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RESEARCH ARTICLE

The Impact of Organizational Genetics on Sustainable Performance at Jordanian Islamic Banks

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ABSTRACT

The study aimed to investigate the impact of all organizational genetics' dimensions (decision rights, organizational structure, incentives, and information) on sustainable performance with their combined ones (economic performance, social performance, and environmental performance) at Jordanian Islamic banks. The study adopted a descriptive analytical approach to achieve its objectives. The study population consists of (896) managers at various administrative levels at Jordanian Islamic banks. A proportional stratified random sample of (269) managers was selected from the study population. The researcher used an electronic questionnaire as the data collection tool. For the purpose of analyzing the data and testing the hypotheses, the (SPSS V.25) program was used. One of the most important results reached by the study is the existence of a statistically significant impact of the dimensions of organizational genetics (decision rights, organizational structure, incentives, and information) on sustainable performance with all their combined dimensions (economic performance, social performance, and environmental performance) at Jordanian Islamic banks. Based on the results of the study, a set of recommendations was proposed, the most prominent of which was reinforcing the development of Islamic banks data systems through continuous updating and training employees on applying them to ensure the data quality and precision to accelerate the services. In addition to improving all types of employees' incentives at Jordanian Islamic banks, including current salaries and assessing the budget balance according to the given salaries and the current inflation to be fit with the employees' needs and ambitions.

INTRODUCTION

Business organizations are increasingly confronted with accelerating variables and mounting challenges, such as globalization, technological advancement, and the evolution of communication systems, in addition to the intensity of global competition and the continuous transformation in customer needs and preferences. These factors have compelled organizations to engage in ongoing efforts to adapt to such changes and developments in order to ensure their continuity and sustainability.

Sustainability in organizational operations is no longer limited to just achieving economic and financial performance as a measure of efficiency and effectiveness. Instead of that, sustainable performance has evolved to cover broader dimensions, including enhancing social performance, minimizing environmental impact, and maximizing long term benefits for future generations. This shift has exerted pressure on organizations to achieve a comprehensive integration of economic, environmental, and social performance indicators (Al-Mansi, 2023).

Moreover, modern organizations have become increasingly committed to identifying their distinct identity within the context of their internal and external environments. Given that organizations - similar to living organisms - undergo various stages in their life cycles, beginning with birth, followed by growth, maturity, and eventually decline, it has become imperative for organizations to explore their own unique structural composition that distinguishes them from others. This has led to the

emergence of the concept of *organizational genes*, which serves as an analogy to biological organisms whose inherited traits determine their distinctive characteristics (Hussein, 2024).

Regardless of the nature of their activity, an organization's awareness of its organizational genes represents a strategic force for achieving its desired goals. Such awareness facilitates the provision of accurate and timely information, supports sound decision-making, enables the identification of employee needs and preferences, and informs the adoption of appropriate motivational strategies. These outcomes are realized through the establishment of an effective and adaptable organizational structure (Mohammad & Nour Al-Din, 2023).

Building upon the foregoing, and based on the recommendation of Al-Mansi (2023) to expand the investigation of variables that may influence sustainable performance - given its significant role in achieving administrative excellence and development - and in alignment with the recommendation of Abdelkareem et al. (2024), who emphasized the need to extend research on sustainable performance to encompass service sectors, as well as the recommendation of Gaballah (2023) to apply sustainable performance models and their influencing factors in service-oriented enterprises, the present study addresses the issue of sustainable performance. This construct constitutes a defining characteristic of leading and innovative organizations seeking to achieve qualitative transformations in their administrative approaches. Among the multitude of factors affecting sustainable performance are organizational genes - an area that has yet to receive sufficient empirical attention regarding its impact on sustainability outcomes and because these genes have several benefits, including enabling the organization to identify its strengths and weaknesses and how to address them, which contributes to advancing the organization, enhancing and improving its performance, ensuring its continuity, and enabling it to predict employee behavior and performance (Nawahda & Alsarayreh, 2022). It also contributes to the ability to uncover the underlying causes of organizational dysfunction and to propose potential solutions, and may even help prevent problems before they arise (Neilson et al., 2004). An organization's comprehensive understanding of its genetic makeup contributes to the formation of its entity, the recognition of its identity, and provides insight into its history. It also serves as a mechanism for preserving organizational memory from the inception and formation of the organization (Al-Salwadi & Ghoneim, 2022).

