

Organizational Culture as a Determinant of Performance in UAE Organizations: A Comparative Analysis of Public and Private Sectors

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Abstract

This study examines the relationship between organizational culture (OC) and organizational performance within the context of the United Arab Emirates (UAE). A theoretical framework was developed to assess this relationship, supported by data collected through expert interviews and structured questionnaires. The research aimed to identify and prioritize key indicators that link organizational culture to performance outcomes in UAE organizations. A total of 131 responses were obtained from both public and private sector entities across the country. The findings reveal a positive and significant relationship between organizational culture and performance, with job satisfaction emerging as a particularly strong mediating factor. Additionally, the study found no significant difference in performance outcomes between public and private sector organizations. However, the extent to which positive cultural constructs are applied varies among organizations. The most influential constructs identified include goal achievement, employee engagement and commitment, and team spirit. This study contributes to the limited body of research on the impact of organizational culture on performance within the UAE context and provides practical insights for managers seeking to foster cultural dimensions that drive organizational success.

Keywords: Organizational culture, Organizational performance, United Arab Emirates, Job satisfaction, Business environment

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Introduction

The concept of organizational culture gained significant attention during the late 1980s and early 1990s, a period when many organizations struggled to adapt to rapidly changing business environments [1]. Organizational culture represents the essence of an organization—its operational philosophy, strategic focus, and the way it treats its employees, customers, and stakeholders [2]. The relationship between organizational culture and performance has since become a major focus of academic and managerial research. In essence, OC reflects an organization's ability to achieve its goals and objectives through the effective and efficient utilization of resources. Over time, it has evolved into a multidimensional and complex construct within business studies [3].

Measuring organizational performance requires the use of comprehensive indicators across multiple sectors—a gap that has not been adequately addressed in earlier research. Prior empirical studies are often limited in scope, focusing on a single country, sector, or even organization. For example, some investigations encompass organizations across diverse industries [4], while others focus exclusively on one sector [5] or a single firm [6]. This research gap is particularly evident in the UAE context, where only a few studies have explored the culture–performance relationship. To bridge this gap, the present study

examines both private and public sector organizations in the UAE, providing a comprehensive analysis of their organizational culture and performance.

The research introduces a novel framework illustrating the relationship between organizational culture and performance within the UAE context. This framework comprises several key constructs, each containing multiple dimensions used to measure both culture and performance. The model was specifically adapted to align with the sociocultural and economic environment of the UAE. Using this framework, the study evaluates the extent to which organizations implement positive OC practices and how these practices correlate with performance levels, as perceived by employees.

The significance of this study lies in its focus on cultural dimensions that require strategic attention from organizational leaders and policymakers in the UAE. Identifying these dimensions can help decision-makers cultivate cultural attributes that effectively enhance organizational performance.

Literature Review

Organizational culture encompasses the shared norms, values, and beliefs that guide employee interactions within an organization. These cultural attributes are typically measured using specific constructs, each containing one or more dimensions for evaluation. In some cases, a construct may consist of a single dimension. The term “identifiers,” used interchangeably with “measures,” has been employed in several studies, including those by Cheung *et al.* [7] and Aftab *et al.* [1], to describe these evaluative dimensions.

Identifiers of organizational culture (OC)

Most existing studies on organizational culture (OC) have primarily concentrated on exploring the concept itself, while only a limited number have examined its practical application or its influence on organizational performance within a specific national or sectoral context. To capture the breadth of existing perspectives, a comprehensive list of cultural dimensions has been compiled based on prior research.

Organizational culture is often shaped by the working styles, values, and decision-making approaches of an organization’s founders and managerial teams, given their central role in determining strategic directions [8]. Culture functions as a crucial variable that can enhance organizational effectiveness [9]. Successful organizations tend to empower their employees and foster high levels of engagement. They build their structures around teamwork and the continuous development of capabilities at all organizational levels. When employees are actively involved in decision-making and in shaping strategies aligned with organizational goals, they tend to exhibit stronger commitment and innovation [10].

Organizational culture also influences goal attainment and plays an important role in facilitating innovation, openness to new perspectives, and readiness for organizational change [11]. Adaptability—defined as the organization’s ability to adjust its practices, processes, and structures in response to environmental changes—is a key cultural attribute [12]. Moreover, organizational performance can be improved through effective practices such as employee training, fair reward systems, empowerment, and the promotion of teamwork [13].

