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The Relationship Between Organizational Culture and Business Excellence:

Case Study from United Arab Emirates

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ABSTRACT

The relationship between organizational culture (OC) and corporate performance was commonly studied and reflected in the literature in the last few years. However, the relationship between OC and business excellence is rarely tackled. In this context, this research examined the relationship between four OC types and organizational excellence and the role of information communication technology (ICT) as a moderator. A quantitative study was conducted, and the data were collected using a survey questionnaire distributed to middle managers in one of the gold winners of a United Arab Emirates-based business excellence award. The results showed that there is a positive relationship between organizational culture components and business excellence in general. A mission culture has the most significant relationship, in contrast, the adaptability culture had no positive relationship. Also, the moderating role of ICT was proven. The results of this research can be utilized by managers to build the OC type that boost excellence within their organizations.

KEYWORDS

Information Communication Technology, Organizational Culture, Organizational Excellence, United Arab Emirates

INTRODUCTION

Organizational culture is the set of beliefs, shared values, and norms that affect the way employees feel, think, and behave in the place of work (Schein, 2010). Culture can be on the national level, ethnic level, or organization level and that depends on the scope and objectives of culture studies, when a group of employees work together in an organization, with time, they will form a certain culture that belong to them and exist particularly within their company, this culture has its own characteristics and can be diagnosed and studied (Ng & Ng, 2014). Moreover, organizational culture abstracted as integration, differentiation, or fragmentation culture (Martin, 2002). Integration approach of organizational culture can be assessed quantitatively into four types of cultures; adaptability, mission, involvement, and consistency cultures (Fey & Denison, 2003).

Quality has different meanings and has been defined as excellence (Peters & Waterman, 1982). Excellence can be described as an ongoing process of continuous improvement. This perspective informs excellence models, which provide a framework for the strategic management of competitive organizations (Martín & Rodrigo, 2003). Through the use of such models, organizational culture has the potential to improve employees' performance, satisfaction, and confidence in their ability to

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solve work-related issues (Kotter, 2012). Quality and business excellence awards are based on models and criteria to assess the level of excellence in the applicant organizations. These criteria are used as guidelines by the award winners to sustain their level of excellence through activities that promote business excellence culture among employees and imbed it in the work values.

The relationship between organizational culture and corporate performance was widely covered in the literature, however, most of these study looked at the financial aspect of performance (Denison,1984). The contribution of this study is articulated by considering four sub categories of excellent performance of the firms, which include the financial and nun-financial results, customers satisfaction, people satisfaction, and society results (EFQM, 2013). Also researching the moderating role of ICT is a new perspective for the importance of communication in strengthen the OC-BE relationship, considering that ICT positively affects the organizational performance (Polo Peña, Frías Jamilena, Rodríguez Molina, 2011) and at the same time communication in general found to be crucial for major corporate duties (Garntett, 2005).

This research is an attempt to highlight the organizational culture types and their role in promoting organizational excellence within organizations, this is done based on relevant literature review which led to develop research questions, hypotheses, and a conceptual model, a quantitative study using 5 points Likert scale questionnaire were conducted, SPSS and MS Excel were used for data analysis which included mean, standard deviation, correlation analysis, regression analysis, and moderating analysis.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a pattern of norms, values, beliefs and attitudes that influences behavior within an organization (Chin-Loy & Mujtaba, 2007). Culture can be categorized into integration, differentiation, and fragmentation perspectives. In the integration perspective, some agreement is available between individual employees regarding the profile of an organization's culture (Martin, 2002). Also, Martin highlighted that culture is more like a hard pillar that is seen similarly by most individuals, regardless of the angle from which they look at it.

According to Martin (2002), the differentiation perspective views culture as a combination of the subcultures within an organization. He claimed that consensus only exists in the subcultures of an organization. These subcultures operate together, oppose each other, or act independently. Further, he asserted that the fragmentation perception assumes that culture is vague and lacks consensus. In this regard, he writes, "Interpretations of cultural manifestations are ambiguously related to each other, placing ambiguity, rather than clarity, at the core of culture" (Martin, 2002).

Another three strategies of operationalizing organizational culture were offered. These comprise a holistic, metaphorical, and a quantitative approach (Cameron & Quinn, 2006). Researchers deploy a holistic approach to gain a rich understanding of culture by keenly contributing and noticing, thus attempting to become native in the company. Cameron and Quinn (2006) noted that researchers using the metaphorical or language approaches apply techniques to identify cultural patterns in documents, conversations, and other forms of language.