The study is situated within the context of Jordanian Islamic banks, which constitute a vital component of the Jordanian financial system and play a pivotal role in fostering economic and social development.

This study emerges from the need to examine the impact of organizational genes - represented by their dimensions (decision rights, organizational structure, incentives, and information) - on sustainable performance with its dimensions (social performance, economic performance, and environmental performance) in Jordanian Islamic banks.

Theoretical Framework Organizational Genetics

As a result of contemporary developments in management thought and perceived similarity between the life cycle of human beings and that of organizations which pass through several stages beginning with birth and ending in decline stage. Thus; the concept of organizational genetics (organizational DNA) has emerged. This term was adopted in an effort by organizations and researchers to identify and differentiate the organization's unique identity that distinguish it from others and supports it in achieving its objectives (Hussein, 2024).

A consulting firm called Booz Allen Hamilton Company for Administrative Consultations (BHAC) which began operations in 1914, was the first to introduce the term *organizational genes* in the business world. In 2002; Booz Allen conducted a survey across 100 countries covering 24 sectors, 10 departments, and 8 divisions per company. This study's findings indicated that organizational genes consist of four main dimensions: incentives, decision rights, information, and organizational structure (Mohammad & Nour Al-Din, 2023; Al-Salwadi & Ghoneim, 2022; Abdel-Raheem & Saad, 2019).

The concept of organizational genetics was developed to describe the fundamental traits, capabilities, behaviors, structures, and core motivations of organizations. Organizational genes serve as a tool for understanding both informal and formal elements that guide and constrain daily behavior within the organization. They also define how the organization implements change, what changes it can execute,

and which actions its members can perform (Wolff, 2019). These genes consist of four foundational rules, acting as building blocks: decision rights and norms, incentives and commitment, information flow, and organizational structure (Parnell, 2013, 348).

They are described as a foundational base composed of an intricate and interconnected configuration of inherited organizational traits, encapsulated in a four-part structure: organizational structure, decision rights, motivation, and information. This configuration explains the growth, development, continuity, and various activities of the organization (Majid, 2019).

Govers et al. (2024) defined organizational genes as an organizational metaphor and theoretical tool that assists in explaining the nature of organizations and facilitating organizational change through a systematic and repeatable set of solutions for implementing, sustaining, and renewing transformation or improvement within the organization. They liken it to a double helix composed of two strands: the social strand, representing organizational culture and personnel; and the technical strand, reflecting the organization's technology and structure. These two strands are interconnected through three principles: routines, values, and beliefs. While Sharqi (2022) pointed out that the term *Organizational DNA* has been referenced by various names in Arabic literature, including: *organizational genes*, *organizational DNA*, and *organizational genetic fingerprint*, all of which convey a unified concept with similar dimensions.

Thus; the dimensions of organizational genetics have varied across previous studies and scholarly research. Azudin and Mansor (2018) indicated that organizational genes consist of three dimensions: size, competitive strategy, and decentralization. In contrast, Govers et al. (2024) identified four dimensions of organizational genes: organizational structure, technology, individuals, and culture. Meanwhile, Neilson et al. (2003) adopted a four-dimensional model of organizational genes, whereby the unique characteristics of an organization are determined through infinite combinations of the following foundational rules: organizational structure, decision rights, incentives, and information.

organizational genetics (organizational DNA) play through its dimensions important role in classifying organizations in different ways; so a study entitled "Organizational DNA Profiles," developed by Booz Allen in 2003, revealed seven types of organizations: the just-in-time organization , the resilient organization, the passive-aggressive organization, the military organization, the outgrown organization, the fits-and-starts organization, and the over-managed organization (Neilson et al., 2003; Alshawabkeh, 2021). And Güloğlu et al. (2021) clarified that these organizational types are classified into four unhealthy organizations: the *Passive-Aggressive Organization*, the *Outgrown Organization,* the *Fits-and-Starts Organization*, and the *Over-managed Organization*. In contrast, three types are considered healthy organizations: the *Resilient Organization*, the *Just-in-Time Organization*, and the *Military Organization*.

Sustainable Performance

Organizations seek to operate in a sustainable manner - capable of measurement, documentation, and achieving a positive return on investment across the three dimensions: economic, social, and environmental - while also generating benefits for stakeholders. Accordingly, sustainable performance, in its practical application, can be viewed as the art of conducting business in an interconnected world (Savitz, 2012, 12).