A comprehensive list of OC identifiers has been developed for this study. **Table 1** summarizes the literature on these identifiers, highlighting the key cultural dimensions examined by previous researchers and identifying those most relevant for assessing the relationship between OC and organizational performance. All identifiers are presented in a positive form, signifying that their presence contributes positively to organizational outcomes. Some dimensions appear repeatedly across multiple studies, underscoring their importance. For instance, *employee participation in organizational planning* emerged as the most frequently cited dimension, appearing in 15 studies. Similarly, *acceptance of new ideas and perspectives*, *encouragement of teamwork*, and *promotion of innovation and creativity* were each mentioned in 14 studies, indicating their centrality in understanding effective organizational culture.

Table 1. Identifiers of OC

| OC Identifiers | Statement | References* | | | | | | | | | | | | | | |
|-------------------|--|-------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 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. | * | * | * | * | * | * | * | * | * | * | * | * | * | * | * |

| | | | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|---|---|
| | Empowering employees in decision making. | * | * | * | * | * | * | * | * | * | * | * | * |
| Employee Engagement and Commitment | Employee participation in organization's plans. | * | * | * | * | * | * | * | * | * | * | * | * |
| | The atmosphere of trust in this organization. | * | * | * | * | * | * | * | * | * | * | * | * |
| | Members feel a strong sense of ownership. | * | * | * | * | * | * | * | * | * | * | * | * |
| | New employees' orientation for a comprehensive organization principle. | * | * | | | * | | * | * | * | * | | * |
| Adaptive Orientation | Acceptance of new ideas, perspectives and to be change-oriented. | * | * | * | * | * | * | * | * | * | * | * | * |
| | Employ workforce diversity to adapt to market change and enhance performance. | * | * | * | * | * | * | * | | * | * | * | * |
| | Emphasize teamwork by exchanging opinions and ideas. | * | * | * | * | * | * | | * | * | | | * |
| Team Spirit | Encourage team contributions rather than individuals' contribution. | * | * | * | * | * | * | * | * | * | * | * | * |
| | Give recognition to the ability, qualification, expertise and capability of the workers. | * | | * | * | * | | * | | * | | | * |
| | Develop employee capability in work at all levels. | * | * | * | * | * | | | * | * | | | * |
| Capability and innovation-supportive Orientation | Encourage innovation and creativity. | * | * | * | * | * | * | * | * | * | * | * | * |
| | Organization continually invests in the development of employee's skills/get resources in order to meet on-going business needs. | * | | * | * | * | | | * | | | | * |
| | Encourage sharing of information between employees/departments. | * | * | * | * | * | * | | * | * | * | * | * |
| Coordination and Integration | 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. | * | * | * | * | * | * | | | | | | * |
| Reward Orientation | Achieve quality in products and services. | * | * | * | * | * | | * | * | | | | * |
| | Equitable rewards for all employees. | * | * | * | | | | | | * | * | | * |
| | Encouragement of performance appraisals to be used as a basis to reward employees. | * | * | * | * | * | | * | | * | * | | * |
| Reward Orientation | 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, 2005; (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

Researchers often use the terms *organizational performance* and *organizational effectiveness* interchangeably. According to Javier [20], organizational performance reflects the economy, efficiency, and effectiveness with which an organization executes its programs or activities. It represents the organization's capability to achieve its goals and objectives through the efficient and effective utilization of resources [2]. Performance is therefore a critical construct, serving as a key indicator of organizational success. To manage and evaluate this success, organizations must identify and employ suitable performance indicators that allow them to measure, monitor, and compare performance across units or time periods.

The process of performance measurement begins with the identification of specific indicators that define and quantify the performance of organizational processes. These indicators are tangible or measurable values used to assess, compare, and manage performance. While performance indicators vary depending on the chosen measurement approach, they generally fall into two main categories: financial (cost-based) and non-financial (non-cost-based) measures [21].

Financial performance indicators are among the most critical tools for evaluating organizational success across industries. They assess whether the organization's strategies, implementation, and execution are effectively contributing to financial improvement [22]. Typical financial objectives include profitability, revenue growth, sales volume, and shareholder value.

