Annals of Organizational Culture, Leadership and External Engagement Journal

Organizational Culture and Performance in UAE Organizations: A Multi-Sector Empirical Analysis

Akira Tanaka[1]*, Haruto Mori[1], Natsumi Kawai[1]

1. Department of Industrial Management, Graduate School of Business, University of Tokyo, Tokyo, Japan.

Abstract

This research explores the connection between organizational culture (OC) and organizational performance within the United Arab Emirates (UAE). A conceptual model was developed to evaluate this linkage in the UAE context. Expert interviews and structured questionnaires were utilized to rank key indicators and factors influencing the OC–performance relationship. The proposed OC–performance model was examined and validated. Data were collected from 131 participants representing various UAE organizations. Findings reveal a positive correlation between organizational culture and performance, with the strongest association observed in relation to job satisfaction. The analysis further demonstrates no significant difference between the performances of public and private organizations. Additionally, the level of application of favorable OC components differs across constructs such as goal attainment, employee involvement and loyalty, and teamwork. This research is among the first comprehensive studies examining the OC–performance relationship across both private and public entities in the UAE. The outcomes provide valuable insights for managers seeking to strengthen cultural aspects that drive higher organizational performance.

Keywords: Organizational culture, Performance, UAE, Financial indicators, Business environment

Introduction

The notion of organizational culture (OC) became prominent during the late 1980s and early 1990s, when many firms struggled to adapt to the rapidly shifting business landscape [1]. OC represents the essence of an organization—its operations, priorities, and treatment of stakeholders, including employees, clients, and investors [2]. The interplay between OC and organizational performance has grown into a major research concern, attracting increasing scholarly attention. OC may be described as an organization's capability to meet its objectives by employing its resources both effectively and efficiently. Over time, it has evolved into a multi-faceted and complex concept within business studies [3].

Assessing organizational performance requires robust and diverse metrics across multiple sectors—a gap that persists in much prior work. Literature reviews reveal that many empirical investigations are confined to single nations or narrow regions. Some studies examine multiple industries [4],whereas others focus on a single sector [5], and in certain cases, only one firm [6]. This gap is particularly pronounced in the UAE, where very limited research has been conducted. The present study adopts a comprehensive approach by including both private and public sectors in the UAE. Previous efforts were typically restricted to one domain, making this research one of the few—if not the first—to explore OC–performance dynamics across diverse UAE organizations. It proposes a new model outlining the OC–performance relationship specific to the UAE. This framework includes various constructs, each comprising multiple dimensions used to evaluate both OC and performance. The relationship between these elements is then tested within the UAE context.

The study's objective is to implement a complete framework of dimensions to assess OC and performance in UAE organizations. Using this model, the research examines the extent to which positive OC practices are adopted and how employees perceive their organizations' performance. The study further explores which OC aspects exert the most significant impact on performance outcomes.

This work is valuable because it pinpoints OC dimensions that deserve increased managerial focus within the UAE. A genuine commitment to these dimensions arises when a strong link exists between OC elements and performance indicators.

Literature Review

Organizational culture (OC) generally encompasses the shared norms, beliefs, principles, and patterns of interaction among employees within a company. To evaluate these beliefs and values, researchers use specific constructs that serve as measurable elements. Each construct may include several dimensions, though in some cases, only a single dimension is applied. The term identifiers is also used to describe these constructs, as seen in previous studies such as those by Cheung *et al.* [7] and Aftab *et al.* [1], where "identifiers" denote measurable factors.

Identifiers of OC

Most previous research has concentrated on the study of OC itself, while only a limited number of studies have examined its practical implementation and influence on organizational performance within particular national contexts. To capture the variety of perspectives across scholars, a compilation of OC dimensions was established.

The culture of an organization is largely shaped by its founders and senior management, given their influence over key strategic decisions [8]. Culture acts as an essential variable that enhances organizational effectiveness [9]. High-performing organizations typically promote empowerment and employee involvement, build teamwork, and strengthen capabilities at every level. Employees who are actively involved in decision-making and in setting goals that align with organizational objectives tend to demonstrate a greater sense of ownership, creativity, and commitment [10].

Furthermore, culture plays a crucial role in achieving organizational goals. It supports innovation, openness to diverse perspectives, and the acceptance of necessary organizational changes [11]. Adaptability refers to how well an organization can modify its processes, operations, or structures to respond to environmental changes [12]. Organizational performance can be enhanced through effective practices such as continuous employee training, the implementation of fair reward systems, employee empowerment, and fostering teamwork [13].

A detailed list of OC identifiers has been established based on previous literature. **Table 1** presents a summary of the key identifiers discussed in various studies that explore their connection with organizational performance. The selected works represent the most relevant contributions to this field. All identifiers are expressed in positive terms, signifying their constructive impact on organizations. Some dimensions appear repeatedly across multiple studies, reflecting their significance. For example, "employee participation in organizational planning" is cited in 15 studies, highlighting its importance in this study's framework. Similarly, "acceptance of new ideas and perspectives," "encouragement of teamwork," and "promotion of creativity and innovation" each appear in 14 studies, confirming their essential role in fostering effective organizational cultures.