Many researchers have addressed the concept of sustainable performance. Sommer (2012, 25) defined it as meeting the needs of the present without compromising the ability of future generations to meet their own needs, a view supported by Permatasari et al. (2022), who emphasized that it involves efforts to meet the needs of the current generation without jeopardizing those of future generations. Sustainable performance is a means of developing the organization's economic capabilities and utilizing its technical potential to improve the quality of its outputs and operational processes in order to achieve the organization's vision and goals while ensuring continuity (Jasim & Altaee, 2023). Tristanto et al. (2023) viewed it as the approach organizations adopt to generate value for both the organization and society by integrating the economic, environmental, social, and political dimensions, which in turn guide decision-making in daily operations. Thus, sustainable performance is not limited to generating financial returns and shareholder benefits, but also encompasses the interests of employees, customers, the environment, the community, and future generations (Al-Mansi, 2023).

The concept of sustainable performance has been clarified through three main dimensions: economic performance, social performance, and environmental performance (Aman-Ullah et al., 2024), which have been adopted in the present study. Economic performance is essential for any organization to enhance its productivity in relation to stakeholders and customers (Zhu et al., 2024). Ibrahim and Abdu (2023) view it as the primary objective organizations aim to achieve by generating economic surpluses through maximizing outcomes related to productivity, profitability, and added value. It is evaluated using both quantitative and qualitative indicators.

Social performance reflects the organization's ability to translate social objectives into practices that benefit stakeholders (Rezaee, 2017, 19). It refers to the organization's capacity to exert a positive and effective influence on the lives of its internal employees and on society at large. This includes providing a safe work environment, ensuring fair and appropriate working hours and wages, allowing employees to join labor unions, combating child labor, and reducing all forms of discrimination (Jasim & Altaee, 2023).

Environmental performance involves the organization's provision of high-capacity systems and mechanisms for environmental management, aiming to reduce the negative impact of its production activities on the surrounding environment and to protect the ecosystem (Ibrahim & Abdu, 2023). This is affirmed by Abdelkareem et al. (2024), who defined it as the organization's ability to reduce waste generation, decrease air emissions, enhance efficiency in the consumption of natural resources, and ensure no environmental harm is caused.

Wang et al. (2021) identified four key indicators necessary for measuring environmental performance in organizations: the waste measurement indicator, the energy consumption indicator, the environmental responsibility level indicator, and the product/service life cycle - environmental impact linkage indicator.

The significance of sustainable performance is demonstrated by the benefits it yields for organizations. These include enabling the organization to resolve obstacles that may hinder the achievement of its objectives (Mahdi, 2023) and contributing to the generation of an integrated organizational vision regarding its activities and products (Draissi & Lamtoush, 2023; Jasim & Altaee, 2023). Sustainable performance enhances market share and strengthens competitive distinction through achieving a balance between economic, social, and environmental goals (Ibrahim & Abdu, 2023). Furthermore, it fosters a culture that supports creative and innovative ideas and promotes the responsible use of resources, thereby laying the foundation for a peaceful and sustainable relationship between humanity and the natural world (Aman-Ullah, 2024).

Organizations face several challenges in the process of measuring their sustainable performance, including the Garbage-In-Garbage-Out (GIGO) Effect: this challenge refers to the fact that the quality of results depends on the input data quality. Relying on inappropriate or weak data during the measurement process leads to unreliable outcomes. Another challenge is the Street Effect, which denotes the tendency to measure what is easily accessible and available rather than what is truly important. Therefore; this can lead to neglect of key indicators that may have a more significant impact on sustainability. Lastly, the Green Splashing Effect refers to the excessive use of indicators that may be irrelevant to the specific context or industry, potentially leading to inaccurate results and diminishing the effectiveness of the measurement process (Damtoft et al., 2024).

2.1 Theoretical Framing of the Study Variables

It is essential to emphasize the significance and impact of organizational genetics on sustainable performance in all its dimensions. This aligns with the findings of the following prior studies: Mahdi (2023) found a positive effect of organizational genetics on sustainable performance. Organizations possessing an efficient organizational structure that facilitates well informed decision making, and relies on highly reliable and transparent information were more capable of achieving their objectives and attaining sustainable performance, which ensures their continuity. Sustainable performance has become one of the foundational pillars of excellence in successful organizations that looks for achieving qualitative advancements in their administrative practices and support for their employees.

