

Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector

A competing values perspective

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Abstract

Purpose – The purpose of this paper is to examine the impact of organizational culture on trust in top management and career satisfaction. The concept of culture was split into four types: “clan,” “adhocracy,” “hierarchy” and “market.”

Design/methodology/approach – A self-administered questionnaire was used to collect data from 128 mid-level managers in ten public sector organizations in the United Arab Emirates (UAE). The questionnaire included demographic questions and three established scales to measure culture type, trust in top management and career satisfaction. Correlation and regression analysis were used to examine relationships between variables.

Findings – Respondents from “clan” and “adhocracy”-type organizations tended to have more trust in top managers than those from other culture types. Respondents from “clan”-type organizations also had greater career satisfaction. Only a clan-type organizational culture significantly predicted career satisfaction.

Research limitations/implications – The study is based on a small number of mid-level managers working in ten public sector organizations. This limits the generalizability of the results. Future studies should examine both public and private sector organizations operating in various industries across the UAE, to increase the generalizability of the findings. The study results will assist organizational policy makers who wish to transform their organizational culture to one that will increase the career satisfaction of managerial staff and their trust in senior managers.

Originality/value – The study contributes to the literature on organizational culture, particularly on the relationship between trust and career satisfaction in the public sector in the UAE.

Keywords United Arab Emirates, Trust, Career satisfaction, Organizational culture, Competing Values Framework

Paper type Research paper

Introduction

The United Arab Emirates (UAE) is an emerging Arab economy that has tried to adopt western developmental techniques in many areas (Anadol *et al.*, 2015), and public sector organizations play a crucial role in its overall economic development (United Arab Emirates Ministry of Economy, 2015). The public sector in the UAE has undergone extensive changes (Suliman and Al Kathairi, 2012), and is under pressure to compete (Turkylmaz *et al.*, 2011) with its global counterparts. Public sector organizations are therefore keen to adopt novel human resource management practices to influence employee relations (Turkylmaz *et al.*, 2011) and



organizational culture, because of the effect of these on individual thoughts, feelings and interactions (Saeed and Hassan, 2000), overall performance (Uzkurt *et al.*, 2013) and long-term viability (Ooi and Arumugam, 2006).

Two important factors that are influenced by organizational culture are trust in the organization or top management (Issa and Haddad, 2008) and career satisfaction (Joo and Ready, 2012). There is, for example, a growing body of literature on the alignment of career satisfaction with organizational culture (Alvesson, 2001; Tinsley, 2000), suggesting that the association is stronger for employees with higher career satisfaction (Fleisher *et al.*, 2014). Suliman and Al-Junaibi (2010) suggested that it is important to create an organizational climate that leads to greater satisfaction and lower turnover. Understanding both trust and career satisfaction is therefore important for organizations seeking to develop a highly motivating and commitment-oriented work environment (Gattiker and Larwood, 1988; Martins *et al.*, 2002).

Many of the previous studies (Hogan and Coote, 2014) on organizational culture have been carried out in the private sector. Scholars, however, have reported a number of differences between public and private sector managers (Mujtaba *et al.*, 2011), and it has been widely assumed that public and private sector organizations operate differently (do Monte, 2017). Despite the increasing similarities between the environments of the two, there are several fundamental differences at operational and cultural levels (Schraeder *et al.*, 2005). It is widely understood that public sector executives work in quite defined situations (Lindquist and Marcy, 2016). Previous studies have suggested that public sector managers are less likely to exhibit positive work attitudes than their private sector peers (Chen, 2011). This could limit the applicability of private sector findings to public sector organizations.

Cultural issues may influence managerial styles in both public and private sectors, and this can also limit the generalizability of studies. In the UAE, for example, public sector managers differ from their private sector counterparts in their leadership and paternalistic decision-making style, and their motivation and career satisfaction (AlMazrouei and Pech, 2015). In Oman, managers tend to be directive and authoritarian (Al-Lamky, 2007). Employees expect managers to lead, and are uncomfortable if decision making is devolved (Common, 2011). In Denmark, managers in the public sector use more participative leadership, and private sector managers more directive leadership (Hansen and Villadsen, 2010). Andersen (2010) found that public sector managers had a more change-oriented leadership style, and private sector managers a more relationship-oriented leadership style. There are therefore a number of differences between managers in private and public sector organizations, and these differences also vary by country and nationality.