Table 1. Identifiers of OC

OC Identifier	Statement	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Goals Achievement																	
	Goals are specific, clear and understandable for employees.	*	*	*		*	*	*	*		*	*					*
	Working on organization goal instead of individual goals.		*		*	*	*	*	*	*	*	*	*	*	*	*	
	Emphasize employees to be goals and action-oriented, optimistic and energetic.	*	*	*	*		*	*	*		*	*				*	
	Focus on the process to apply strategy rather than strategy itself.		*		*	*		*	*	*	*				*		*
Employee Engagement and Commitment																	
	Empowering employees in decision making.	*	*	*	*	*	*	*	*		*	*		*	*		*
	Employee participation in organization's plans.	*	*	*	*	*	*	*	*	*	*	*		*	*	*	*
	The atmosphere of trust in this organization.	*	*	*	*	*	*	*		*		*	*				*
	Members feel a strong sense of ownership.	*	*	*	*	*	*	*		*	*	*	*				

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
Adaptive Orientation																
	New employees' orientation for a comprehensive organization principle.	*	*			*			*		*		*		*		*
	Acceptance of new ideas, perspectives and to be change-oriented.	*	*	*	*	*	*	*	*		*	*	*	*	*		
	Employ workforce diversity to adapt to market change and enhance performance.	*	*	*	*	*	*		*		*	*		*			
Team Spirit																
	Emphasize teamwork by exchanging opinions and ideas.	*	*	*	*	*	*	*			*	*				*	
	Encourage team contributions rather than individuals' contribution.	*	*	*		*	*	*	*	*	*	*		*	*	*	
Capability and Innovation-Supportive Orientation																
	Give recognition to the ability, qualification, expertise and capability of the workers.	*		*	*	*	*		*		*				*	
	Develop employee capability in work at all levels.	*	*	*	*	*	*				*	*					*
	Encourage innovation and creativeness.	*	*	*	*	*	*	*	*		*	*		*	*	*	*
	Organization continually invests in the development of employee's skills/get resources in order to meet on-going business needs.	*		*	*	*	*				*			*			
Coordination and Integration																
	Encourage sharing of information between employees/departments.	*	*	*	*	*	*	*		*	*	*	*	*	*		
	Encourage cooperation and assistance across employees/departments.	*	*	*	*	*	*	*		*	*	*	*	*		*	*
	Encourage problem solving between employees/departments.	*	*	*	*	*	*	*		*	*		*	*		*	
	Accept criticism or negative feedback from others without becoming defensive.		*	*	*		*		*		*		*			*	*
Quality Achievement																
	Establishment of set of quality standards for employees.	*	*	*	*	*		*			*		*	*	*		
	Periodic coaching/training programs for employees.	*	*	*	*	*	*	*									*
	Achieve continuous improvement during all processes.	*	*	*	*	*	*	*			*					*	*
	Achieve quality in products and services.	*	*	*	*	*		*	*		*					*	*
Reward Orientation																
	Equitable rewards for all employees.		*	*	*						*	*				*	
	Encouragement of performance appraises to be used as a basis to reward employees.	*	*	*	*	*	*		*		*	*				*	*
	Emphasis on rewarding employees for success rather than punishing them for failure.	*	*	*	*		*	*			*	*	*	*		*	
	Apply the concept of employee recognition and rewarding when deserved.	*	*	*	*	*	*		*		*	*	*	*		*	*

References: (1) Ashikali & Groeneveld , 2015; (2) Baker, 2002; (3) Bates & Khasawneh [11]; (4) Chandler *et al.* [13]; (5) Dension *et al.* [10]; (6) Denison [14]; (7) Erdem *et al.* [15]; (8) McLaughlin *et al.* 2017; (9) Oparanma [8]; (10) Schein [16]; (11) Schein [17]; (12) Sun [18]; (13) Wang & Abdulrahman [9]; (14) Yildiz [3]; (15) Young [19].

Organizational performance

The terms organizational effectiveness and organizational performance are frequently used as synonyms in management literature. According to Javier [20], organizational performance reflects how efficiently, effectively, and economically a specific program or activity achieves its intended outcomes. It represents an organization's capacity to reach its goals by making optimal use of available resources [2]. Performance serves as a fundamental indicator of organizational success, emphasizing the need for companies to identify and monitor appropriate performance metrics.

The process of evaluating performance begins with identifying performance indicators that enable a comprehensive assessment of how processes function. These indicators—expressed as quantifiable values—are used to measure, compare, and manage performance outcomes. While there are several categories of performance measures depending on the analytical approach, two major types are typically recognized: financial (cost-based) and non-financial (non-cost-based) indicators [21]. Financial performance indicators are considered vital for assessing success across industries. They focus on how effectively an organization's strategies and implementations contribute to its overall financial outcomes [22].Financial goals generally encompass shareholder returns, revenue growth, profitability, and sales performance.

In contrast, non-financial indicators provide complementary insights into performance that are not directly tied to monetary results. These measures include customer satisfaction, internal operations, quality, innovation, learning capacity, job satisfaction, organizational commitment, and employee turnover [23]. Within the customer dimension, the primary objectives are to achieve satisfaction and loyalty. Continuous customer feedback, fulfillment of their needs, service improvement, and product innovation tailored to customer preferences all enhance satisfaction and loyalty, which in turn elevate overall organizational performance.