The study of Abu Zaid and Al-Rumaidi (2019), also concluded that organizations must give priority to strengthening and supporting their organizational genes by making them an integral part of the

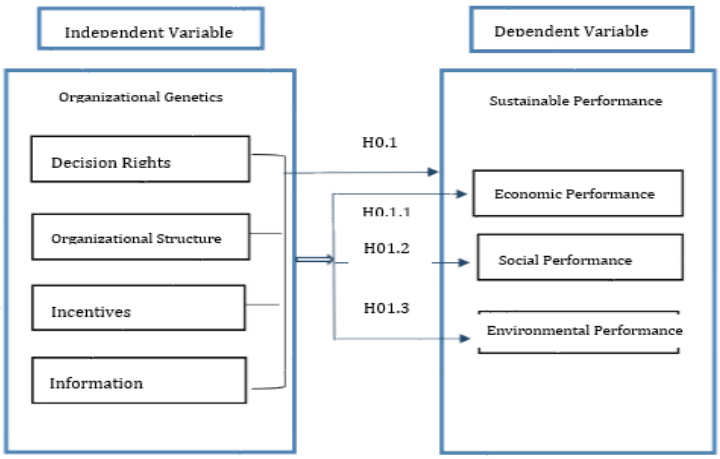
organization's strategy. This contributes to achieving sustainable performance to internal and external environmental changes, offering moral and material support to employees, taking into consideration employees' suggestions and opinions, and involving them in the decision making process.

2. STUDY METHODOLOGY

2.1 Study Model

To fulfill the purpose of this study, and achieve its stated objectives by identifying the effect of the independent variable (organizational genetics) on the dependent one (sustainable performance), the researchers developed the study model based on previous studies.

Figure (1): The Study Model



Source: Developed by the researchers based on the following references:

Independent Variable: (Al-Enzi, 2024; Hussein, 2024; Mohammad, 2024; Mahdi, 2023; Al-Salwadi & Ghoneim, 2022; Majid, 2019; Govers et al., 2024; Nawahda & Al-Sarayrah, 2022; Alshawabkeha, 2021; Güloğlu et al., 2021; Ardalan, 2020; Parnell, 2013, 348; Azudin & Mansor, 2018)

Dependent Variable: (Gaballah, 2024; Daifallah et al., 2023; Nakra & Kashyap, 2025; Abdelkareem et al., 2024; Jasim & Altaee, 2024; Aman-Ullah et al., 2024; Piwowar-Sulej & Iqbal, 2023; Sommer, 2012, 28; Hidayat-ur-Rehman, in press)

2.2 Study Hypotheses

Based on the problem statement and the research questions, the following hypotheses were formulated:

Main Hypothesis

H0.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its dimensions (decision rights, organizational structure, incentives, and information), on sustainable performance with its combined dimensions (social performance, social performance economic performance, and environmental performance) in Jordanian Islamic banks.

Sub-Hypotheses

H0.1.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on economic performance in Jordanian Islamic banks.

H0.1.2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on social performance in Jordanian Islamic banks.

H0.1.3: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on environmental performance in Jordanian Islamic banks.

2.3 Research Strategy and Methodology

The study adopted a survey strategy to address its research questions and test its hypotheses (Sekaran & Bougie, 2016, 96). A quantitative descriptive-analytical method was employed, emphasizing a detailed and objective description of the actual phenomenon under investigation. The study aimed to determine the correlational relationship between the independent variable (organizational genetics) and the dependent variable (sustainable performance).

2.4 Population and Sample of the Study

The study population consisted of all managers across all administrative levels (senior, middle, and lower management) in Jordanian Islamic banks, totaling 896 managers. A proportionate stratified random sample was selected from the study population. Based on standard sample size tables, the representative sample size was determined to be 269 managers distributed across the Jordanian Islamic banks (Sekaran & Bougie, 2016, 264). The researchers distributed the questionnaire electronically to all employees at the senior, middle, and operational levels through the official internal platforms of the Jordanian Islamic banks. A total of 269 questionnaires were retrieved.

Table (1) presents the distribution of the proportionate stratified random sample, based on the following equation for calculation:

Number of elements from each stratum = (Stratum size / Total population size) × required sample size.