In the last decade, several researchers have studied organizational behavior in the public sector in the UAE. For instance, Ibrahim and Al Falasi (2014) reported that there is a significant relationship between loyalty and engagement. Abdulla *et al.* (2011) found that intrinsic and extrinsic factors can be sources of job satisfaction. Suliman and Al Harethi (2013) suggested that organizational climate and its components can significantly predict work performance. Suliman and Al Kathairi (2012) found that organizational justice is positively linked to affective and continuance commitment and job performance. Zeffane *et al.* (2008) showed significant differences between men and women on aspects of job satisfaction and performance.

There have therefore been a number of studies on human resources aspects of the UAE public sector. Very few studies, however, have examined organizational culture (Al-Khalifa and Aspinwall, 2001; Al Mehrzi and Singh, 2016; Al Murawwi *et al.*, 2014; Chidambaranathan and Regha, 2016; Martin and Desmond, 2013; Ralston *et al.*, 2012), and none of these have tested the relationships between organizational culture type, trust in management and career satisfaction. This study attempts to fill this gap. The findings will provide insights for policy makers and employers in the UAE, and help them to formulate effective policies and support programs to develop the desired organizational culture.

The purpose of this research is to investigate the extent to which the different types of organizational culture influence career satisfaction and trust in mid-level managers working in public sector organizations in the UAE. It therefore relates research on organizational culture with vocational research. The research questions are:

- RQ1.* Do different types of organizational culture influence the trust of middle-level managers in their top managers in the UAE?
- RQ2.* Do different types of organizational culture influence the career satisfaction of middle-level managers in the UAE?

This paper first sets out a literature review, then discusses variables and develops hypotheses. It follows with a description of the research methods and a section on results and discussion. This is followed by the conclusion, including limitations and implications of the research.

Literature review and theoretical framework

Organizational culture

Organizational culture is the set of beliefs, shared values and norms that affect the way employees feel, think and behave in the workplace (Schein, 2010). A number of elements therefore affect and make up organizational culture, and there are many different ways to examine it (Maximini, 2015).

One way to examine culture is the Competing Values Framework (CVF) (Cameron and Quinn, 2011). This uses two axes, on organizational focus (internal vs external), and stability and flexibility (distinguishing flexibility and dynamism from stability, command and control). These two axes form four distinct organizational cultures, known as clan, adhocracy, market and hierarchy (Tseng, 2017), each of which has distinct characteristics and value drivers (see Figure 1). Two types are internally oriented, clan and hierarchy, and these are flexibility- and control- oriented. The other two are externally oriented, and encourage competitiveness (Wiewiora *et al.*, 2013). The framework suggests that there will be followers of these ideas of values, leadership and effectiveness in every organization (Lindquist and Marcy, 2016).

In clan cultures, the organization's confidence and obligation to employees at all levels facilitates open communication and involvement. Organizations with this type of culture value relationships and support (Cameron and Quinn, 1999) and are likely to enhance job and career satisfaction and commitment (Cameron and Ettington, 1988). A hierarchy culture, by contrast, although still inward-focused, is likely to feature a number of control mechanisms.

Similarly, an adhocracy culture, like the clan culture, will be fairly flexible. It is, however, more externally focused, and will therefore value growth, autonomy and attention to detail (Quinn and Kimberly, 1984). This culture type believes that change promotes the foundation of new resources and encourages organizational members to be innovative and take risks. These organizations are therefore likely to innovate (Denison and Spreitzer, 1991).

Finally, an organization with a market culture combines structure with an external focus. It values communication and accomplishments, is task-centric, integrates decision making and has clear goals. These goals, in turn, cultivate competitiveness, resulting in higher short-term productivity (Cameron and Quinn, 1999). This culture is founded on the belief that clear objectives and conditional rewards motivate staff to perform effectively (Cameron and Quinn, 2006).