Carl and Daniel identified four traits of organizational culture:

- Adaptability
- Mission
- Involvement

- Consistency

The adaptability and mission traits signify an external orientation, while involvement and consistency are associated with an internal orientation. The adaptability and involvement traits reveal a flexible orientation. In contrast, the mission and consistency traits emphasize a stable orientation (Fey & Denison, 2003). They explain that adaptability attribute comprises creating change, focusing on customers, and organizational learning. The company that gets high marks on the mission attribute will be able to perceive and react to the environment, clients, and restructure behaviors and processes that allow them to adapt (Fey & Denison, 2003).

The mission attribute highlights a robust sense of organizational direction by setting vision and goals. It comprises establishing strategic direction and intent, strategic objectives and goals, and a vision for the organization. The company that gets high marks on the mission attribute will be able to handle its external environment by achieving stability (Fey & Denison, 2003).

Fey and Denison (2003) concluded that the involvement attribute highlights the human relations factors of an organization. These companies appreciate teamwork and are committed to employees' empowerment. The involvement attribute contains guides to empower employees, support team orientation, and develop capabilities. An organization that gets high marks on the involvement attribute usually has an internal focus and is considered as flexible organization.

As per Fey and Denison (2003), the consistency attribute is frequently captured in the companies that have solid cultures. These companies show constancy in that employees usually agree with one another. The consistency attribute comprises main values, agreement, coordination, and integration. An organization that gets high marks on the consistency attribute usually has internal focus while providing stability to its workforce (Fey & Denison, 2003).

Organizational Excellence

A number of studies and published papers have discussed the keys to organizational excellence and its critical success factors. Business excellence as a concept is based on total quality management principles. Companies that have adopted business excellence usually have done so by using initiatives, tools, and techniques to achieve the desired results (Adebanjo, 2001).

Traditionally, companies evaluated their performance in terms of quantifiable measures such as return on investment, net profit, and turnover. In last few decades, however, there has been a growing understanding that companies should also consider quality-related characteristics while setting their business goals and performance measures. Therefore, total quality management has become a principal strategy for improving performance and later business excellence (Zairi & Alsughayir, 2011). Dr. Joseph Juran defined total quality management as "meeting and exceeding the customer's expectations by continuously improving all processes, goods and services through creative involvement of all staff" (Hawkes, 1992).

To encourage companies to improve their performance, more than eighty countries have established business excellence or quality awards (Grigg & Mann, 2008). Most of the quality awards worldwide are based on business excellence models and pre-defined criteria (Khitam & Tammaru, 2012). In the United Arab Emirates, the National Quality Awards were launched in 1989 (Mavroidis, Toliopoulou, & Agoritsas, 2007). The Sheikh Khalifa Excellence Award and the Dubai Quality Award were the first two awards established in the United Arab Emirates, and both were influenced by the European Foundation for Quality Management (EFQM) model (Nambiar, 2012).

The EFQM was founded in 1988 with the objective of helping European organizations to become competitive in the international marketplace (Gómez et al., 2011). After that, the first quality award was delivered in 1992 by using the organizational excellence model as a framework for evaluating the organization's performance (Jafari, 2013). Awards differing from the EFQM model have also been delivered, and the last one was presented in 2012 (Wireless News, 2012).

Companies which successfully implemented the EFQM model, research shows that they perform better in long and short time periods (Boulter, Bendell, Abas, Dahlgaard, & Singhal, 2005). This research was done in Europe over a period of eleven years and compared the award winners organizations alongside with companies similar in size and business segment, the results reveled that award winners leveraged higher rises in share price, costs saving, sales growth, and rises in revenue.

The EFQM Model is built on nine criteria of enablers and results. The enabler criteria include what an organization does and how it does it. The results criteria include what an organization achieves (EFQM, 2013). According to the EFQM, the nine criteria for the model includes:

- **Leadership:** The leadership criteria and its related criterion parts focus on how the leaders form the future of the company and make it occur, this include being a role models for its morals and principles and stimulating trust always. They should be flexible enough to enable the continued success of their organizations.
- **Strategy:** This criterion focus on how company implement its vision and mission statements, and consider stakeholders when developing the company strategy, company should demonstrate the deployment of proper policies, processes, goals to achieve its strategy.
- **People:** Companies should be able to build suitable organizational culture that facilitates achieving company and personal objectives. They grow the competences of their employees and endorse justice and fairness. They take care of, recognise, motivates people, and builds their commitment.
- **Partnerships and Resources:** Organizational excellence as per the EFQM model require companies to handle their ecological and social impact effectively, in addition to that, it is crucial to ensure process effectiveness.
- **Processes, Products and Services:** Outstanding companies plan, manage and develop its processes to make growing value for clients and other types of stakeholders.
- **Customer Results:** Excellent organizations reach and keep exceptional results that meet or go beyond customers' needs and expectations.
- **People Results:** Excellent organizations reach and keep exceptional results that meet or go beyond employees' needs and expectations.
- **Society Results:** Excellent organizations reach and keep exceptional results that meet or go beyond society stakeholders' needs and expectations.
- **Business Results:** Excellent organizations reach and keep exceptional results that meet or go beyond shareholders' needs and expectations.

Business Excellence in United Arab Emirates

The United Arab Emirates (UAE) is one of the most prosperous countries in the Arab world, based on various parameters such as gross domestic product (GDP), infrastructure development, and human rights parameters (Obay, 2009). The country offers a tangible and organized infrastructure as well as an approachable and unobstructed employment market, resulting in remarkable trade and industry growth (ibid).

The emirates of Abu Dhabi launched the Sheikh Khalifa Excellence Award (SKEA) in 1999 to integrate worldwide business standards and best practices in the Abu Dhabi business sector (ADNOC News, 2008). The objective was to create a favorable climate for a competitive and sustainable business. The purpose of the SKEA is recognition of organizations that demonstrate improved performance and sustained competitiveness by implementing quality management and business excellence. The award represented recognition of businesses in the manufacturing and service industries through a process of self-assessment of their strength, potential areas for improvement, and extent of progress derived from implementation of excellence performance criteria. The award was based on EFQM.

There are three categories in which the Sheikh Khalifa Excellence Award is given: diamond category, gold category, silver category. Applicants to the Sheikh Khalifa Excellence Award are drawn from all sectors of the economy which is a common practice in all other international quality and excellence awards. The sectors are as follows: manufacturing sector, service sector, trade sector, construction sector, financial sector, tourism sector, professional sector, health sector.

The Department of Economic Development in Dubai developed the Dubai Quality Award (Department of Economic Development, 2013). The DQA was developed as recognition of companies demonstrating commitment to business best practices and improving internal and external trade. The Dubai Quality Award is based on the Excellence Model of the European Foundation for Quality Management (EFQM). The latter has been successfully applied in private and public sector organisations since 1992. There are three categories in which the Dubai Quality Award is given: Dubai Quality Award gold category, Dubai Quality Award, Dubai Quality appreciation program.

It is been found that the national culture of UAE is a classic case when studying the influence of societal values on favorite organizational culture treat (Klein, Waxin, & Radnell, 2009). However, the defensive style found to be stronger in the national culture which could bound the effectiveness of managers in influencing the behaviors of employees, and would surely provide beneficial information in making a competitive organizational culture needed to compete in an international business setting (ibid).

Organizational Culture and Business Excellence

Studying the relationship between organizational culture and performance took place recently comparing with the researches that covered various definitions of culture (Reichers & Schneider, 1990). According to Reichers and Schneider, less researches have been donated to culture and performance. One cause for this was the challenges faced researchers in operationalizing the culture concept. However, a popular hypothesis in the organizational culture is that a robust culture leads to a better level of performance (Deal & Kennedy, 1983). In this paper, cultural strength measured by the extent to which a culture exhibits the attributes of a single cultural type.

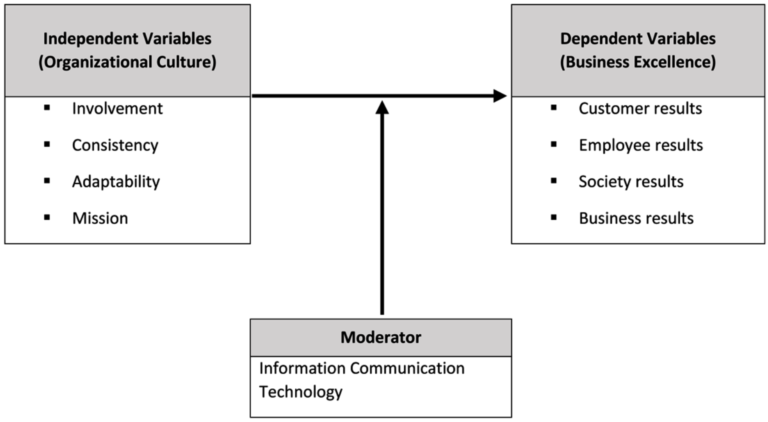
Gordon and DiTomaso (1992) proposed that a robust culture, in conjunction with the ability to adapt, would lead to better performance. They discovered that a solid culture was an indicator of short-term organizational performance. They studied eleven insurance companies in United States in terms of high growth rates and the assets they have for a period of five years. The outcome of this study clearly found that adaptability culture was linked with positive performance, and it is also an indicator of short-term performance. They then assumed that a combination of strong and appropriate culture will yield positive outcome. This discovery was significant as it presents the notion of fit into culture-performance researches.