Table 1: Number of Managers at All Administrative Levels in Jordanian Islamic Banks and the Representative Sample

Bank	Total Number of Managers	Representative Sample
Jordan Islamic Bank	452	136
International Arab Islamic Bank	235	70
Safwa Islamic Bank	209	63
Total	896	269

Source: Human Resources Departments of Jordanian Islamic Banks and the Annual Reports of Jordanian Islamic Banks

Table (2) presents the descriptive analysis of the functional and demographic characteristics of the study sample using frequencies and percentages:

Table 2: Distribution of Study Sample According to Functional and Demographic Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	152	56.5%
	Female	117	43.5%
	Total	269	100%
Age Group	Less than 30 years	26	9.7%
	30 – less than 40 years	111	41.3%
	40 – less than 50 years	85	31.6%
	50 years and above	47	17.5%
	Total	269	100%
Educational Qualification	Community College Diploma	47	17.5%
	Bachelor's Degree	140	52.0%
	Master's Degree	63	23.4%
	Doctorate	19	7.1%
	Total	269	100%
Years of Experience	Less than 5 years	9	3.3%
	5 – less than 10 years	25	9.3%
	10 – less than 15 years	97	36.1%
	15 – less than 20 years	64	23.8%

	20 years and above	74	27.5%
	Total	269	100%
Administrative Level	Senior Management	59	21.9%
	Middle Management	135	50.2%
	Lower (Operational) Management	75	27.9%
	Total	269	100%

From the table, it is evident that the number of female administrators reached 117, representing 43.5% of the study sample, while the number of male administrators amounted to 152, constituting 56.5% of the total sample.

This relatively balanced distribution indicates a notable effort by Jordanian Islamic banks to enhance the role of women in the workforce. Moreover, the combined percentage of administrators aged between 30 and less than 40 years, and those between 40 and less than 50 years, accounted for 72.9% of the sample. This distribution can be interpreted as reflecting the necessity for managerial roles—particularly at senior, middle, and supervisory levels—to be occupied by employees with accumulated practical experience, which naturally corresponds to longer years of service. This suggests that Jordanian Islamic banks place substantial emphasis on assigning administrative postions to experienced personnel. While, the distribution of age groups aligns with the distribution of administrative levels in the study sample.

The highest educational qualification among participants was the bachelor's degree, held by 52% of the sample, followed by master's degree holders at 23.4%. This reflects the significance of academic qualifications complemented by practical experience for individuals employed in administrative roles within Jordanian Islamic banks.

2.5 Research Instrument

To achieve the objectives of the study, an electronic questionnaire was employed as the primary tool for data collection, aimed at examining the impact of organizational genetics on sustainable performance in Jordanian Islamic banks. The questionnaire was constructed based on prior Arab and international studies, academic dissertations, and scholarly articles. To ensure the instrument's validity, reliability. And comprehensive coverage of the research content, the questionnaire was reviewed by a panel of academic experts and faculty members specializing in business administration from Jordanian universities.

The questionnaire consisted of three main sections; illustrated as follows:

Section One: Included the demographic characteristics of the study sample: gender, age group, educational qualification, years of experience, and administrative level.

Section Two: Comprised items (1-20) designed to measure the independent variable (organizational genetics). These items were developed based on several prior studies, including: Mahdi (2023), Mohammed (2024), Majed (2019), Mostafa (2023), and Saad & Ibrahim (2022).

Section Three: Included items (21–36), which were used to measure the dependent variable (sustainable performance), drawing upon the following references: Al-Mansi (2023), Gaballah (2024), and Mahdi (2023).

2.6 Instrument Reliability

The researchers assessed the reliability of the questionnaire in relation to the study variables and their respective dimensions. Specifically, the reliability testing addressed the internal consistency of items measuring the dimensions of organizational genetics (decision rights, organizational structure, incentives, and information) and sustainable performance (economic, social, and environmental performance). Reliability was evaluated using Cronbach's Alpha Coefficient to determine the consistency of responses across items associated with each variable and its sub-dimensions. The results are presented in Table (3).