No form of organizational culture is considered to be superior, although some forms are more suitable in certain contexts (Cameron, 2004). The suitability of the culture can be assessed by looking at the organization's well-being, function and goal attainment. The CVF therefore offers an inexpensive and nonintrusive way to understand organizational culture, and has been validated in various organizations (Lee *et al.*, 2016; Muller and Nielsen, 2013),

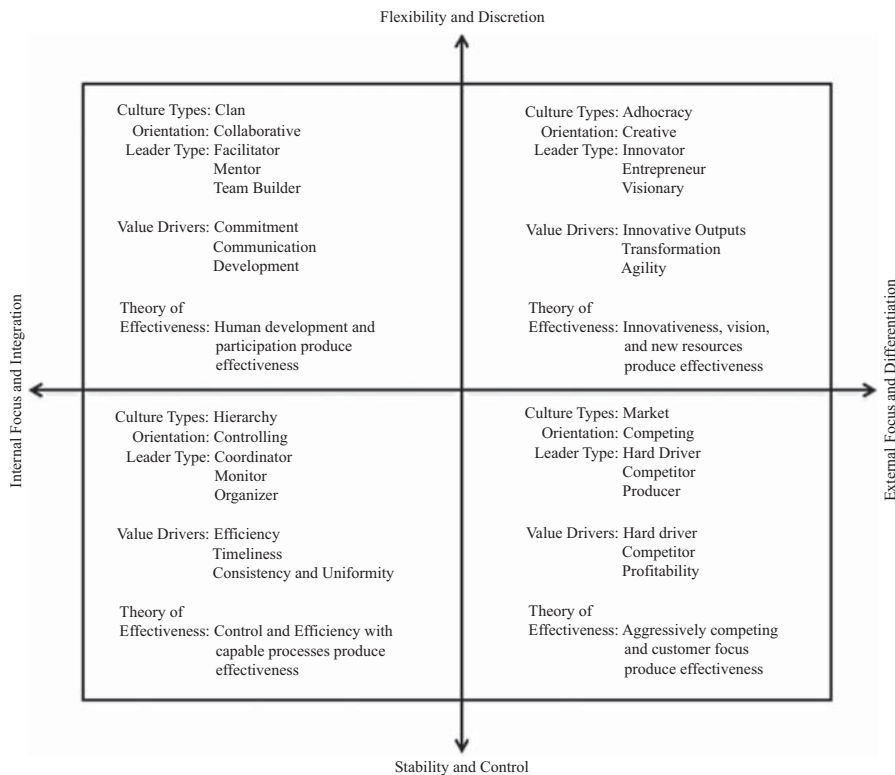


Figure 1.
The Competing
Values Framework

Source: Cameron and Quinn (2011, p. 46)

including public sector organizations (Lindquist and Marcy, 2016). It is also relevant in Arab contexts. For example, Martin and Desmond (2013) found that clan and hierarchy cultures dominate among construction project managers in Gulf Cooperation Council (GCC) countries. In Qatar, Kumaresan and Swarooprani (2013) found a mixed culture type with a moderate dominance of clan culture. In higher education in the UAE, clan and adhocracy cultures are dominant (Chidambaranathan and Regha, 2016).

The CVF explores the underlying aspects of organizational culture (Zu *et al.*, 2010), incorporating several values and recognizing personal leadership styles (Lindquist and Marcy, 2016). It therefore enables situation-specific research, but also shows organizational effectiveness. Quinn and Rohrbaugh (1981) suggested that the operationalization of benchmarks would vary by company, but overall, benchmarks could be compared. Indicators may change, but the overarching usefulness of the concept remains the same. The competing values approach encourages development of a more comprehensive and balanced set of indicators, and can be used with selected individuals or coalitions to clarify the extent to which certain concepts are valued (Quinn and Rohrbaugh, 1983). It has previously been used in both Arab contexts and public sector organizations, making it suitable for use in this study.

Organizational culture and trust in management

Mayer *et al.* (1995) defined trust as the willingness to be vulnerable to another party when that party cannot be controlled or monitored. Organizational cultures that promote openness and

motivation are expected to increase trust between organizational members (Issa and Haddad, 2008). The workplace environment, and therefore organizational culture, shapes the extent of this trust and particularly trust in management (Morgan and Zeffane, 2003). We therefore expect different types of culture to have different effects on trust in top managers.