Furthermore, the internal business process dimension is a key element since it emphasizes the organization's internal functions that aim to fulfill customer expectations. Businesses typically evaluate and monitor essential internal aspects such as cost, quality, time, employee competence, productivity, and technology utilization to maintain high customer satisfaction and strengthen their position in the market.

Quality remains a central driver of success for any enterprise. It serves as one of the core parameters through which performance can be evaluated. A persistent challenge for organizations is to offer customers high-quality products at the lowest possible cost. By maximizing the efficient use of resources to deliver excellent goods and services, organizations can enhance both their productivity and competitiveness.

The innovation and learning component also holds significant importance in modern organizations. Intense global competition compels firms to constantly refine their products, processes, and systems. Providing employees with training in quality management, cost efficiency, time control, and emerging technologies is vital. Encouraging innovation, creativity, and risk-taking among employees fosters the development of new ideas that can be transformed into marketable outputs—creating additional value for customers and improving overall performance. In this way, a company's ability to innovate, learn, and evolve becomes directly connected to its long-term value and success [22].

Job satisfaction refers to an employee's overall perception and emotional response toward their job. It is commonly described across five dimensions: task identity, task significance, skill variety, autonomy, and feedback. These aspects shape satisfaction regarding supervision, colleagues, job roles, salary, and promotion opportunities. Therefore, job satisfaction is a crucial psychological condition influencing how employees perform and contribute to organizational outcomes. Organizational commitment relates to how motivated employees are to exert effort in achieving company goals, as well as the depth of connection and trust between employees and management [24].

Job satisfaction and commitment are strongly associated with employee turnover. Lower levels of either often result in decreased motivation, ultimately increasing the likelihood of resignation and higher turnover rates. **Table 2** summarizes performance indicators frequently cited in past research. It is noteworthy that some constructs can be considered OC identifiers in one study but performance indicators in another. For example, in the present research, innovation and learning are classified as components of OC.

Table 2. Performance Indicators of Organizations

Performance Indicator	Operational Statement	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Financial											
	Profitability	*	*	*	*	*	*	*	*	*	*
	Increasing sales volume	*	*	*	*	*	*	*	*	*	*
	Revenue growth	*	*	*	*	*	*	*	*	*	*
	Increasing market share						*				*
	Increasing shareholder value (return value)	*		*		*	*		*	*	*
	Maintaining competitiveness in the market	*		*	*	*					
Customer											
	Obtaining continuous customer's feedback	*	*	*	*			*	*	*	
	Continuous improvement of customer service	*	*	*			*		*	*	*
	Reducing number of customer's complaints	*	*	*				*			
	Innovative products tailored to customer needs	*	*	*				*		*	

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Enhancing competence in customer's satisfaction and loyalty	*	*	*	*	*		*	*	*	
Internal Business Process										
Time and cost control	*							*	*	*
Productivity improvement	*				*			*		*
Enhancing continuous improvement in employee skills and technologies to ensure continued market leadership	*				*			*		*
Quality										
Achieving quality products and services with optimum utilization of resources	*				*	*		*	*	*
Continuous improvement in processes	*				*	*		*	*	*
Employees are committed to quality	*				*	*		*	*	*
Innovation and Learning										
Employees develop innovative ideas				*		*				*
Employees are risk-takers and transform innovative ideas to decisions			*			*				*
Training programs for employees and managers								*		*
Providing adequate review of practice to adapt to market change								*		*
Job Satisfaction										
Employees are satisfied with their job								*		
Skill variety								*		
Task identity and significance								*		
Employees are independent and self-control								*		
Obtaining continuous feedback from employees about the job								*		
Organizational Commitment										
Employees are committed to the organization								*		
Linkage between employees and management								*		
Intrinsic incentives								*		

References: (1) Karanja [2]; (2) Yildiz [3]; (3) Sofi & Devanadhen [25]; (4) Asif & Sajjad [26]; (5) Samad *et al.* [27]; (6) Abu-Jarad *et al.* [28]; (7) Zain-Ul-Abidin *et al.* [29]; (8) Bhatti *et al.* [21]; (9) Kagioglou *et al.* [30] (10) Kaplan & Norton [22]

Previous studies

A number of earlier investigations have explored how organizational culture (OC) relates to organizational performance, yet noticeable research gaps remain. Some of these works are conceptual or literature-based reviews, such as those by Lim [31], Abu-Jarad *et al.* [28], and Awadh and Alyahya [32].

Most empirical inquiries in this field tend to focus on a single nation or a limited geographical region, rarely expanding beyond those boundaries. The present research also falls within the empirical category, though it extends across multiple sectors. The range or scope of earlier studies varies significantly — some involve many organizations from different industries, others narrow their focus to one particular field, and a few investigate a single entity.

For example, Zhang *et al.* [4] examined the connection between culture and performance across a diverse set of industries in China. Similarly, Prajogo and McDermott [5] analyzed industrial organizations in Australia, while Naranjo-Valencia *et al.* [33] carried out comparable work among manufacturing firms in Spain.