Table 3: Reliability Test Results for the Questionnaire Items Using Cronbach's Alpha Coefficient

Dimension	Number of Items	Cronbach's Alpha
Dimensions of Organizational Genetics		
Decision Rights	6	0.821

Organizational Structure	4	0.691
Incentives	5	0.787
Information	5	0.857
Dimensions of Sustainable Performance		
Economic Performance	6	0.726
Social Performance	6	0.749
Environmental Performance	4	0.782

Based on Table (3), which presents the internal consistency and reliability of the retrieved questionnaire responses, it is observed that all Cronbach's Alpha Coefficient values for the dimensions of the independent variable (organizational genetics) and the dependent variable (sustainable performance) indicate satisfactory reliability of the instrument. According to Sekaran and Bougie (2016, 290), Alpha values equal to or greater than 0.70 are considered statistically acceptable for research in the social sciences and administrative studies.

2.7 Model Appropriateness

Multi- Collinearity Test

To ensure the absence of multicollinearity among the dimensions of the independent variable (organizational genetics), Pearson correlation coefficients were calculated, as shown in Table (5). The correlation values ranged between (0.393) and (0.632), all below the threshold of (0.80), indicating that there is no high multi-collinearity among the dimensions of organizational genetics (Sekaran & Bougie, 2016, 287).

To further confirm the absence of autocorrelation among the dimensions of the independent variable, the Variance Inflation Factor (VIF) and Tolerance values were also examined. All VIF values were greater than 1 and less than 10, while all Tolerance values exceeded 0.1 and were below 1, as detailed in Table (5). These results confirm the absence of multi-collinearity between the dimensions of organizational genetics (Sekaran & Bougie, 2016, 316).

Table 5: Pearson Correlation Coefficients, Variance Inflation Factor (VIF), and Tolerance Values

Variables	Decision Rights	Organizational Structure	Incentives	Information	VIF	Tolerance
Decision Rights	1				2.007	0.498
Organizational Structure	0.514	1			1.423	0.703
Incentives	0.472	0.393	1		1.391	0.719
Information	0.632	0.400	0.442	1	1.753	0.571

3. RESULTS AND DISCUSSION

3.1 Data Analysis and Hypothesis Testing

H0.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its dimensions (decision rights, organizational structure, incentives, and information), on sustainable performance, with its combined dimensions (social, economic, and environmental performance), in Jordanian Islamic banks.

To test the main hypothesis, standard multiple linear regression analysis was employed. The results are presented in Table (6):

Table 6: Multiple Linear Regression Analysis of the Effect of Organizational Genetics on Sustainable Performance

Dependent Variable:	Independent Variables: Organizational Genetics	Unstandardized Coefficients (B)		Standardized Coefficients (Beta β)	t-Value	T Sig.
		B	Standard Error			
Sustainable Performance	Decision Rights	0.193	0.055	0.225	3.496	0.001
	Organizational Structure	0.116	0.044	0.145	2.670	0.008
	Incentives	0.015	0.037	0.023	0.423	0.672

	Information	0.411	0.060	0.410	6.798	0.000
R		R^2		Degrees of Freedom (D.F)	F-Statistic	Sig. (F)
0.673		0.453		4	54.747	0.000

*Significant at $\alpha \leq 0.05$

The results revealed a strong positive correlation between organizational genetics and sustainable performance (Al-Najjar et al., 2020, 223), with the correlation coefficient reaching R = 0.673, and the coefficient of determination at $R^2 = 0.453$, indicating that organizational genetics explains 45.3% of the variance in sustainable performance. The ANOVA results confirmed the statistical significance of the regression model (F = 54.747, Sig. = 0.000).

At the level of individual dimensions of organizational genetics, the findings showed that the "information" dimension had the strongest statistically significant effect (β = 0.410, Sig. = 0.000), followed by decision rights (β = 0.225, Sig. = 0.001) and organizational structure (β = 0.145, Sig. = 0.008). However, the incentives dimension did not demonstrate a statistically significant effect (β = 0.023, Sig. = 0.672).

These results underscore the importance of organizational genetics in enhancing sustainable performance, particularly through the "information" dimension, which ranked first in terms of its influence. Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted—affirming the existence of a statistically significant effect of organizational genetics on sustainable performance in Jordanian Islamic banks.

The findings suggest that Jordanian Islamic banks are aware of the role of their organizational genetics in promoting sustainable performance and achieving strategic objectives. The results also highlight the adaptability and flexibility of their organizational structures in responding to both internal and external environmental changes, which facilitates the effective implementation of managerial oversight and control mechanisms.

