EXPLORING THE RELATIONSHIP BETWEEN STUDENTS PREFERENCES AND ORGANIZATIONAL CULTURE WITH STRATEGIC INTENTION TO GO FOR INTERNATIONAL ACCREDITATION: JORDANIAN PRIVATE UNIVERSITIES CASE

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ISSN: 2231-8275

ABSTRACT
Today universities are working hard to be internationalize as one of the tool which used commonly among universities is international accreditation. Thus, strategic gives a clear point about future to achieve university goals. Therefore study going to investigate if students’ preference and organizational culture have a relationship with strategic intent towards international accreditation Jordanian private universities. The technique will be used to investigate the relations between variables is Sperman correlation analysis. In addition, researchers will use descriptive analysis such; collinearity and normality analysis. The scope of study is combing three Jordanian private universities. The choose sample depend on group of people like; the dean, dean, and head of departments. The recommendation for future research to investigate further more factors might have a relationship with strategic intent of superior management within educational and other context.

Keywords: International Accreditation, Strategic Intention, Students Preferences, Jordanian Private universities and Organizational Culture.

1. Introduction

Hagward (2006) stated every nation and its universities graduates are competing in an environment shaped by its own local and national needs as well as international expectation and standard. Anderson, Johnson, and Milligan (2000) told that globalisation the massive expansion of education opportunity and educational developments are creating a changing environment for higher education systems across the world. This environment is in turn creating for concerted action by institutions and government agencies within and across countries to improve the way they approach quality assurance. Almsafir and Bourini (2011) suggested that educational quality nowadays is affected by the globalization environment. In
a globalization environment, higher education providers are anxiously looking forward to increase their educational quality to get better ranking worldwide. Altbach and Kinught (2007) summarize that the international activities of universities dramatically expanded in volume, scope and complexity during the past two decades. These activities rang from traditional study-abroad program; allowing students to learn about other cultures to providing access to higher education in countries when local institution cannot meet the demand. Other activities stress upgrading the international perspectives and skills of students, enhancing foreign language program, and providing cross-cultural understanding.

Ayoubi and Massoud (2007) found that strategic intent for universities is to set up the design of internationalization and defines some components which are important to understand the process applied in internationalizing the university.

Ofori (2012) suggested some factors affecting the strategic implementation for universities such as sophistication of information and communication technology and responsibility of top management as well; the study will focus on top management who are in charge to identify the strategic intent of organization level of quality. Arpan, Raney and Zivnuska (2003) found that factors such as academic attributes, athletic attributes and news coverage affecting rating of universities.

Jordanian private universities are not expressing any concern regarding international accreditation, the student going to investigate the reasons behind that. Thus what is the current strategy for Jordanian private universities; are they going to improve quality by involve in international activity or they planning to maintain the current students.

1.1 Accreditation History

Accreditation processes in The United State of America (USA) are decentralized; a large number of independent, non-governmental agencies carry put this role. Through a network of accreditation agencies, almost every institution of higher education in the USA is accredited or, if new, in the initial stages of becoming accredited (Alam, 2006).
Association to Advance Collegiate Schools of Business (AACSB) was founded in 1916 by a group of leading business schools with the goal of enhancing the quality of management education at the collegiate level. Since that time, AACSB has granted business accreditation to 528 institutions in 30 countries. In addition, AACSB separate accounting accreditation, an extension of its business accreditation processes, has been granted to 168 programs in five countries (AACSB website). The growth in the global presence of AACSB International reflects the international landscape of business education (Trapnell, 2002).

1.2 Objectives

**OB1:** To explore the relationship between student’s preferences with strategic intent of Jordanian private universities.

**OB2:** To explore the relationship between organizational culture and values with strategic intent of Jordanian private universities.