Additional cross-company studies were conducted by Ogbonna and Harris [34] in the United Kingdom, Kumar [35] in Malaysia, Dadzie *et al.* [36] in Ghana, and Yesil and Kaya [37] in Turkey. Despite their broader range, none of these projects assessed the influence of OC on organizational performance within the UAE context.

Conversely, a few investigations adopted an even narrower approach, concentrating on a single organization. For instance, Xenikou and Simosi [6] analyzed a large financial institution in Greece, whereas Ahmad [38] focused on the COMSATS Institute of Information Technology.

The main gap identified is the absence of large-scale, multi-sectoral research addressing how OC affects performance across UAE organizations. To bridge this, the current study examines both public and private sectors, applying a context-specific framework developed to align with the UAE's business environment. Following this adaptation, a structured questionnaire was created, distributed, and subjected to statistical analysis to test the proposed model.

Research hypotheses

A considerable body of prior research has explored how organizational culture (OC) relates to organizational performance [1, 7, 26, 28, 38, 39].

Different researchers have approached these variables using diverse frameworks and measurement criteria. For instance, Aftab *et al.* [1] assessed performance mainly through employee role effectiveness, while Al Shehri *et al.* [40] and Awadh & Alyahya [32] focused on individual-level performance outcomes. In contrast, this paper employs a broader performance construct that captures organizational-level measures rather than individual contributions.

Regarding OC, certain studies emphasized specific subdimensions, such as the learning organization concept [11, 15].

Meanwhile, Gupta and Kumar [41] compared public and private sector performance, while Parhizgari and Gilbert [42] demonstrated that effectiveness metrics significantly differ between both sectors. Other investigations concluded that private firms generally achieve better results, especially in emerging economies [43].

Conversely, Zeffane and Melhem [44], studying the UAE, found that public sector workers often report higher satisfaction, trust, and retention. Hence, the present research seeks to determine whether performance significantly varies between public and private sector organizations in the UAE.

Formulated Hypotheses

H1: Organizational culture is positively associated with organizational performance.

To evaluate this, a correlation analysis was carried out to examine how strongly OC and performance align within UAE organizations. The correlation coefficient reflects the intensity of this relationship, while the p-value indicates its level of statistical significance.

H2: Private sector employees demonstrate stronger performance compared to those in the public sector.

This assumption was assessed through a two-sample t-test. The test presumes that public sector performance is relatively lower. However, if the null hypothesis remains valid, it suggests that UAE's public organizations, benefiting from substantial state support and resources, perform comparably to or better than private entities.

H3: Respondents perceive that positive OC elements are adequately practiced within UAE organizations.

A one-sample t-test was applied to test whether UAE organizations implement OC constructs effectively. Following prior research conventions, the mean construct score was compared with a benchmark value of 3.5. Values exceeding 3.5 imply a satisfactory implementation level.

Methodology

A wide range of organizational culture markers and performance indicators was identified through a comprehensive literature review. To refine these, field specialists were interviewed to prioritize the most contextually relevant dimensions.

The overall research process consisted of four main phases:

1. Compilation of **Tables 1 and 2**, summarizing the most significant literature and listing all recognized OC and performance dimensions.

2. Contextual adjustment of those dimensions for UAE organizations, guided by expert feedback. The revised and condensed list of dimensions formed **Table 3**, which became the foundation for the survey instrument.

3. Reliability testing of collected data using Cronbach's Alpha to ensure internal consistency.

4. Hypothesis testing through correlation and t-tests, aligning with the study's objectives.

Table 3. Key Organizational Culture Dimensions and Performance Indicators within the UAE Context

Construct	Identifier	Dimension
OC	Goal Achievements	
		Goals of organization are specific, clear and understandable for employees.
		Encouraging employees to work on organization goal instead of individual goals.
	Employee Engagement and Commitment	
		Employee engagement in organization's plans.
		There is an atmosphere of trust in organization between employees and management.
		Members feel a strong sense of ownership in organization.
	Adaptive Orientation	
		Accepting new ideas, perspectives and to be change-oriented.
		Workforce diversity to adapt to market change and enhance performance.
	Team Spirit	
		Exchanging opinions and ideas and encourages team contributions rather than individuals' contribution.
	Capability and Innovation-Supportive Orientation	
		Encouraging innovation and creativeness.
		Organization continually invests in the development of employee's skills by having periodic coaching/training programs.

		There is an encouragement of performance appraises to be used as a basis to reward employees in organization.
		Organization develops employee capability in work at all levels.
	Coordination and Integration	
		Encouraging cooperation, assistance and knowledge sharing across employees/departments.
		Employees are encouraged to accept criticism or negative feedback from others without becoming defensive.
	Reward Orientation	
		Equitable rewards for all employees based on performance.
Performance	**Financial**	
		Profitability and sales volume.
		Competitiveness in the market.
	Customer	
		Customer's feedback on continuous improvement of customer service.
		The number of customer's complaints are decreasing.
	Job Satisfaction	
		Employees are encouraged to be independent and self-controlled.
		Continuous feedback from employees about their job.
		Employees' job satisfaction.
	Quality Achievement	
		Continuous improvement during all processes.
		Achieving quality products and services with optimum utilization of resources.
	Internal Business Process	
		Productivity improvement.

