a standard deviation of (0.743) with high relative importance. Performance indicators came fourth and last, with a mean of (3.983), and a standard deviation of (0.776), and a high relative importance. The following is an analysis of the views of the study sample on the paragraphs that measure the dimensions of applying the strategy, and a description of their relative importance.

The first dimension: applying business policies

Table (13) The arithmetic means, standard deviations, rank, and the level of relative importance of the paragraphs of the application of business policies

No	The phrase	arithmetic means	standard deviation	Rank	Relative importance
21	The institution provides clear, comprehensive and integrated policies for all sectors and administrative levels	3,969	0,897	3	high
22	The organization puts in place a flexible organizational structure that goes with the goals of the strategy.	4,106	0,852	2	High
23	The institution will set procedures for carrying out works in accordance with its policies.	4,198	0,736	1	High
24	The management participates with the employees in setting the business policies of the organization.	3.804	1,021	5	High
25	The management puts a plan to facilitate daily work procedures in line with the business policies	3.918	0.923	4	High
Applying work policies		3,999	0,734	---	high

Table (13) shows high level of the respondents' perceptions of applying business policies in civil community establishments operating in Jordan, where the general arithmetic mean reached (3.999) and the standard deviation (0.743). The values of the arithmetic mean of the paragraphs that measure this dimension ranged between (3.804 - 4.198), with a high relative importance for all the paragraphs. Paragraph No. (23) came in the first place with a mean of (4.198) and a standard deviation of (0.736) and high relative importance; while Paragraph No. (24) came in the fifth and last place with a mean of (3.804) and a standard deviation of (1.021) with high relative importance.

The second dimension: setting priorities

Table (14) Arithmetic averages, standard deviations, rank, and relative importance level for paragraphs of priority setting in civil community establishments operating in Jordan

no	The phrase	arithmetic means	standard deviation	rank	Relative importance
26	The establishment determines its priorities through relevant committees.	3,956	0,826	4	High
27	The establishment articulates its priorities in the form of clear and specific goals.	4,152	0,747	3	High
28	The establishment participates with the employees in determining its priorities according to the nature of work.	3,848	0,948	5	High
29	Priority setting helps the effectiveness of job performance.	4.307	0,758	2	High
30	Priority setting reduces the potential of interference with various administrative tasks.	4,379	0.721	1	high
	Priority setting	4,128	0,629	---	high

Table (14) shows rise in the level of the respondents' perceptions of the dimension of priorities setting in civil community establishments operating in Jordan, where the general arithmetic mean was (4.128) and the standard deviation (0.629). The values of the arithmetic mean for the paragraphs that measure this dimension ranged between (3.848 - 4.379), with a high relative importance for all the paragraphs. Paragraph No. (30) came in the first place with arithmetic mean of (4.379) and a standard deviation of (0.721) and high relative importance; while Paragraph No. (28) came in the fifth and last place with arithmetic mean of (3.848) and a standard deviation of (0.948) and of high relative importance.

The third dimension: allocating resources

Table (15) Arithmetic means, standard deviations, rank, and relative importance level for paragraphs of allocating resources in civil community establishments operating in Jordan

no	The phrase	arithmetic means	standard deviation	rank	Relative importance
31	The establishment provides effective and efficient systems to allocate the necessary resources to achieve its planned goals.	4,090	0,951	2	High
32	The establishment provides the necessary information to decision makers to allocate resources.	4,193	0,836	1	High
33	The establishment sets specialized training programs to raise the efficiency of employees.	3,987	1,142	4	High
34	The establishment provides its employees with modern technical systems to achieve its goals.	4,034	0,881	3	High
35	The establishment monitors appropriate financial allocations to achieve its strategic objectives.	3,969	1,039	5	High
Allocating resources		4,055	0,750	---	high

Table (15) shows rise in the level of the study sample's perceptions of resources allocation in civil community establishments operating in Jordan, where the general arithmetic mean reached (4.055) and the standard deviation (0.750). The values of the arithmetic mean of the paragraphs that measure this dimension ranged between (3.969 - 4.193), with a high relative importance for all the paragraphs. Paragraph No. (32) came in the first place with an arithmetic mean of (4.193) and a standard deviation of (0.836) with high relative importance; Paragraph No. (35) came in the fifth and last place with an arithmetic mean of (3.969) and a standard deviation of (1.039) and high relative importance.