2.0 Literature Review

2.1 Strategic Intent

According to Ice (2007) strategic intent gives a clear point about future to achieve organization goals. Ryals and Davies (2012) suggest that mutual strategic intent neither necessary nor always achievable. It is possible to examine the relationship between relationship type is related to contact structure and service level. According to Pitt (2001) the perspective of strategic intent is to change as redesign of strategy, structure and style or culture. In addition an emphasis on structure seeks to reconfigure organizational units, internal linkages to achieve more effective communities of practice. Fawcett, Smith and Cooper (1997) suggested a strategy play dual roles in helping an organization succeed. First, strategy identifies the organization’s core objectives, current situation and future direction. Second, strategy guides the process by which organization resources are developed and organized to achieve selected objectives.
Hamel and Prahalad (1989) suggested achieving strategic intent requires force the organization to be more inventive. Whereas the traditional view of strategy focuses on the degree of fit between exiting resources and current opportunities. Strategic intent creates an extreme misfit between resources and ambition. According to Chrusciel (2011) found the scan as a valuable tool in the facilities management organization to solicit input from both the institution’s administration and the customers community leaders. In his study determined strategic direction by; what it is doing well, what it should investigate doing and what it should consider to stop doing. Montibller and Franco (2010) suggested two aspects that have to be addressed by the decision analyst if an organization wants to support strategic decision making. The first aspect related to content issues, multiple organizational objectives, complex policies and long-term consequences. The second aspect concerns process issues, dealing with group dynamics and helping the group to reach closure.

Hitt, Tyler, Hardee and Park (1995) found Kawai Komatsu’s president realized that Japanese companies would prefer quality products and Komatsu’s current products did not meet international standard. That is reflect on the strategic intent for an organization and think about quality assurance and what is new in the world for new technology and improves for current situation that can achieve organization goals. Hitt et al., (1995) measure strategic intent for Komatsu’s company by understand competitors, understand potential partners and understand diverse members of management team.

### 2.1.1 Conceptual Strategic Intent Formulation Model (CSIFM)

According to Brand (2010) suggest model to understand strategic intent. This model provides the CEO with a conceptual analysis mechanism to obtain an appropriate awareness of the business environment. This model enables the CEO to gain the initiative within the situation or exploit opportunities that present themselves within situation. These actions culminate as the result of the Conceptual strategic Intent Formulation Model (CSIFM). This model is made up of the following (Figure 1):

**Figure 1: Conceptual strategic Intent Formulation Model**

*For CEO*
Source: Brand (2010)

- **Mandate:** Identifying and formulation of a principal expectation. This point determines “what” is to be achieved by analysis of the strategic imperatives received from the board and the parameters of those strategic imperatives. This will ensure what has to be done which should include preconditions of the shareholders, political and legal imperatives as well as their impact on timeframe.

- **External:** Determine the “Where the business space of the company” by gaining an understanding of the external environment and the company’s current commitments. In this point there are some considerations should be considered; political influences, public environment, culture, economics and legal environment. This will indicate the areas in which the strategic imperatives would best achieve and be supported. The CEO can then determine the impact and positioning of principal expectation within the external environment and current scope of work. This in turn should identify gaps for possible opportunities exploitation and correction realignment.

- **Internal:** Determine the “who company potential” which will be gained with the CEO’s analysis of the company’s internal environment. This lead to understand the company’s capability, capacity and competency. Therefore CEO can gain insight into market
share, affordability of current endeavours, cost of expansions and the ability to prioritise actions.

− **CEO Strategic Intent:** The conceptual strategic intent underwrites the “what” needs to be done not the “how” it is to be done. It comprises of the CEO’s vision and guidelines. Furthermore is directly related to the display of superior leadership by the CEO under no circumstance is the CEO’s hypothesis to be presented, as this would deprive the staff of contributing or it could negate them totally thus providing room for staff to develop a number of options (Brand, 2010).

### 2.2 Student Preferences

Soutar and Turner (2002) found that the most important determinants of university preference are academic reputation which mirrors a numbers of studies undertaken. Soatar and Turner (2002) suggest that the development of university preference is a complex process and, while students’ final preference may be they do consider other factors when making judgment. According to Price, Matzdorf, Smith and Agahi (2003) the facilities of university are more important factors for student’s choice of university as well as the university’s reputation for teaching and for research.

Padlee, Kamaruddin and Baharun (2010) found that there are factors that influence on international students decision-making for choice a university they are interested in. According to Ivy (2010) the influence of the family is more important for students to choose their university perhaps more apparent is how family is on influencing choice.

Clarke and Flaherty (2002) conducted that some various educational tools affect students’ perception for choosing their higher education. In addition they found students have different opinions for choosing a country to continuo their higher education.