Upward-influence strategies tend to cultivate trust (Tuan, 2012). These strategies are more characteristic of adhocracy and clan cultures. Clan culture mainly creates conditions for the satisfaction of respect needs, and adhocracy culture creates the conditions for the satisfaction of self-actualization needs (Zavyalova and Kuchеров, 2010), but both these are likely to be linked to trust. This is supported by other studies. For example, Lee *et al.* (2016) reported a relationship between a clan culture and top management support. Trust, cohesion and communication, all characteristics of a clan culture, encourage managerial and non-managerial employees to share experiences, skills and knowledge (Feher and Gabor, 2006). Wiewiora *et al.* (2014) found that trust and a clan culture are mutually reinforcing, which shaped tacit knowledge-sharing behaviors. A clan culture in a workplace with high trust levels enhances communication and promotes active behavior (Bock *et al.*, 2005; Kim and Lee, 2006; Suppiah and Sandhu, 2011). Nyhan (2000) reported that in public sector organizations, participation in decision making and increased workforce empowerment, both characteristics of a clan culture, lead to increased interpersonal trust between management and employees. The values that are linked to trust, therefore, including trust in top management, are more often seen or associated with clan and adhocracy cultures than market or hierarchy.

We therefore propose:

- H1. The clan and adhocracy culture types will have more influence on trust in top managers than the hierarchy or market culture types.

Organizational culture and career satisfaction

Career satisfaction is a response to career and work events (Gattiker and Larwood, 1988). It measures the extent to which individuals believe that their career progress is consistent with their own goals, values and preferences (Heslin, 2003), and indicates the level of overall happiness experienced through choice of an occupation. Job satisfaction is related to the current work situation. Subjective career success can therefore be operationalized as either job satisfaction or career satisfaction (Ng *et al.*, 2005). Shaver and Lacey (2003) suggested that job satisfaction is defined by a worker's immediate work environment and their employer (e.g. "I am happy with my current work environment") and career satisfaction by choice of career and how the experience of work had justified that choice (e.g. "overall I am satisfied with my choice of career"). Both career and job satisfaction can be influenced by organizational culture (Passos *et al.*, 2012), and Shurbagi and Zahari (2012) found that the relationship between the four types of organizational culture and employee satisfaction is positive and significant.

Demographics and success criteria are the best predictors of objective career success, mobility and career satisfaction (Gattiker and Larwood, 1988). Other predictors of career satisfaction are an organizational culture that supports employees' learning and development (Joo and Ready, 2012) and supervisory career support affecting employees' career development. Employees' careers are likely to be enriched by supportive relationships with their supervisors (Greenhaus *et al.*, 1990; Wickramasinghe and Jayaweera, 2010). Joo and Park (2010) and Barnett and Bradley (2007) reported that organizational support has a positive effect on career satisfaction. Culiè *et al.* (2014) found that employee career satisfaction facilitates the link between employees' development of career competencies and their attitudes toward their employer. Employees have a more positive attitude toward their employers if their expectations are met and, in turn, perform better at work and contribute to organizational outcomes (Fleisher *et al.*, 2014; Koys, 2001).

Organizations with a culture of promoting continuous learning, and encouraging collaboration and teamwork, and where the top management models and supports learning at individual, team and organization levels, have a more positive influence on career satisfaction (Joo and Ready, 2012). Participative decision making (Daniels and Bailey, 1999), empowerment (Johnson and McIntye, 1998) and leadership behaviors that inspire teamwork (Gaertner, 2000) also have a significant impact on career satisfaction. All these features are seen in clan cultures, and to a lesser extent in adhocracy cultures. This view is confirmed by Lund (2003), who studied American managers and found that career satisfaction was positively related to clan and adhocracy cultures, and negatively related to market and hierarchy cultures. We therefore propose:

H2. The clan and adhocracy culture types will have more influence on career satisfaction among mid-level managers in the UAE than the hierarchy or market culture types.

There is therefore evidence to support the idea that organizational culture type influences trust and career satisfaction in mid-level managers. The relationships tested in this study are shown in Figure 2.

Method

Sample

The primary data for this study were collected from ten governmental organizations operating in Abu Dhabi and Dubai, the two major Emirates in the UAE. Of these ten organizations, three were related to government offices, four were utilities based and three were engaged in oil and gas activities. Prior approval for the study was obtained from the Human Resources Department of each organization. A purposive sampling method was used to collect data from mid-level managerial employees.

The participants were identified with the help of the HR department and mid-level managers who were working as department managers and division managers were approached to complete the study questionnaire. In total, 200 surveys were delivered in person or by e-mail. A cover letter provided information about the amount of time that would probably be needed to complete the survey and a description of the feedback procedure. Potential participants were also given the address and phone number of the research team and encouraged to make contact if they had concerns about confidentiality or the process. The first and second authors managed distribution of the questionnaire and initial interaction with the respondents, and a student research assistant was responsible for the follow-up and collection of the questionnaires. In total, 128 of the 200 questionnaires distributed were returned completed, a response rate of 64 percent.