Conversely, non-financial performance indicators reflect aspects of organizational success that are not directly financial in nature. These include customer satisfaction, internal business processes, quality, innovation and learning, job satisfaction, organizational commitment, and employee turnover [23]. Within the customer dimension, the key objectives are customer satisfaction and loyalty, both of which can be strengthened through continuous feedback, superior service, and product innovation tailored to customer needs—factors that ultimately enhance overall organizational performance.

The internal business process dimension is equally vital, as it emphasizes internal operations that support customer satisfaction and market competitiveness. Organizations must continuously assess factors such as quality, cost efficiency, cycle time, employee competence, productivity, and technology utilization to maintain excellence in internal processes.

Quality remains one of the most influential dimensions of organizational success. It is both an outcome and a driver of performance, representing the organization's ability to deliver high-quality products and services at optimal cost. The strategic focus on quality improvement enhances customer satisfaction, operational efficiency, and overall performance.

The innovation and learning dimension also plays a pivotal role in sustaining competitive advantage. In an era of rapid globalization, continuous improvement of products, processes, and employee competencies is essential. Investment in training, knowledge sharing, and technological advancement promotes innovation, encourages risk-taking, and leads to greater organizational agility and value creation [22].

Job satisfaction represents an individual's overall attitude toward their work. Hackman and Oldham (1975) describe it through five primary components: task identity, task significance, skill variety, autonomy, and feedback—each influencing satisfaction with supervision, colleagues, workload, compensation, and promotion opportunities. Job satisfaction significantly affects performance outcomes, as satisfied employees tend to be more motivated and productive.

Closely related to this is organizational commitment, which refers to the level of effort and dedication employees are willing to invest in achieving organizational objectives [24]. A high level of commitment strengthens the relationship between employees and management, reducing turnover rates. Conversely, low job satisfaction and weak commitment are associated with demotivation and increased employee turnover.

Table 2 summarizes key performance indicators identified in the literature. It is worth noting that certain identifiers—such as innovation and learning—are sometimes classified differently across studies. In some cases, they are considered elements of organizational culture, while in others they are treated as performance indicators. In the present study, innovation and learning are regarded as components of organizational culture.

Table 2. Performance indicators of organizations

| Performance Indicators | Performance Operational Statements | References* | | | | | | | | | |
|------------------------|---|-------------|-----|-----|-----|-----|-----|-----|-----|-----|------|
| | | (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) | * | | * | | * | * | | * | * | * |
| Customer | Maintaining competitiveness in the market | * | | * | * | * | | | | | |
| | Obtaining continuous customer's feedback | * | * | * | * | | | | * | * | * |

| | | | | | | | | |
|---------------------------|--|---|---|---|---|---|---|---|
| | Continuous improvement of customer service | * | * | * | * | * | * | * |
| | Reducing number of customer's complaints | * | * | * | | * | | |
| | Innovative products tailored to customer needs | * | * | * | | * | | * |
| | 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 | | * | | * | * | | * |
| | Achieving quality products and services with optimum utilization of resources | | * | | * | * | * | * |
| Quality | 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 | | | | | * | | |
| Organizational Commitment | Obtaining continuous feedback from employees about the job | | | | | * | | |
| | 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 examined how organizational culture (OC) influences organizational performance. A review of this body of work, however, reveals notable research gaps. Several scholars, such as Lim [31], Abu-Jarad *et al.* [28], and Awadh and Alyahya [32], have primarily conducted literature-based studies rather than empirical analyses. Most empirical research that does exist tends to focus on a single country or even a limited geographical area within a country.

The present research takes an empirical approach with a broader scope that includes multiple sectors. Studies with a similarly wide scope include Zhang *et al.* [4], who explored the OC–performance link across several Chinese industries, and Prajogo and McDermott [5], who examined industrial firms in Australia. Naranjo-Valencia *et al.* [33] conducted comparable research in Spanish manufacturing organizations. Other multi-industry investigations were carried out 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 these cross-sectoral efforts, no comprehensive study has analyzed the relationship between OC and performance within the context of the United Arab Emirates (UAE). In contrast, some scholars have restricted their analysis to a single organization, as in Xenikou and Simosi's [6] study of a Greek financial institution and Ahmad's [38] research on COMSATS Institute of Information Technology. The absence of large-scale, cross-sectoral research in the UAE highlights a clear gap. To address this, the current study examines both public and private organizations, applying a framework specifically adapted to the UAE environment. The survey instrument was designed accordingly, distributed to respondents, and statistically analyzed.