The level of cultural strength needed to ensure a company's success is still debated in the literature. Some of the authors support the idea that a robust culture leads to higher performance (Barnes et al., 2006). Others support a contingency theory where the needed level of cultural strength is linked with the environment of the business where the company operates (Camero & Quinn, 2006). Kotter and Heskett (1992) stated that companies that have a robust culture, emphasize their stakeholders, and adjust to their environments will attain better levels of performance. Moreover, it has recognized that culture is one of the critical success factors to successfully implement total quality management in organizations (Shibani, Soetanto, Ganjian, Sagoo, & Gherbal, 2012), and it is crucial in organizational behavior and excellent performance (Peters & Waterman, 2004).

A research done by Denison (1984) highlighted that certain practices inside the organizations are related more to financial performance, Denison in his study that covered thirty four companies performing in twenty five different businesses found that "organization of work" and "decision making" are strongly linked with financial outcome. Moreover, Denison concluded that the culture strength was a projection of short-term company performance, in this study, performance was constructed by using wide-ranging indicators such as return on sales, assets and investment.

Ashish Sinha and Bindu Arora (2012) in their study about the fit between organizational culture and business excellence revealed that both business excellence and organizational culture

Figure 1. Study conceptual model



can be abstracted the same way. Moreover, this study revealed that organizations who are looking for excellence need to have several culture characteristics such as establishing a strong and clear transformational leadership style within the company and encourage staff empowerment, have welfare orientation and innovation, innovation should be encouraged on the level of workers, supervisors, and managers and should be rewarded. Companies also should be able to maintain a high level of people satisfaction and having transparent and justifiable employee appraisal is key to achieve it, also customer focus is one of the main factors that affect company success, in addition, a proper orientation scheme is important for new entrants and company should align them with the organizational structure and strategic directions. Processes are crucial to any company and must be recognized and suitable effort must be put to achieve them. This does not involve management commitment only but also the commitment of workers towards these processes. As conclusion, it is noted that the results of organizational culture assessment in organizations can be compared to the results of the EFQM assessment to predict the improvements companies need to make to excel (Sinha & Aroar, 2012).

Mousavi, Hosseini, and Hassanpour (2014) found that among the types of organizational culture, only adaptability and involvement cultures affect negatively the company's performance in banking sector. The mission and consistency cultures have indirect effect on the performance. The results of this study contradict with the outcome of majority of researches done on the relationship between company's culture and organizational performance.

Information Communication Technology (ICT) as a Moderator Between Organizational Culture and Business Excellence

As it is shown in Figure 1, the moderator variable modifies the independent variable's influence on the dependent variable. As an alternative of being directed through the mediator, the independent variable's influence is instead described by its interface with the moderator. Some moderators mitigate the independent variables influence, others strengthen it, and some have an influence such that the connection between the independent and dependent variables is existing only when the moderator reach a certain range or particular value.

Communication may moderate the connection between performance and work culture. This is due to the fact that communication forms and types are linked with organization culture and, in turn, they are the concepts by which culture impacts performance. Management thinkers and experts have agreed that communication to be significant to key organizational tasks such as making decisions, coordination, motivation and innovation, all of which impact performance (Garntett, 2005). Moreover, casual communication can support link sub cultures and formal structures, eliminating some of the cultural defects that might otherwise arise (Kilduff & Corley, 2000). Nevertheless, it was proven that communication alters the relationship between organizational performance and some traits of organizational culture such as work implementation and decision making (Majone, 1989).

Many other studies shed the light on the relationship between communication and organizational performance, Timmerman and Scott (2006) found that communication forecasters are correlated to the outcomes of virtual teams, some of these variables are; communication, trust and satisfaction. However, this study found that not all structural variables of communication are directly linked to team outcomes. One of the communication variables that has significant correlations with virtual team performance is communication channel choice to preserve connections. Timmerman and Scott stated that, the perception about effectiveness of team work can be enhanced through the communication competence variable during the team interactions stage and that will lead to better team outcomes.