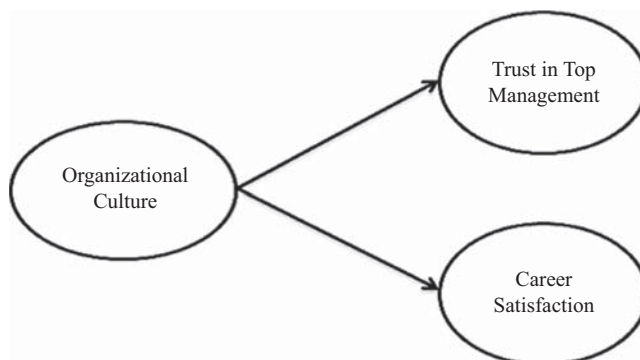


Figure 2.
Theoretical framework
of this study

Measures

The study instrument was developed in both English and Arabic, using a translation and back-translation approach to ensure consistency of meaning. The survey instrument consisted of demographic questions and three established scales were used to measure the independent and dependent variables: culture type (Cameron and Quinn, 2011), trust in top management (Mayer and Davis, 1999; Mayer and Gavin, 2005) and career satisfaction (Greenhaus *et al.*, 1990). The demographic questions included age, gender, educational level, nationality, native language, years of full-time work experience, job status (managerial level), years in their current organization, industry and the size of the organization. Age, gender, nationality, native language, country of birth and level of education were used as control variables.

Organizational culture. Organizational culture is the set of beliefs, shared values and norms that affect the way employees feel, think and behave in the workplace (Schein, 2010). Organizational culture was assessed using an adapted version of the assessment instrument developed by Cameron and Quinn (2011). This is a 24-item instrument, with six items per culture type, and the responses were collected on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items were grouped into six categories: dominant characteristics, organizational leadership, management of employees, organizational “glue,” strategic emphasis and criteria for success. There were four items in each category, one for each culture type: clan, adhocracy, hierarchy or market.

Trust in top management. Mayer *et al.* (1995) defined trust as the willingness to be vulnerable to another party when that party cannot be controlled or monitored. Trust in top management was assessed using an instrument adapted from Mayer and Davis (1999) and Mayer and Gavin (2005). It is a 23-item instrument, and the responses were collected on a five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Career satisfaction. Career satisfaction has been defined as individuals’ perceptions of their career accomplishments to date and their prospects for future advancement (Gattiker and Larwood, 1988; Judge *et al.*, 1995). Career satisfaction was assessed using the five-item instrument developed by Greenhaus *et al.* (1990). The responses were collected on a five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis

We used IBM SPSS 22 to analyze the collected data and examine the hypotheses, with standard procedures for entering the data. Correlation and regression tests were used to examine the study hypotheses. Pearson correlation coefficients were computed for all variables to explore the nature and significance of the relationships among the variables.

Findings and discussion

This section of the paper provides a comprehensive analysis and discussion of the results. Table I shows the demographic distribution of the study sample. Most of the respondents were male (67.2 vs 32.8 percent female). Around three quarters were between 22 and 39 years old. The biggest group, 55.5 percent, had a bachelor’s degree.

Around half the sample were UAE nationals. The participants reported means of 11.4 years of work experience ($SD = 8.18$ years) and 5.54 years ($SD = 4.76$ years) with their current organization. Table II shows the results of the reliability tests. The overall Cronbach’s α values for clan, adhocracy, market and hierarchy organizational culture types, trust in management and career satisfaction were 0.94, 0.90, 0.90, 0.83, 0.96 and 0.95. All items therefore demonstrated satisfactory internal reliability, with Cronbach’s α of greater than 0.75.

			Impact of organizational culture
	No.	%	
<i>Gender</i>			
Male	86	67.2	
Female	42	32.8	
<i>Age</i>			
22–29	46	36	
30–39	49	37.6	
40–49	24	19.2	
50–59	6	4.8	
60+	3	2.4	
<i>Educational level</i>			
Secondary	1	0.8	
High school diploma	21	16.4	
Bachelor's degree	71	55.5	
Master's degree	33	25.8	
Doctorate	2	1.6	
<i>Nationality (n = 127)</i>			
Emirati	64	50.4	
Non-Emirati	63	49.6	

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Table I.
Demographic
characteristics