Research hypotheses

The literature provides extensive evidence that organizational culture can influence performance [1, 7, 26, 28, 38, 39]. However, these studies employ different dimensions and measures. For instance, Aftab *et al.* [1] emphasized role-based performance, while Al Shehri *et al.* [40] and Awadh and Alyahya [32] examined employee-level performance. The current study, by contrast, evaluates performance through more general organizational dimensions.

Regarding OC, several researchers have focused on specific cultural aspects such as the “learning organization” concept [11, 15]. Gupta and Kumar [41] analyzed variations in performance between public and private organizations, while Parhizgari and Gilbert [42] reported significant differences in effectiveness between these two sectors. Studies in developing economies,

such as Goel and Rekhi [43], often conclude that private firms outperform public ones. Conversely, research in the UAE by Zeffane and Melhem [44] found that public sector employees tend to express greater job satisfaction, stronger trust, and lower turnover intentions.

Building on this background, the present study proposes the following hypotheses:

H1: Organizational culture positively influences organizational performance.

To test this hypothesis, correlation analysis is applied to determine the strength and direction of the relationship between OC and performance across UAE organizations.

H2: Employees in the private sector demonstrate higher performance levels than those in the public sector.

This assumption is tested using a two-sample t-test. The null hypothesis posits no difference between the sectors; if this hypothesis is not rejected, it suggests that public sector performance in the UAE is comparable to that of the private sector, likely due to strong governmental support.

H3: The implementation of positive OC constructs in UAE organizations is at a satisfactory level, according to employee perceptions.

A one-sample t-test is employed to evaluate whether the average construct score exceeds 3.5 on a five-point scale, a threshold commonly used in similar studies. A mean score above 3.5 indicates satisfactory implementation.

Methodology

This study followed a systematic, four-stage methodological process to investigate the link between OC and performance.

Stage 1: A comprehensive review of previous literature was conducted to identify potential cultural identifiers and performance indicators. The outcomes of this review were compiled into **Tables 1 and 2**, which summarize the major dimensions discussed in earlier research.

Stage 2: Expert interviews were held to refine and adapt these dimensions to the UAE context. The experts reworded certain constructs and eliminated redundancies, resulting in a streamlined list of dimensions presented in **Table 3**. This table formed the basis for the survey questionnaire.

Stage 3: The reliability and internal consistency of the collected survey data were verified using Cronbach's alpha.

Stage 4: The hypotheses were tested through appropriate statistical techniques—correlation analysis and t-tests—to assess the strength of relationships and to determine whether differences between public and private sector organizations were statistically significant.

Table 3. The most important OC identifiers and performance indicators in the context of the UAE

| Identifier | Dimension |
|--|--|
| Goal Achievements | Organizational goals are explicitly defined, transparent, and comprehensible to employees. Employees are motivated to prioritize collective organizational objectives over personal pursuits. |
| Employee Engagement and Commitment | Employees actively participate in the formulation and execution of organizational strategies. A climate of mutual trust prevails between employees and management. Personnel exhibit a profound sense of ownership toward the organization. |
| Adaptive Orientation | The organization embraces novel ideas, diverse viewpoints, and a proactive stance toward change. Workforce diversity is leveraged to facilitate adaptation to market dynamics and elevate performance outcomes. |
| Team Spirit | The exchange of opinions and ideas is promoted, with emphasis placed on collective team contributions rather than individual efforts. |
| Capability and Innovation-Supportive Orientation | Innovation and creativity are systematically encouraged. The organization consistently allocates resources to employee skill development through regular coaching and training initiatives. Performance evaluations are utilized as a foundation for employee recognition and remuneration. Employee competencies are cultivated across all hierarchical levels. |
| Coordination and Integration | Inter-employee and inter-departmental cooperation, mutual support, and knowledge dissemination are actively fostered. Employees are incentivized to receive constructive criticism or adverse feedback non-defensively. |
| Reward Orientation | Compensation and incentives are distributed equitably, contingent on performance metrics. |
| Identifier | Dimension |
| Financial | Attainment of profitability and sales targets. Sustained market competitiveness. |
| Customer | Solicitation of customer input to drive ongoing enhancements in service delivery. Progressive reduction in the volume of customer complaints. |
| Job Satisfaction | Employees are empowered to exercise autonomy and self-regulation in their roles. Regular solicitation of employee feedback regarding job-related experiences. Overall levels of employee job satisfaction. |
| Quality Achievement | Perpetual process improvement across operational domains. Delivery of high-quality products and services through efficient resource allocation. |
| Internal Business Process | Enhancements in operational productivity. |