A total of seven organizational culture (OC) factors and five performance measures were determined to be the key components influencing organizations in the UAE, as displayed in **Table 3**. The first classification of these constructs in **Tables 1 and 2** was derived from an extensive review of past studies, while the final arrangement in **Table 3** reflects the refinement and prioritization made by field experts during consultation.

Following this step, a survey instrument was created based on the selected culture and performance dimensions. The questionnaire was divided into two main parts. The first section gathered demographic data about participants, whereas the second section dealt with evaluating organizational culture and performance levels. This second section contained twenty-five statements designed to measure both OC and performance.

Respondents were asked to indicate their agreement level on each statement using a five-point Likert scale, where 1 corresponded to *strongly disagree* and 5 to *strongly agree*. They were also asked to rate their organization's performance using the same scale.

The survey was circulated among employees from various organizations across the public and private sectors of the UAE. In total, 131 responses were gathered in November 2020. The main goal of this questionnaire was to assess the prevailing culture and performance patterns within these organizations and to analyze how the two are connected**.**

To interpret the collected data, several statistical procedures were employed. The analysis examined:

i) relationships between OC elements and their operational items,

ii) relationships between performance measures and their respective items, and

iii) the overall linkage between OC and organizational performance.

Tests for data reliability and internal consistency were carried out using Cronbach's Alpha, while correlation analysis explored the strength and direction of associations. Additionally, one-sample and two-sample t-tests were executed in Microsoft Excel to verify the study's hypotheses.

After integrating expert feedback and analyzing the survey findings, a model illustrating the connection between organizational culture and performance was created. This proposed framework is depicted in **Figure 1**. The arrows in the diagram represent the presumed direction of influence, and the figures beside each construct show their Cronbach's Alpha values, demonstrating the consistency between variables and their corresponding indicators.

Some constructs contained only one measurement item; therefore, reliability coefficients were not generated for them. All remaining constructs reported alpha values exceeding 0.7, indicating a strong level of internal reliability throughout the framework.
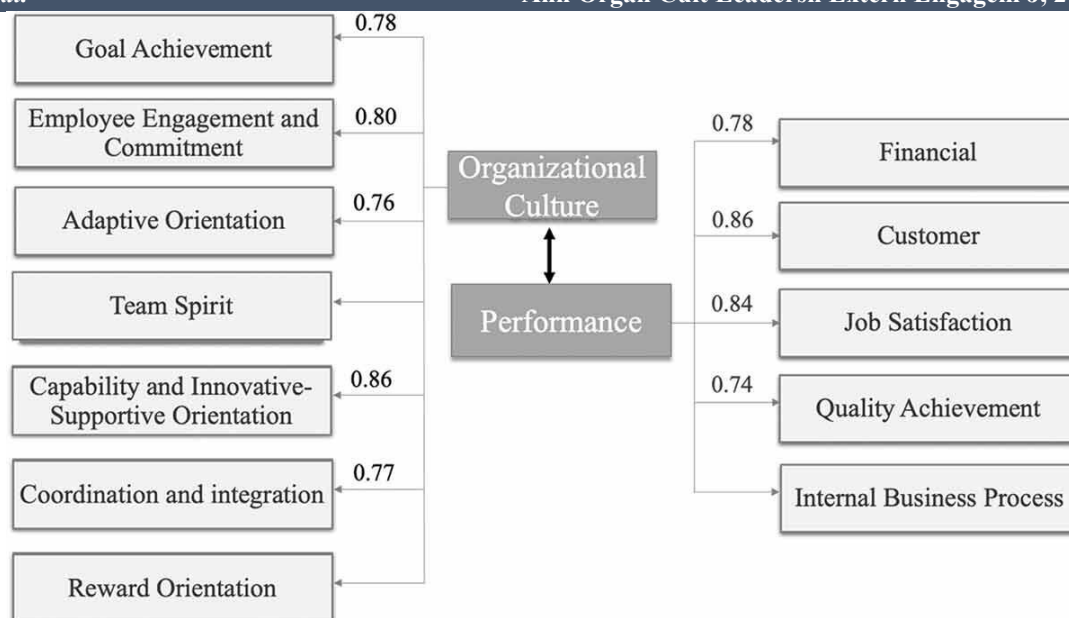
Figure 1. Framework of the Organizational Culture–Performance Relationship

The descriptive analysis of survey data is displayed in **Figures 2, 3, and 4**. Results reveal that the majority of respondents were male and primarily employed in the public sector. Most participants also had extensive professional experience, adding credibility to their perspectives and responses.