	Clan	Adhocracy	Market	Hierarchy	Trust in top management	Career satisfaction	Table II. Reliability test for study variables
Cronbach's α	0.94	0.90	0.90	0.83	0.96	0.95	

The correlation matrix in Table III shows significant and positive relationships between all the study variables, with correlation coefficients ranging from 0.16 to 0.81. Table III shows that all four culture types had a positive correlation with trust in top management. However, there was a stronger relationship between trust in top management and the clan and adhocracy organizational culture types. The correlation coefficient between the two variables was 0.8 (significant at the 0.01 level). The correlation analysis also showed that there was a significant relationship between career satisfaction and both clan and adhocracy culture types, with coefficients of 0.541 and 0.467. The relationship between career satisfaction and market culture was weak, with a correlation coefficient of 0.213. There was no significant correlation between career satisfaction and hierarchy culture type. The correlation analysis for both dependent variables therefore provided sufficient justification to use regression analysis to further investigate the relationship.

Trust in top management

The R value was 0.86 and the adjusted R^2 0.71 (Table IV). This shows that the clan and adhocracy types significantly predicted trust in top management as the dependent variable

Dependent variables	Mean	SD	Clan	Adhocracy	Market	Hierarchy	Table III. Descriptive statistics and correlation results
1. Trust in top management	5.89	1.56	0.810**	0.809**	0.591**	0.550**	
2. Career satisfaction	5.76	2.27	0.541**	0.467**	0.213*	0.168	

Notes: *,**Correlation is significant at 0.05 and 0.01 levels, respectively (two-tailed)

and accounted for 71 percent of its variance. The findings from the correlation and regression analyses therefore support *H1* (the clan and adhocracy culture types have more influence on trust than the hierarchy or market culture types). The *t* and β values show that clan culture has more influence on trust. We therefore conclude that *H1* is confirmed.

Career satisfaction

In Table V, the *R* value is 0.64 and the adjusted *R*² is 0.34. This suggests that only clan-type culture significantly predicted career satisfaction as the dependent variable, accounting for 34 percent of the variance. The correlation and the regression analyses therefore show partial support for *H2* (the clan and adhocracy culture types have more influence on career satisfaction than the hierarchy or market culture types). Overall, the findings suggest that the type of organizational culture, particularly the clan culture type, has weak predictive value for career satisfaction. This finding is substantiated by the β values and significance levels of the coefficients of the four culture types.

The control variables had little explanatory power and resulted in non-significant models (data not shown). This suggests that demographic factors such as nationality did not significantly influence the differences in trust in top management or career satisfaction. The support for the first hypothesis demonstrates that different organizational cultures have different levels of influence on trust in top management for mid-level managers in the public sector in the UAE. In organizational cultures characterized by creation and collaboration, trust in top management was markedly higher. This finding supports the idea

Table IV.
Model 1—findings of
the multiple
regression analysis:
trust in top
management model
summary

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	SE of the estimate
1	0.86 ^a	0.74	0.71	0.84
Model	Unstandardized coefficients		Standardized coefficients	
	<i>B</i>	SE	β	<i>t</i>
<i>1</i>				
(Constant)	1.10	0.77		1.43
Clan	0.429	0.091	0.504	4.74
Adhocracy	0.231	0.111	0.181	2.08
Market	0.206	0.128	0.181	1.60
Hierarchy	−0.032	0.134	−0.025	−0.242
Notes: Dependent variable: trust in top management. ^a Predictors: (constant), clan, adhocracy, market and hierarchy type cultures				

Table V.
Model 1—findings of
the multiple
regression analysis:
career satisfaction
model summary

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	SE of the estimate
1	0.64 ^a	0.40	0.34	1.85
Model	Unstandardized coefficients		Standardized coefficients	
	<i>B</i>	SE	β	<i>T</i>
<i>1</i>				
(Constant)	1.13	1.70		0.664
Clan	0.711	0.199	0.574	3.57
Adhocracy	0.194	0.244	0.142	0.796
Market	−0.119	0.282	−0.072	−0.423
Hierarchy	−0.184	0.295	−0.098	−0.624
Notes: Dependent variable: career satisfaction. ^a Predictors: (constant), clan, adhocracy, market and hierarchy type cultures				

that mid-level managers use the organization's policies and practices as a way to assess top management and develop trust (Lee *et al.*, 2016; Nukic and Huemann, 2016).