The fourth dimension: performance indicators

Table (16) Arithmetic means, standard deviations, rank, and relative importance level for paragraphs of the dimension of performance indicators in civil community establishments operating in Jordan

No	The phrase	arithmetic means	standard deviation	rank	Relative importance
36	The organization establishes clear, and measurable performance indicators in accordance with the strategic objectives.	3.997	0,885	2	High
37	Performance indicators are used to track the accomplishments of	3.959	0,825	3	High

	strategic goals.				
38	The organization analyzes data and information to detect and correct errors, using appropriate measurement tools.	3,876	1,017	5	High
39	The organization holds its periodic meetings to evaluate performance indicators related to the implementation of the strategy.	3,899	0,977	4	High
40	Performance indicators help to enhance effective decision-making.	4,196	0.809	1	High
Performance indicators		3,986	0.776	---	high

Table (16) shows high level of respondents' perceptions of performance indicators in civil society establishments operating in Jordan, where the general arithmetic mean was (3.986) and the standard deviation (0.776). The values of the arithmetic mean for the paragraphs that measure this dimension ranged between (3.876 - 4.196), with a high relative importance for all the paragraphs. Paragraph No.(40) came in the first place with an arithmetic mean of 4.817) and a standard deviation of(0.449) and high relative importance; Paragraph No. (38) came in the fifth and last place with an arithmetic mean of (3.876) and a standard deviation of (1.017) and high relative importance.

Third: Describing the responses of the study sample regarding the reality and importance of the dimensions of institutional empowerment

Table (17) The arithmetic means, standard deviations, rank, and the level of relative importance of the dimensions of institutional empowerment

No	The phrase	arithmetic means	standard deviation	rank	Relative importance
1	Organizational capacity development	3,947	0,802	3	high
2	Organizational balance	3,548	0,942	4	medium
3	Delegation of authority	4,445	0,535	1	High
4	Organizational reputation	3,964	0,896	2	High
Institutional empowerment		3,976	0,678	---	high

Table (17) shows high level of the study sample's perceptions of institutional empowerment and its dimensions in civil society establishments operating in Jordan, where the general arithmetic mean was (3.976) and the standard deviation (0.678). The mean values for the dimensions of institutional empowerment ranged between (3.548 - 4.445), with a high relative importance to the vast majority of the dimensions. The dimension delegation of authority came in the first place

with an arithmetic mean of (4.445) and a standard deviation of (0.535) with high relative importance. Organizational reputation dimension came in the second place with an arithmetic mean of (3.964) and a standard deviation of (0.896) with high relative importance; the dimension 'organizational capacity development' came in the third place with an arithmetic mean of (3.947) and a standard deviation of (0.802) with high relative importance; and the dimension 'Organizational balance' was ranked fourth and last, with a mean of (3.548), and a standard deviation of (0.944), and a medium relative importance.

F² : The Effect Size

The F2 parameter is used to find out the size of the effect of the independent variable on the dependent variable. If the value of (F2) is greater than (0.350), the size of the effect is considered large; whereas, if the value is between (0.150 - 0.350) it is considered medium, and the value that ranges from (0.02 - less than 0.150) is considered small. The value less than (0.02) has no effect (Draper, 2018).

Table (18) displays the results of the effect size of the independent variables for the current study.