Seven organizational culture (OC) identifiers and five performance indicators were determined to be the most relevant for UAE organizations, as summarized in **Table 3**. The initial lists of constructs presented in **Tables 1 and 2** were derived from an extensive literature review, while the final selection in **Table 3** reflects the judgments and prioritization made by domain experts.

Based on these validated dimensions, a structured questionnaire was designed and distributed. The instrument consisted of two sections: (1) demographic and professional information about the respondents, and (2) assessment items related to OC and organizational performance. The second section contained twenty-five statements concerning culture and performance. Participants were asked to indicate their level of agreement using a five-point Likert scale, where 1 = “strongly disagree” and 5 = “strongly agree.” The survey was administered in November 2020 to employees working in both public and private organizations across the UAE, yielding a total of 131 usable responses. The purpose was to assess organizational culture and performance and to explore the interrelationship between the two.

Statistical analyses were performed to examine:

- (i) the relationship between OC identifiers and their corresponding measures,
- (ii) the relationship between performance indicators and their measures, and
- (iii) the overall association between OC and performance.

Cronbach's alpha was used to test the internal reliability of constructs, while correlation analysis measured the strength of relationships. Additional hypotheses were evaluated using one-sample and two-sample t-tests conducted in Microsoft Excel.

Based on insights gathered from experts and empirical findings, a conceptual model was formulated to depict the linkage between organizational culture and performance, as shown in **Figure 1**. The arrows in the diagram illustrate the proposed directions of influence, while the numerical figures represent Cronbach's alpha coefficients corresponding to each construct and its associated items. Constructs comprising a single item do not display alpha values. All reported coefficients are above 0.7, indicating a reliable and internally consistent measurement across all constructs used in the study.

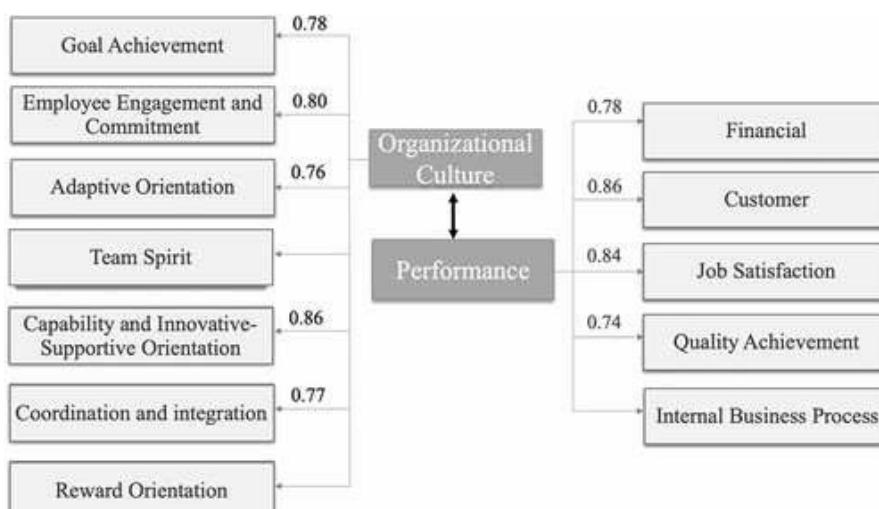


Figure 1. Framework of organization culture-performance relationship

The questionnaire results are summarized through the descriptive statistics illustrated in **Figures 2, 3, and 4**. Most respondents were male and predominantly employed within the public sector. In general, participants reported considerable professional experience, which adds to the validity and dependability of the data collected.