The findings are also consistent with a previous study (Chory and Hubbell, 2008), which found that communication is a critical determinant of trust-building. Open communication is one of the characteristics of clan culture. Public organizations that emphasize open communication will therefore probably be trusted more by their workforce. Yener *et al.* (2012) noted that organizations are required to adopt an ethical management style to increase the level of employee involvement. Organizations can gain by providing interpersonal and social support and participation in decision making.

The results on the influence of organizational culture type on career satisfaction were not as clear. In contrast to the large increase in variance displayed in the first model, the increase in the second was more moderate, and only attributable to clan culture. Career satisfaction is influenced by organizational norms (Kirkman and Shapiro, 2001) and extrinsic rewards such as salary may have a greater influence than intrinsic factors (Abdulla *et al.*, 2011; Huang and Van de Vliert, 2004). The clan culture values attachment, affiliation, membership, support, open communication and involvement (Cameron and Quinn, 1999). More satisfied employees will tend to stay longer and be more involved in their organizations (Meyer *et al.*, 2012). However, Abu Elanain (2009) reported that UAE employees prefer clear goals and objectives, well-defined lines of authority and less autonomy. This might be the reason why the influence of clan culture on career satisfaction was only partial, although it does not explain why hierarchical culture was not more influential. Further research, probably qualitative, would be needed to examine this issue more closely.

Implications

This study has several theoretical and practical implications. First, to our knowledge, no previous studies in the Arab world have examined organizational culture, trust and career satisfaction together. This study has therefore added to our understanding of this area, and the relationships between these variables. It has confirmed the theory that clan culture in particular is significantly associated with career satisfaction and trust in top management in the UAE. This is consistent with other studies from elsewhere (e.g. Lund, 2003), suggesting that although organizational culture may vary with nationality and type of organization, the relationships between culture type and other variables may be more constant, providing some basis for future research. Second, this study used an analytical tool (the CVF) that has been used several times in the private sector but not much in the public sector. Our use of this tool suggests that it could be used much more widely, in both public and private sectors, including within the UAE, as a tool to assess organizational culture, and therefore helps leaders to understand and then change culture if necessary.

The findings also have other significant implications for organizational policy makers including top and middle management. First, they will help policy makers and others to understand the relevance of different types of organizational culture. It may also encourage them to adopt different types of culture, to fit their requirements at the time. For example, a clan culture will emphasize concern for people, participation and collaboration. An adhocracy culture will support risk-taking, creativity and adaptability, which lead to innovation. An assessment of both organizational culture and needs will enable the culture to be adapted and developed to better support need and improve organizational performance. Policy makers will, however, need to remember that changing organizational culture takes time and effort (Fullan, 2007). Finally, talent retention at all levels is an increasingly important concern for public sector organizations (Ashmore and Gilson, 2015), and an insight into the linkage between organizational culture and career satisfaction is therefore both helpful and necessary.

Limitations and recommendations for future research

As with any empirical research, this study has certain limitations. First, both the sample and the geographical location of the study potentially limit the generalizability of the findings. However, the GCC countries show considerable economic and socio-cultural homogeneity (Ellaboudy, 2010), so these results may also be applicable to other UAE public sector organizations, and public sector organizations in other GCC countries. Second, this study may also suffer from common method bias. The respondents were asked to provide their subjective assessment of organizational culture, top management and career satisfaction. No external data were available for triangulation purposes, to mitigate this bias. We therefore recommend that future studies seek to replicate the findings of this study and also incorporate other primary data sources, or a more objective measure of these variables. For example, data about staff turnover, or information from staff surveys might have been a useful addition. Third, this research used a purposive sampling method. We recommend that future researchers should use random sampling to collect more responses from other UAE-based public and private sector companies, to improve the generalizability of the results. Finally, the method used was cross-sectional, which means that it only provides a one-time, snapshot view of the data. We therefore cannot determine anything about causality, only correlations. Information about causality can only be determined through longitudinal studies, and we therefore recommend this to future researchers.

Conclusion

Organizational culture is critical for organizational performance (Valmohammadi and Roshanzamir, 2015). To the best of our knowledge, however, no previous study has investigated how organizational culture type affects trust in top management and career satisfaction in the UAE. This study focused on the extent to which different categories of organizational culture, set out in the CVF, affect the levels of trust in top-level management and career satisfaction among mid-level managers in public sector organizations. The findings show that organizations with culture types that are more focused on creation and collaboration tended to have higher levels of trust in top management. The second hypothesis, related to the influence of the organizational culture type on career satisfaction, was only partially supported.