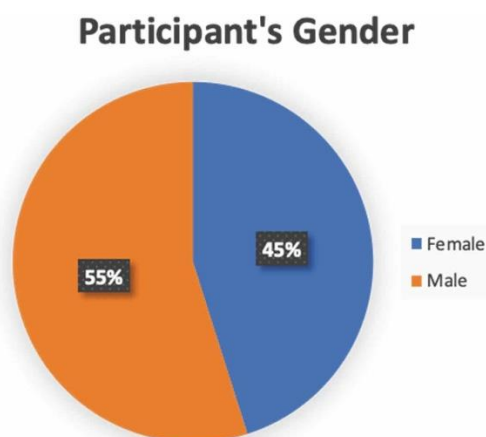**Figure 2.** Bar Chart of Participants' Years of Experience

Figure 3. Percentage Distribution by Gender
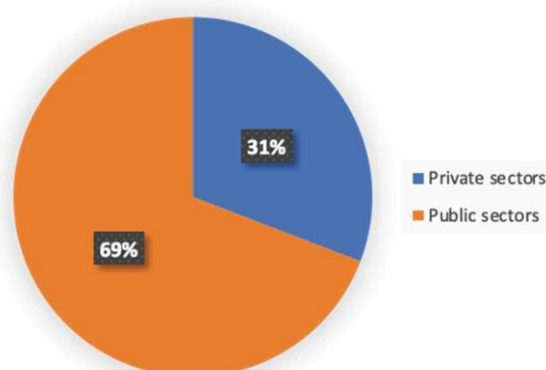
Figure 4. Percentage Distribution by Type of Organization

Findings and Discussion

For the initial hypothesis, a Pearson correlation analysis was applied, supported by a sufficiently large respondent pool to ensure statistical credibility. The outcome revealed that every p-value was below 0.01, confirming a statistically significant and positive connection between organizational culture (OC) and organizational performance across organizations in the UAE.

As summarized in **Table 4**, the association between culture and performance was found to be consistently strong, with relatively elevated correlation coefficients. For example, the relationship between innovation- and capability-oriented culture and employee job satisfaction yielded a coefficient value of 0.895, demonstrating a robust link. In contrast, weaker associations appeared in certain dimensions—for instance, the reward orientation–financial indicator connection showed a coefficient of 0.405.

Moreover, it was observed that the correlation levels between organizational culture variables, job satisfaction, and quality achievement were generally greater than those involving financial indicators. This pattern indicates that organizational culture in UAE institutions tends to influence employee satisfaction and product or service quality more directly than financial outcomes.

Because job satisfaction displayed the highest degree of association with culture, this dimension was explored more thoroughly in the second hypothesis. The overall results substantiate the presence of a strong positive relationship between organizational culture and performance, echoing evidence found in prior empirical studies [2, 29, 33, 35, 36, 45-47].

Table 4. Summary of Correlation Analysis Results

Culture Dimension	Financial	Customer	Job Satisfaction	Quality Achievement	Internal Business Process
Goal Achievement	0.407	0.529	0.751	0.757	0.490
Employee Engagement and Commitment	0.567	0.592	0.818	0.831	0.612
Adaptive Orientation	0.541	0.668	0.702	0.677	0.475
Team Spirit	0.418	0.535	0.713	0.703	0.460
Capability and Innovation-Supportive Orientation	0.497	0.601	0.895	0.808	0.587
Coordination and Integration	0.498	0.609	0.844	0.761	0.526
Reward Orientation	0.405	0.515	0.809	0.706	0.493

A two-sample t-test was conducted to evaluate the second hypothesis. As shown in **Table 5**, which focuses on job satisfaction, the obtained p-value (0.185) is higher than the significance threshold of 0.05. Consequently, the null hypothesis cannot be rejected. This finding implies that, based on employee perceptions, job satisfaction in UAE private organizations does not differ significantly from that in public institutions.

Further analysis produced similar outcomes for the remaining performance dimensions, with all p-values exceeding 0.05. Hence, no statistically significant variation was detected between the two sectors across performance indicators. However, in practical terms, the private sector may still exhibit slightly stronger performance levels in some aspects. The public sector's strong standing is largely due to strategic governance and its practice of employing highly skilled professionals recruited globally [47]. Moreover, public organizations in the UAE are deeply engaged in the digital modernization process, heavily relying on advanced information technologies to optimize their systems [48].

Table 5. Two-sample t-test analysis for testing the second hypothesis on job satisfaction

	Public Sector	Private Sector
Mean	3.30	3.48
Variance	1.03	1.18
Observations	91	40
t Stat	−0.904	
P(T ≤ t) one-tail	0.185	
t Critical one-tail	1.667	
P(T ≤ t) two-tail	0.369	
t Critical two-tail	1.994	

After analyzing the performance factors for the second hypothesis, attention shifted to the third, which examines organizational culture (OC). To determine how well OC components are executed in UAE organizations, a one-sample t-test was conducted. According to **Table 6**, the variables goal realization, employee involvement and loyalty, and team cooperation show p-values under 0.05, revealing that these dimensions are well established within most UAE institutions.

In contrast, aspects such as adaptive orientation, reward structure, innovation-encouraging capability, and coordination and integration display p-values exceeding 0.05, implying that these features are not strongly embedded in the current organizational settings. Previous research highlights that the application of constructive cultural traits differs considerably across nations and industry fields [41, 42, 49].