These findings are consistent with Mahdi (2023), which reported a statistically significant correlation between organizational genetics and sustainable performance, explaining 51.3% of the variance in sustainable performance at Sohag University. Similarly, the current study aligns with Nawahda and Al-Sarayrah (2022), which found a statistically significant relationship between organizational genetics and entrepreneurial performance—viewed as the foundation for building organizations, achieving goals, initiating structural transformation, and promoting sustainable growth. Their study demonstrated that organizational genetics explained 43.6% of the variance in entrepreneurial performance by enhancing process quality, developing organizational structures, and empowering employees—thereby serving as a critical precursor to achieving sustainable performance.

H0.1.1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on economic performance in Jordanian Islamic banks.

The first sub-hypothesis was tested using simple linear regression analysis. The results are presented in Table (7):

Table 7: Simple Linear Regression Results for the Effect of Organizational Genetics on Economic Performance

Independent Variable:	**Model Summary**		**ANOVA**			**Coefficients**					
Organizational Genetics	R	R^2	F	D.F.	Sig. F	**Dependent Variable:**	B	Std. Error	Beta (β)	t	Sig. t
	0.496	0.220	75.264	1	0.000	**Economic Performance**	0.560	0.065	0.469	8.675	0.000

*Significant at $\alpha \leq 0.05$

The results indicate a moderate positive correlation between organizational genetics and economic performance, with a correlation coefficient of R = 0.469 and a coefficient of determination of R^2 = 0.220. This means that organizational genetics explains approximately 22% of the variance in economic performance.

The regression model is statistically significant (F = 75.264, Sig. = 0.000), with a positive and significant unstandardized regression coefficient (B = 0.560, t = 8.675, Sig. = 0.000), confirming a statistically significant positive effect of organizational genetics on economic performance.

Accordingly, the first null sub-hypothesis is rejected, and the alternative hypothesis is accepted.

These findings demonstrate that organizational genetics plays a pivotal role in enhancing economic performance in Jordanian Islamic banks. Economic performance is a cornerstone of sustainable performance in these institutions, as Islamic banks inherently prioritize achieving strong financial returns. Their core performance metric is economic performance, which enables them to adapt effectively to surrounding challenges and ensures their long-term sustainability.

This finding aligns with Jerbi (2018), who reported a strong correlation between the incentives dimension and economic performance, with a correlation coefficient of 0.669, indicating the vital role of incentives as a component of organizational genetics in enhancing economic outcomes. Similarly, the results are consistent with the findings of Mazhar and Yasser (2018), who found that decision-making agility—one of the key dimensions of organizational genetics—had a statistically significant impact on sustainable performance, with R^2 = 0.212, indicating that decision-making agility explained 21.2% of the variance in organizational sustainable performance.

H0.1.2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on social performance in Jordanian Islamic banks.

The second sub-hypothesis was tested using simple linear regression analysis. The results are shown in Table (8):

Table 8: Simple Linear Regression Results for the Effect of Organizational Genetics on Social Performance

Independent Variable:	**Model Summary**		**ANOVA**			**Coefficients**					
Organizational Genetics	R	R^2	F	D.F.	Sig. F	Dependent Variable:	B	Std. Error	Beta (β)	t	Sig. t
	0.590	0.348	142.552	1	0.000	Social Performance	0.682	0.057	0.590	11.940	0.000

*Significant at $\alpha \leq 0.05$

The results indicate a moderate positive correlation between organizational genetics and social performance, with a correlation coefficient of R = 0.590 and a coefficient of determination of R^2 = 0.348, suggesting that organizational genetics accounts for 34.8% of the variance in social performance.

The regression model was statistically significant (F = 142.552, Sig. = 0.000), with a strong and statistically significant regression coefficient (B = 0.682, t = 11.940, Sig. = 0.000), confirming a significant positive effect of organizational genetics on social performance.

Accordingly, the second null sub-hypothesis is rejected, and the alternative hypothesis is accepted.

These results reflect the influential role of organizational genetics in enhancing the social performance of Jordanian Islamic banks. These institutions demonstrate a strong commitment to supporting their employees and engaging in community service, which is consistent with the ethical and socially responsible nature of Islamic banking.

The findings are consistent with Bousinna and Bouchriba (2020), who found that the incentives dimension had a significant impact on improving social performance in organizations. Their study revealed a moderate positive correlation (R = 0.418) and demonstrated that incentives explained

17.5% of the variance in social performance at the Massinissa Hospital Institution, highlighting the organization's awareness of the importance of motivation practices in supporting its social performance.