Top managers in UAE organizations should therefore be aware of the various cultural values that are positively associated with factors that may ultimately affect organizational performance, such as career satisfaction. They should then try to emphasize them in their organization to improve results. This study provides insight into the associations between trust and organizational culture types in UAE public sector organizations, a subject which has not previously been explored. The economic and socio-cultural homogeneity in the region (Ellaboudy, 2010) means that our results may also be applicable to both other UAE public sector organizations and public sector organizations in other GCC countries.

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Appendix. Measurement scale items

Organizational culture

(1) Kind of organization:

- My organization is a very special place. It is like an extended family. People seem to share a lot of themselves.
- My organization is a very dynamic and entrepreneurial place. People are willing to take risks and be vulnerable.
- My organization is very production oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.
- My organization is a very formalized and structured place. Bureaucratic procedures generally govern what people do.

(2) Organizational leaders:

- Leaders in my organization are generally considered to be mentors, facilitators or parental figures.
- Leaders in my organization are generally considered to be entrepreneurs, innovators or risk takers.
- Leaders in my organization are generally considered to be hard-drivers, producers or competitors.
- Leaders in my organization are generally considered to be coordinators, organizers or efficiency experts.

(3) Management of employees:

- The management style in my organization is characterized by teamwork, consensus and participation.
- The management style in my organization is characterized by individual risk-taking.
- The management style in my organization is characterized by hard-driving competitiveness, goal-directedness and achievement.
- The management style in my organization is characterized by careful monitoring of performance, longevity in position and predictability.

(4) Organizational glue:

- The glue that holds my organization together is loyalty and mutual trust. Commitment to my organization runs high.

- The glue that holds my organization together is orientation toward innovation and development. There is an emphasis on being on the cutting edge.
- The glue that holds my organization together is the emphasis on production and goal accomplishment. Marketplace aggressiveness is a common theme.
- The glue that holds my organization together is formal rules and policies. Maintaining a smooth running organization is important.

(5) Strategic emphasis:

- My organization emphasizes human development. High trust, openness and participation persist.
- My organization emphasizes acquiring new resources and meeting new challenges. Trying new things and prospecting for new opportunities are valued.
- My organization emphasizes competitive actions and achievement. Measurement targets and objectives are dominant.
- My organization emphasizes permanence and stability. Efficient, smooth operations are important.

(6) Criteria for success:

- My organization defines success on the basis of development of human resources, teamwork and concern for people.
- My organization defines success on the basis of having the most unique or the newest products. It is a product leader and innovator.
- My organization defines success on the basis of market penetration and market share. Competitive market leadership is key.
- My organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are crucial.

Trust in top management

- (1) Top management is very capable of performing its job.
- (2) My needs and desires are very important to top management.
- (3) Top management has much knowledge about the work that needs to be done.
- (4) Top management has specialized capabilities that can increase our performance.
- (5) Top management's actions and behaviors are very consistent.
- (6) I do not feel the desire to have a good way to keep a close watch on top management.
- (7) Top management is very concerned about my welfare.
- (8) Top management is known to be successful at the things it tries to do.
- (9) I feel confident about top management's skills.
- (10) Top management tries hard to be fair in dealing with others.
- (11) Top management will go out of its way to help me.
- (12) I like top management's values.
- (13) Sound principles seem to guide top management's behavior.
- (14) I would be willing to let top management have total influence over immediate issues that are important to me.

- (15) Top management is well qualified.
- (16) Top management has a strong sense of justice.
- (17) Top management would not knowingly do anything to hurt me.
- (18) I would be willing to let top management have complete control over my future in the company.
- (19) Top management really looks out for what is important to me.
- (20) If someone questioned top management's motives, I would give top management the benefit of the doubt.
- (21) I never have to wonder whether top management will stick to its word.
- (22) I would be comfortable giving top management a task or problem, which was critical to me, even if I could not monitor their actions.
- (23) I share similar interests with, and identify with, members of my organization's top management.

Career satisfaction

- (1) I am satisfied with the success I have achieved in my career.
- (2) I am satisfied with the progress I have made toward meeting my overall career goals.
- (3) I am satisfied with the progress I have made toward meeting my goals for income.
- (4) I am satisfied with the progress I have made toward meeting my goals for advancement.
- (5) I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

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