Table 6. One-sample t-test outcomes for verifying the third hypothesis

Construct	P-value (One-Sample t-test)
Goal Achievement	0.000
Employee Engagement and Commitment	0.033
Adaptive Orientation	0.121
Team Spirit	0.000
Capability and Innovation-Supportive Orientation	0.194
Coordination and Integration	0.398
Reward Orientation	0.274

Overall, the research reveals that UAE organizations vary in how effectively they implement constructive organizational culture (OC) elements. The main takeaway for managers is to focus more effort on the areas highlighted in **Table 6** that show higher p-values, particularly those tied to innovation, openness to feedback, employee recognition, and reward mechanisms. A contributing factor to these gaps may stem from Arab cultural norms, where criticism is often less readily accepted.

Although most participants expressed general satisfaction and reported solid performance levels, results suggest that organizational outcomes could further improve through stronger integration of positive OC practices. This improvement potential aligns with the strong correlation observed between OC and performance. Among the OC dimensions, two stood out as the most influential—employee engagement and commitment, along with capability and innovation-oriented culture. The latter's significance arises from its high correlation with performance but limited application in UAE organizations, which consequently has a negative impact on overall results.

Conclusion

This research examined how organizational culture (OC) influences the performance of organizations in the UAE. A detailed review of existing literature was used to determine a range of OC elements and performance indicators. These were then refined through consultations with field specialists, identifying which aspects are most relevant to UAE enterprises. Survey data gathered from employees across various sectors were analyzed to assess these constructs, leading to the development and testing of an OC–performance interaction framework through statistical methods.

Results confirmed a strong positive association between OC and organizational performance. Some cultural factors showed a greater impact than others, particularly employee engagement and commitment, as well as innovation- and capability-oriented practices, which proved to be the most influential. Only three cultural constructs were effectively adopted, while four still require enhancement. The findings further revealed that many UAE institutions promote autonomy, self-management, and a sense of ownership among employees. Conversely, dimensions such as constructive feedback, reward mechanisms, and recognition systems were found to be underdeveloped. On the whole, the public and private sectors displayed comparable performance levels, with no major differences in employee job satisfaction.

The outcomes offer direction for organizational leaders and policymakers to concentrate on specific OC dimensions needing reinforcement. However, the study does not clarify why some cultural aspects are less effectively implemented. Future research should focus on developing gradual strategies to improve those weaker areas. Since the framework was designed for

the UAE setting, additional investigations are encouraged to contrast different industries—for instance, comparing the service and construction sectors. Moreover, applying the same framework in other national contexts, with suitable modifications, would provide broader insights. Lastly, upcoming studies might explore how national culture interacts with organizational culture, and how this relationship affects overall performance outcomes.

References

1. Aftab H, Rana T, Sarwar A. An investigation of the relationship between organizational culture and the employee's role based performance: Evidence from the banking sector. Int J Bus Commer. 2012;2(4):1-13.
2. Karanja J. Effects of corporate culture on organization performance. J Math. 2014;10(6):59-65.
3. Yildiz E. A study on the relationship between organizational culture and organizational performance and a model suggestion. International Journal of Research in Business and Social Science. 2014;3(4):52-65.
4. Zhang M, Li H, Wei J. Examining the relationship between organizational culture and performance: The perspectives of consistency and balance. Frontiers of Business Research in China. 2008;2(2):256-76.
5. Prajogo DI, McDermott CM. The relationship between multidimensional organizational culture and performance. International Journal of Operations & Production Management. 2011;31(7):712-35.
6. Xenikou A, Simosi M. Organizational culture and transformational leadership as predictors of business unit performance. Journal of Managerial Psychology. 2006;21(6):566-79.
7. Cheung SO, Wong PS, Lam AL. An investigation of the relationship between organizational culture and the performance of construction organizations. J Bus Econ Manag. 2012;13(4):688-704.
8. Oparanma AO. Organizational culture: Creating the influence needed for strategic success in health care organizations in Nigeria. Developing Country Studies. 2015;5(17):15-9.
9. Wang C, Abdul-Rahman H. Decoding organizational culture: A study of Malaysian construction firms. African Journal of Business Management. 2010;4(10):1985-9.
10. Denison DR, Cho HJ, Young JL. Diagnosing organizational cultures: Validating a model and method. Stockholm: International Institute for Management Development, Denison Consulting; 2006.
11. Bates R, Khasawneh S. Organizational learning culture, learning transfer climate and perceived innovation in Jordanian organizations. Int J Train Dev. 2005;9(2):96-109.
12. Boylan SA, Turner KA. Developing organizational adaptability for complex environment. J Leadersh Educ. 2017;16(2):183-98.
13. Chandler GN, Keller C, Lyon DW. Unraveling the determinants and consequences of an innovation-supportive organizational culture. Entrep Theory Pract. 2000;251:59-76.
14. Denison DR. Corporate culture and organizational effectiveness: Wiley; 1990.
15. Erdem M, İlğan A, Uçar Hİ. Relationship between learning organization and job satisfaction of primary school teachers. Int Online J Educ Sci. 2014;6(1):8-20.
16. Schein HE. Organizational culture: A dynamic model. MIT; 1983.
17. Schein EH. Defining organizational culture. Classics of Organizational Theory. 31985. p. 490-502.
18. Sun S. Organizational culture and its themes. International Journal of Business and Management. 2008;3(12):137-41.
19. Young DW. The six levers for managing organizational culture. Business Horizons. 2000;43(5):19-28.
20. Javier J. A review paper on organizational culture and organizational performance. Int J Bus Soc Sci. 2002;1(3):52-76.
21. Bhatti MI, Awan HM, Razaq Z. The key performance indicators (KPIs) and their impact on overall organizational performance. Qual Quant. 2014;48(6):3127-34.
22. Kaplan RS, Norton DP. The balanced scorecard: Measures that drive performance. Harv Bus Rev. 1992;70(1):71-9.
23. Mayer RC, Schoorman FD. Predicting participation and production outcomes through a two-dimensional model of organizational commitment. Academy of Management Journal. 1992;35(3):671-84.
24. Oliver N. Rewards, investments, alternatives and organizational commitment: Empirical evidence and theoretical development. Journal of Occupational Psychology. 1990;63(1):19-31.
25. Sofi M, Devanadhen K. Impact of organizational culture on organizational performance: An empirical assessment of banking sector. International Journal of Innovative Research & Development. 2015;4(9):34-43.