According to Riaz, Khan and Malik (2012) suggest on their study most students’ preferred multimodal style of learning. This highlights the importance of developing technique of teaching and courses the university offer for students.
Teran and Diaz (2011) found characteristic of students to choose their academic performance that considered for determination of educational strategies.

### 2.3 Organizational Culture and Value

Eid and Abubakar (2011) concluded that learning culture is significant variable that effect student knowledge and improve student knowledge sharing. Chrlesworth (2007) concluded that learning culture is subject to change over time and possibly to influence of the educational environment. Cheng (2012) suggest that the university physical culture is an important part of university culture. It is an integration of physical mental wealth and material wealth which generate from sport, fitness, etc in the process of study and living in the university. Zilwa (2006) concluded that some universities face significant challenges in adapting to changing external environment. Xiuhun (2012) his study on cross-cultural management for international students in China in his study found cross-cultural management can resolve cultural conflict and promote the steady development. It is the effect way to the administrators in universities who are in charge of the international education.

Russell and Russell (2009) conduct eight paradoxical experiences that were lived by person who were immersed in another culture. They believe that these paradoxes are universal and could be viewed from perspective of lecturer in universities and their students. This insight will assist lecturer and students from different cultures to feel understood and supported in universities. Odine (2011) suggested faculty and counsellors should encourage international students to teach them about their culture and sharing their knowledge between them. According to Sulkowski and Deakin (2009) found evidence of a positive correlation between cultural and learning approaches. However, lecturer must make the effort to understand their and the implications of their cultural background on learning performance.

### 2.4 Social Cognitive Theory (SCT)

Social Cognitive theory (SCT) analyzes human development; this analysis is concerned with changes in the psychosocial functioning of adults as well as with those occurring in childhood.
Development is not a monolithic process. Human capabilities vary in their psychobiologic origins and in the experiential conditions needed to enhance and sustain them. Human development, therefore, encompasses many different types and patterns of changes. Diversity in social practices produces substantial individual differences in the capabilities that are cultivated and those that remain (Bandura, 1989).

Social cognitive theory is applied today in many different areas. Mass media, public health, education, and marketing are just a very few. An example of this is the use of celebrities to endorse and introduce any number of products to certain demographics: one way in which social cognitive theory encompasses all four of these domains. By choosing the proper gender, age, and ethnicity the use of social cognitive theory could help ensure the success of an AIDS campaign to inner city teenagers by letting them identify with a recognizable peer, have a greater sense of self-efficacy, and then imitate the actions in order to learn the proper preventions and actions for a more informative AIDS aware community. (Miller and Katherine, 2005).

3.0 Methodology

This paper is conducted to investigate the determinants of strategic intent towards international accreditation within Jordanian universities. The data gathering method in this paper is secondary data. The relevant unit analysis is within three private universities. According to literature review there are two factors could be related to strategic intent of a university which are; student’s preferences and organizational culture and value. This study conducting two factors that have relationship with strategic intent can be considered which have different from each other are going to examined and analyzed. Regarding to those hypotheses has been developed as following:

H1: There is a significant relationship between students’ preference and strategic intent.

H2: There is a significant relationship between organizational culture and value with strategic intent.
Respondents in this study are working in Jordanian private universities. The method to choose sample is combining of people like; the dean, deputy dear, head of departments and head of quality assurance of faculty in Jordanian private university. The universities of the respondent are choosing based on list of Jordanian institution’s web site http://www.mqa.gov.my which is Jordanian Qualification Register namely; University College Sedaya International (UCSI), Multimedia University (MMU) and Universiti Tenaga National (UNITEN). The 3 private universities are selected and located in Malaysia. This study is used collinearity and normality analysis, collinearity exists when the correlation between two independent variables is between -0.70 and 0.70. a Sperman correlation test is conducted to determine the relationship between these two factors with strategic intent towards international accreditation.

4.0 Conclusion and Recommendations

Universities seek to gain an international accreditation and they have strategic to reach this objective. As mentioned in the literature this study is conducting to investigate the relationship between student preferences and organizational culture with strategic intent towards international accreditation. The recommendation for future research to investigate further more factors might have a relationship with strategic intent of superior management within educational and other context.
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