Table (18) The size of the effect of the independent variables according to the factor (F2).

result	effect size	variables
Great effect	0,399	Core Values → Strategy Application
Great effect	0,355	Core Values → Institutional Empowerment
Great effect	0,396	Institutional Empowerment → Strategy Implementation
Great effect	0,406	Core Values → Institutional Empowerment → Strategy Implementation

The results of Table No. (18) indicate that the size of the impact of core values in implementing the strategy was (0.399), and in the same context; the size of the effect of core values on institutional empowerment was (0.355); and the size of the effect of institutional empowerment on implementing the strategy amounted to (0.396). Finally, the size of the effect of the pathway→core values → institutional empowerment→ strategy application has reached(0,406) with great effect for all of them.

Predictive Relevance of the Model :

Predictive relevance (Q2) is a statistical criterion used to assess the quality of a construct model. The main assumption of the predictive relationship is based on the fact that the independent variable must have sufficient capacity to predict and measure the dependent variable (Ramayah et al., 2018). For this purpose, the Blindfolding process was used to determine the Q2 value through Smart PLS3 software. Therefore, if the value of Q2 is greater than zero (Q2> 0), this

means that there is a predictive importance between the independent and dependent variable in the study model; A Q2 value which is less than zero indicates that the model lacks predictive power, and the proposed model is weak (Hair et al, 2017). Table (19) shows the results of the Q2 test for the study variables:

Table(19) The predictive relevance of the study variables according to (Q2)

result	Q ² predictable relevance	variables
Available	0,223	Core Values → Strategy Application
Available	0,195	Core Values → Institutional Empowerment
Available	0,218	Institutional Empowerment → Strategy Implementation
Available	0,223	Core Values → Institutional Empowerment → Strategy

The results of Table No. (19) indicate that the coefficient (Q2) of the dependent variable in the model of the application of the strategy is(= 0.223), and this result indicates that the core values have the ability to predict the application of the strategy by (22.3%). Similiarly, the variable of core values has the ability to predict institutional empowerment by (19.5%), and the institutional empowerment has the ability to predict the application of the strategy by (21.8%). Finally, the organizational values have the ability to predict the application of the strategy in the presence of institutional empowerment by (22.3%).

Results of hypothesis test analysis states that there is no statistically significant effect according to the perceptions of the respondents at the significance level ($\alpha \leq 0.05$) of core values in their dimensions (teamwork, transparency, organizational justice, and organizational commitment) combined in the application of the strategy with its dimensions (application of business policies, priority setting, resource allocation, and performance indicators), with the presence of institutional empowerment as an intermediate variable in the civil society establishments operating in Jordan.

Table No. (20) Results of analyzing the impact of core values in applying the strateg in the presence of institutional empowerment

Path	Direct effect	Indirect effect	T	P
Core Values -> Institutional Empowerment.	0,785	----	7,189	0.000

Institutional Empowerment -> Strategy application.	0,870	----	12,09	0.000
Core Values -> Institutional Empowerment -> Strategy application	----	0,683	9,13	0.000
q² = 0.223		F² = 0.406		R² = 0.583

* significant at the statistical level ($\alpha \leq 0.05$).

Table (20) shows that the direct effect of core values path with institutional empowerment is (0.785). It also shows that the direct effect of the institutional empowerment path with the application of the strategy is (0.870). Moreover, It shows that the indirect effect of the path: (core values → implementation of the strategy, in the presence of institutional empowerment as an intermediate variable is (0.683) according to the path coefficient at a significant level ($\alpha \leq 0.05$), and this result indicates the importance of the mediating role of Institutional empowerment in enhancing the impact of core values when applying the strategy.

The statistical analysis in Table (20) shows that the calculated value of (T) is (9.13) at a significant level ($\leq 0.05 \alpha$), which is less than (0.05) and it is statistically significant. The results of the analysis also indicate that core values explained an amount of (58.3%) of variance in the application of the strategy, with institutional empowerment as a mediating variable.

The results in the same table indicate that the size of the influence of external core values when applying the strategy, in the presence of institutional empowerment, has a high degree, where the value of (F2) is (0.406), which is classified as (great effect).