26. Asif M, Sajjad W. Organizational culture and performance: An empirical study of SMEs in Pakistan. J Manag Res. 2018;5(2):64-84.

27. Samad S, Abdullah M, Ahmed W. The impact of organizational culture on organization performance. Australian Journal of Basic and Applied Sciences. 2013;7(14):442-9.

28. Abu-Jarad I, Yusof N, Nikbin D. A review paper on organizational culture and organizational performance. Int J Bus Soc Sci. 2010;1(3):26-1.

29. Zain-Ul-Abidin R, Qammar R, Nadeem S, Farhan H. Effect of organization culture on public sector organizational performance: A case of Jordan. International Journal of Academic Management Science Research. 2020;4(5):1-10.

30. Kagioglou M, Cooper R, Aouad G. Performance management in construction: A conceptual framework. Constr Manag Econ. 2001;19(1):85-95.

31. Lim B. Examining the organizational culture and organizational performance link. Leadership & Organization Development Journal. 1995;16(5):16-21.

32. Awadh AM, Alyahya MS. Impact of organizational culture on employee performance. Int Rev Manag Bus Res. 2013;2(1):168-75.

33. Naranjo-Valencia JC, Jiménez-Jiménez D, Sanz-Valle R. Studying the links between organizational culture, innovation, and performance in Spanish companies. Revista Latinoamericana de Psicología. 2016;48(1):30-41.

34. Ogbonna E, Harris LC. Leadership style, organizational culture and performance: Empirical evidence from UK companies. International Journal of Human Resource Management. 2000;11(4):766-88.

35. Kumar N. Organizational culture as a root of performance improvement. Contemporary Management Research. 2008;4(1):43-56.

36. Dadzie CA, Winston EM, Dadzie KQ. Organizational culture, competitive strategy, and performance in Ghana. J Afr Bus. 2012;13(3):172-82.

37. Yesil S, Kaya A. The effect of organizational culture on firm financial performance: Evidence from a developing country. Procedia - Social and Behavioral Sciences. 2013;81:428-37.

38. Ahmad MS. Impact of organizational culture on performance management practices in Pakistan. Bus Intell J. 2012;5(1):50-5.

39. Ahmed M, Shafiq S. The impact of organizational culture on organizational performance: A case study on telecom sector. Glob J Manag Bus Res. 2014;14(3):21-30.

40. Al Shehri M, McLaughlin P, Al-Ashaab A, Hamad R. The impact of organizational culture on employee engagement in Saudi Banks. J Hum Resour Manag Res. 2017:1-23.

41. Gupta A, Kumar S. Comparing the performance of public and private enterprises: Case for a reappraisal–Evidence from India. Int J Public Sect Manag. 2020;34(1):87-100.

42. Parhizgari AM, Gilbert GR. Measures of organizational effectiveness: Private and public sector performance. Omega. 2004;32(3):221-9.

43. Goel C, Rekhi CB. A comparative study on the performance of selected public sector and private sector banks in India. J Bus Manag Soc Sci Res. 2013;2(7):46-56.

44. Zeffane R, Melhem SJB. Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the UAE. Employee Relations. 2017;39(7):1148-67.

45. Hogan SJ, Coote LV. Organizational culture, innovation, and performance: A test of Schein's model. J Bus Res. 2014;67(8):1609-21.

46. Jacobs R, Mannion R, Davies HT, Harrison S, Konteh F, Walshe K. The relationship between organizational culture and performance in acute hospitals. Soc Sci Med. 2013;76(1):115-25.

47. Kaleem M. The influence of talent management on performance of employee in public sector institutions of the UAE. Public Adm Res. 2019;8(2):8-23.

48. Saraiva P. Excellence 4.0 in the public sector: Some lessons from the UAE experience. International Journal of Excellence in Government. 2019;1(1):15-7.

49. Gilbert GR, Von Glinow MA. National context and organizational performance across three sectors. Cross Cult Manag. 2015;22(3):356-78.