H0.1.3: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of organizational genetics, with its combined dimensions (decision rights, organizational structure, incentives, and information), on environmental performance in Jordanian Islamic banks.

The third sub-hypothesis was tested using simple linear regression analysis. The results are presented in Table (9):

Table 9: Simple Linear Regression Results for the Effect of Organizational Genetics on Environmental Performance

Independent Variable:	Model Summary		ANOVA			Coefficients					
Organizational Genetics	R	R^2	F	D.F.	Sig. F	Dependent Variable:	B	Std. Error	Beta (β)	t	Sig. t
	0.522	0.273	100.198	1	0.000	Environmental Performance	0.771	0.077	0.522	10.010	0.000

*Significant at $\alpha \leq 0.05$

The results show a moderate positive correlation between organizational genetics and environmental performance, with a correlation coefficient of R = 0.522 and a coefficient of determination of R^2 = 0.273. This indicates that organizational genetics explains 27.3% of the variance in environmental performance.

The regression model was statistically significant (F = 100.198, Sig. = 0.000), and the unstandardized regression coefficient was also statistically significant (B = 0.771, t = 10.010, Sig. = 0.000). These findings confirm a positive and statistically significant effect of organizational genetics on environmental performance.

Thus, the third null sub-hypothesis is rejected and the alternative one is accepted.

The results suggest that organizational genetics is among the influential factors in enhancing environmental performance within Jordanian Islamic banks. This effect may through practices such as reducing resource consumption, complying with environmental laws and regulations, and investing in clean energy. The findings also reflect the banks' awareness of the critical role that environmental responsibility plays in achieving sustainable performance.

These results are in agreement with Jerbi (2018) which reported a strong positive correlation (R= 0.713) between the incentives dimension and environmental performance. This emphasizes the role of incentives which is one of the dimensions of organizational genetics, in promoting environmentally responsible practices within economic organizations.

4. STUDY RECOMMENDATIONS

Based on the results; the researchers arrived at asset of recommendations emphasizing the need for Jordanian Islamic banks to enhance the development of their information systems through continuous updates and regular training of employees in their effective use. This aims to ensure data accuracy and quality, accelerate operations, and improve the overall quality of services provided. Also, the study highlights the importance of strengthening the flow of information to decision makers across all administrative levels in Islamic banks by holding regular interdepartmental meetings. These meetings are intended to coordinate efforts, inform stakeholders about any updates in systems, regulations, and procedures, and involve them actively in decision making process.

Moreover, the study recommends improving all forms of employee incentives in Jordanian Islamic banks, particularly salary structures. This involves monitoring economic conditions and ensuring that compensation aligns appropriately with inflation employee's needs, and professional aspirations. The study also calls for enhancing reward systems by establishing a clear and objective performance appraisal framework.

In addition; there is a recommendation to have continuous structural adjustments at all administrative levels within Jordanian Islamic banks. This requires regularly reviewing job roles and work load relative to the number of employees at each managerial level to ensure equitable distribution based on actual needs and operational requirements.

Furthermore, the study encourages increased investment in environmentally friendly banking technologies, such as adopting renewable energy sources and installing intelligent motion- sensing systems within different bank branches. Finally it stresses the importance of considering advancing toward electronic systems and digital banking solutions to reduce the environmental footprint, specifically by minimizing paper waste associated with traditional banking transactions.

5. Study Proposals

Based on the findings of the current study, the researchers propose that future studies apply the same variables across organizations in different sectors to explore how organizational context influences the outcomes and to identify both similarities and differences. Additional research is also encouraged to examine potential mediating variables between organizational genetics and sustainable performance—such as digital transformation and innovation—and to investigate the effects of organizational mutations on the genetic architecture of organizations.

6. Research Contribution

This study is distinguished as one of the pioneering investigations in the Arab context to examine the impact of organizational genetics on sustainable performance within service-oriented organizations, particularly Jordanian Islamic banks, which play a significant role in the national economy. The study explored the dimensions of organizational genetics in detail (decision rights, organizational structure, incentives, and information), providing practical and evidence-based mechanisms that Islamic banks can utilize to enhance and realize each dimension of sustainable performance—economic, social, and environmental.

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