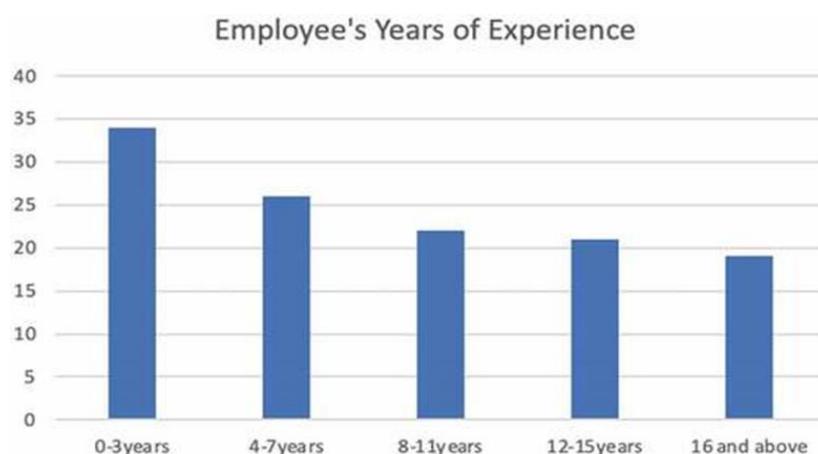


Figure 2. Bar chart of participant's years of experience

Participant's Gender

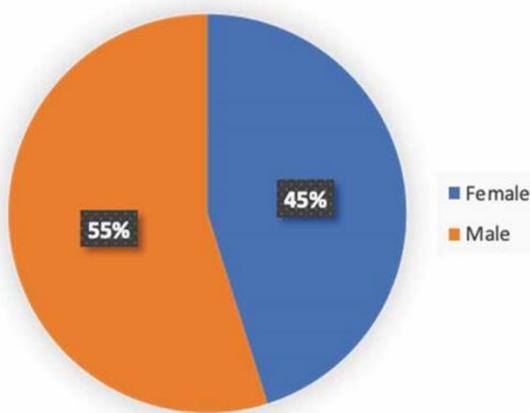


Figure 3. Percentage of participant's gender

Public vs Private Sectors

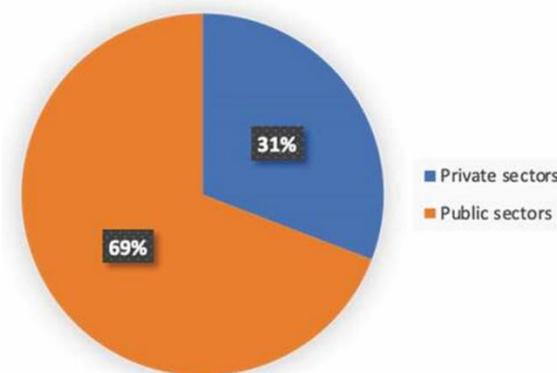


Figure 4. Percentage of participant's type of organization

In testing the first hypothesis, Pearson's correlation analysis was applied due to the adequate sample size. The results demonstrated that all p-values were below 0.01, confirming a statistically significant positive association between organizational culture (OC) and organizational performance in UAE institutions. As indicated in **Table 4**, the correlation strength was generally high, suggesting that OC plays an important role in enhancing performance outcomes. For example, the link between capability and innovation-supportive orientation and job satisfaction showed a strong correlation coefficient of 0.895. Conversely, some relationships were weaker, such as between reward orientation and financial performance, which had a coefficient of 0.405.

Overall, the findings show that OC in UAE organizations exerts a stronger influence on employee satisfaction and quality improvement than on financial outcomes. This suggests that cultural factors contribute more to motivating employees and improving service quality than to direct financial gains. Because job satisfaction exhibited the highest level of correlation with OC, it became the central focus in the next stage of analysis. These observations are consistent with the broader literature highlighting the close connection between culture and organizational success [2, 29, 33, 35, 36, 45-47].