As noted in Table (20), the value of (q2) is (0.223). This result indicates that core values have the ability to predict the dependent variable - application of the strategy - in the presence of institutional empowerment as a mediating variable in civil society establishments operating in Jordan by 22.3%. According to these results: The null hypothesis (H04) is rejected at the level of this study, and the proof hypothesis is accepted, which states that There is a statistically significant effect (according to the perceptions of the respondents) at the significance level ($\alpha \leq 0.05$) of core values in their dimensions (teamwork, transparency, organizational justice, and organizational commitment) combined in the application of the strategy with its dimensions (application of business policies, priority setting, resource allocation, and performance indicators), with the presence of institutional empowerment, as a mediating variable in the civil society establishments operating in Jordan.

2. DISCUSSING THE RESULTS

Conclusions regarding the level of core values:

This result indicates the respondents' awareness of the importance of core values in their institutions. They embody the ethical standards and noble values that institutions follow to achieve ethical standards, and encourage individuals to adopt them to reinforce a general

framework that defines organizational behavior in the establishment. Team work is a means to accomplish goals and required actions in a way which is much better than individual work, because goals require concerted efforts and roles of all workers. The researcher attributes this result to the fact that team work enhances noble meanings and values of the workers, and increases their eagerness to establish positive relationships away from conflict and quarrels. Consequently, values of love, intimacy and good relations prevail between workers. Besides, teamwork saves time and efforts, and leads to an increase in the skills and experiences of individuals through the exchange of experiences among them.

Conclusions of the level of strategy application:

This result indicates the awareness of the respondents of the importance of applying the strategy in its various dimensions. It is related to putting the plans into action; setting operational goals; drawing general policies that serve as a guide; and guiding the performance of business. It is also related to allocating the necessary resources to implement the strategy using different material, human experiences, and technological and cognitive factors. It is also related to identifying various priorities, and arranging them according to the schedule needed to apply the strategy and identify indicators that are necessary to achieve the strategic goals that the organization seeks to achieve. This result is justified by the fact that civil community establishments are keen to provide business policies that represent the set of principles and commitments prepared in advance by higher management to guide workers at various administrative levels when making decisions and actions related to the implementation of the establishment strategy. Setting clear and specific priorities in Institutions is important when implementing the strategy within a specific timetable. Therefore, the process of providing accurate information and constantly training employees to enhance their experiences and skills by attaching them to training programs that suit their job needs will contribute to the effective implementation of the strategy, and the achievement of the institution's objectives .

Conclusions of the level of institutional empowerment:

The results indicated that the level of organizational capacity development in civil community establishments had a high degree according to Likert's five-year scale. This result indicates the institution's ability to effectively invest its material, human and financial resources to achieve the strategic goals in accordance with its strategic plans.

Results of the study hypothesis test:

Results related to the impact of core values on strategy application, with institutional empowerment as a mediating variable:

The results of the study indicated that there was an important statistically significant effect of core values on implementing the strategy through institutional empowerment in civil community establishments. This indicates that core values affect the application of the strategy, and therefore the increase of attention to core values will generate a positive impact on implementing the strategy. In the same context there is a direct impact of core values on institutional empowerment, which also indicates that interest in core values will generate a positive impact on institutional empowerment. The results also show that there is an indirect effect of core values on implementing the strategy through institutional empowerment, which confirms the mediating role of cognitive management in enhancing the impact of the effective orientation of the

management of institutional empowerment in civil community establishments. Based on this, it can be concluded that interest in institutional empowerment and its practice will reflect positively on the relationship between core values and the implementation of the strategy.

3. RECOMMENDATIONS

1. Continuity of civil community establishments in enhancing the adoption of core values, and the focus on fair distribution of tasks among team members without bias.
2. Continuity in enhancing the adoption of transparency in civil community establishments, and the adoption of a general publication policy, as well as revealing data related to business plans and funds periodically.
3. Enhancing the adoption of organizational justice and distributing tasks among workers, taking into consideration individual differences among them.
4. Continuity in enhancing the adoption of organizational commitment and positive relationships to consolidate the value of the concept of organizational commitment among workers.

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