Table 4. Results of Correlation analysis

| | Performance | | | | |
|---------|--|----------|------------------|---------------------|---------------------------|
| | Financial | Customer | Job Satisfaction | Quality Achievement | Internal Business Process |
| Culture | Goal Achievement | 0.407 | 0.529 | 0.751 | 0.757 |
| | Employee Engagement and Commitment | 0.567 | 0.592 | 0.818 | 0.831 |
| | Adaptive Orientation | 0.541 | 0.668 | 0.702 | 0.677 |
| | Team Spirit | 0.418 | 0.535 | 0.713 | 0.703 |
| | Capability and innovation-supportive Orientation | 0.497 | 0.601 | 0.895 | 0.808 |
| | Coordination and Integration | 0.498 | 0.609 | 0.844 | 0.761 |
| | Reward Orientation | 0.405 | 0.515 | 0.809 | 0.706 |

A two-sample t-test was conducted to evaluate the second hypothesis. As shown in **Table 5**, which presents results for job satisfaction, the p-value obtained was 0.185—greater than the significance level of 0.05. Therefore, the alternative hypothesis is rejected, indicating that there is no statistically significant evidence suggesting that job satisfaction in private-sector organizations is higher than in public-sector organizations in the UAE. Similar analyses were performed for all other performance indicators, and in each case, the p-values exceeded 0.05, signifying no significant differences between the two sectors across performance dimensions.

Nevertheless, private-sector organizations may, in some cases, demonstrate slightly stronger performance outcomes. The distinction lies in the strength of the UAE's public sector, which benefits from highly effective governmental management and recruitment of top international talent [47]. Additionally, the public sector in the UAE is actively advancing through technological modernization, driven by the implementation of cutting-edge information systems [48].

Table 5. T-test two-sample analysis to test the second hypothesis for job satisfaction

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

Once the performance variables were analyzed in the second hypothesis, the third hypothesis examined how well elements of organizational culture (OC) are practiced within UAE organizations. A one-sample t-test was used to measure the extent to which each OC construct is embedded in organizational settings. The results, summarized in **Table 6**, revealed that constructs like goal achievement, employee engagement and commitment, and team spirit are well established, as indicated by p-values below 0.05.

However, other aspects of OC—namely adaptive orientation, reward orientation, capability and innovation-supportive orientation, and coordination and integration—showed p-values exceeding 0.05. This suggests that these cultural practices are not yet consistently applied across UAE organizations. Overall, the findings imply an uneven adoption of OC principles, with some areas showing strength and others requiring further development. Similar patterns of partial implementation have also been noted in prior international research, varying according to national and sectoral characteristics [41, 42, 49].

Table 6. One sample t-test analysis to test the third hypothesis

| Construct | P-value (of 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 findings of this study reveal varying levels of adoption of positive organizational culture (OC) practices across UAE organizations. The results emphasize the need for managers to strengthen practices in areas with higher p-values, as shown in **Table 6**—particularly those related to innovation, openness to feedback, recognition of employee achievements, and reward systems. Some of these challenges may stem from broader cultural characteristics, such as the general reluctance to accept criticism in Arab societies. Although most respondents expressed satisfaction and reported favorable performance levels, the results suggest that further enhancement of positive OC practices could yield even stronger performance outcomes. This is supported by the high correlation observed between OC and organizational performance. Among the examined constructs, employee engagement and commitment, as well as capability and innovation-supportive orientation, emerged as the most influential. The latter, while crucial for performance, showed lower implementation levels, implying that its limited application may hinder organizational success.

Conclusion

This research examined the link between organizational culture and performance in UAE organizations. Drawing on a literature review, relevant OC identifiers and performance indicators were identified and then refined through consultations with field experts to align with the UAE's business environment. A structured framework connecting OC and performance was developed, tested, and validated using statistical analysis based on employee survey data.

The results confirmed a strong positive relationship between OC and performance, with two cultural dimensions—employee engagement and commitment, and capability and innovation-supportive orientation—showing the greatest impact. However, only three OC constructs were found to be effectively implemented, while the remaining four require improvement. UAE organizations were found to promote employee autonomy and ownership, yet aspects like openness to constructive criticism, fair reward systems, and work recognition remain underdeveloped. Additionally, no significant differences in performance were observed between public and private sector organizations, including in job satisfaction levels.

This study offers valuable insights for managers and policymakers, highlighting specific areas of OC that need reinforcement. However, it does not explore the underlying reasons behind the uneven implementation of cultural dimensions. Future research could focus on developing strategies to enhance weaker OC areas and apply the proposed framework to specific sectors, such as construction and services, or adapt it for comparative studies across different countries. Further investigation into how national culture interacts with organizational culture and influences performance is also recommended.

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