Information and Communication Technologies (ICT) is a significant economic source and important tool in the competitive international economic structure. Therefore, understanding ICT and acquiring the fundamental skills related to it have been crucial causes in growth and evolution (ICEL, 2001), also the use of ICT is becoming more popular and specialized companies tend to use it more (Emmanouilidis & Economides, 2010). Erdog˘an Tezci in his research done in Turkey in 2011, found that the ownership of a computer and Internet access seemed to be the most significant factors in the perceived company culture (Tezci, 2011). Also the link between ICT and business performance is already established, a study done in the year 2011 found that the use of ICT is appropriate strategy for tourism businesses, and it has a positive effect on business outcomes (Peña et al., 2011).

RESEARCH QUESTIONS AND HYPOTHESES

With the above outcomes from the literature which is summarized in table 1, the goal of this research is to inspect the likely relationships between organizational culture types and business excellence among UAE companies, and the role of information communication technology in mediating this relationship. Two research questions were asked in this research:

- What organizational culture type relates to business excellence in United Arab Emirates firms?
- What is the effect of ICT on the relationship between organizational culture and business excellence in United Arab Emirates Firms?

From the research questions, five hypotheses were formed:

- There is a significant relation between mission culture and business excellence.
- There is a significant relation between consistency culture and business excellence.
- There is a significant relation between involvement culture and business excellence.
- There is a significant relation between adaptability culture and business excellence.
- ICT has a significant effect on the relationship between organizational culture and business excellence.

RESEARCH METHODOLOGY

The logical nature of this study required the use of a quantitative research approach because it focuses on analyzing and evaluating several variables, as well as exploring their relation to each other. Therefore, a numerical analysis was done to provide an in-depth understanding of the information, theories, and concepts related to the research questions and hypothesis. By the use of a quantitative research approach, it was easy to code the responses, thus facilitating the use of statistical analysis

Table 1. Literature synthesis

OC	BE	OC & BE	ICT as moderator
Chin-Loy and Mujtaba (2007)	Adebanjo (2001)	Deal and Kennedy (1983)	Garntett (2005)
Martin (2002)	Zairi and Alsughayir (2011)	Gordon and DiTomaso (1992)	Kilduff and Corley (2000)
Cameron and Quinn (2006)	Hawkes (1992)	Barnes, Jackson, Hutt, and Kumar (2006)	Majone (1989)
Fey and Denison (2003)	Grigg and Mann (2008)	Mousavi, Hosseini, and Hassanpour (2014)	Timmerman and Scott (2006)
Schein (2010)	Khitam and Tammaru (2012)	Kotter and Heskett (1992)	Tezci (2011)
Ng and Ng (2014)	Mavroidis, Toliopoulou, and Agoritsas (2007)	Peters and Waterman (2004)	Polo Peña, Frías Jamilena, and Rodríguez Molina (2011)
	Nambiar (2012)	Denison (1984)	
	Gómez, Costa, and Lorente (2011)	Ashish Sinha and Bindu Arora (2012)	
	Jafari (2013)		
	Martín and Rodrigo (2003)		
	Klein, Waxin, and Radnell (2009)		
	EFQM (2013)		
	Kotter (2012)		
	Boulter, Bendell, Abas, Dahlgaard, and Singhal, (2005)		

methods to compare different variables related to organizational culture and business excellence. Figure 2 demonstrates the research development process.

Questionnaire Design

Based on the literature and previously tested questionnaires, a 32-question survey was developed to cover theoretical model variables. The organizational culture-related questions were adapted from Denison Organizational Culture Survey, which is developed by Daniel R. Denison, this survey was extensively used and well tested, it is designed and formed within the business environment, and it focus on using business terms to search and investigate business concerns, also it is linked to bottom-line business results, furthermore, it is efficient and simple to use and it is applicable to all levels of the company. For business excellence, two ways of determining performance are exist; either by using objective measures or by using a subjective ones. Because of the challenges in getting financial data due to confidentiality issues, like asking for exact financial measures might create concern among respondents because of the confidentiality of information they offer (Asree, Zain, & Razalli, 2010). Researchers decided to use the subjective measure through measuring perception of respondents. It is a more consistent measure of organization performance and it does not differ largely from the objective measure when it comes to accuracy. Therefore, questions related to business performance were adapted form the results criteria of the EFQM self-assessment questionnaire, the EFQM model

Figure 2. Research process diagram

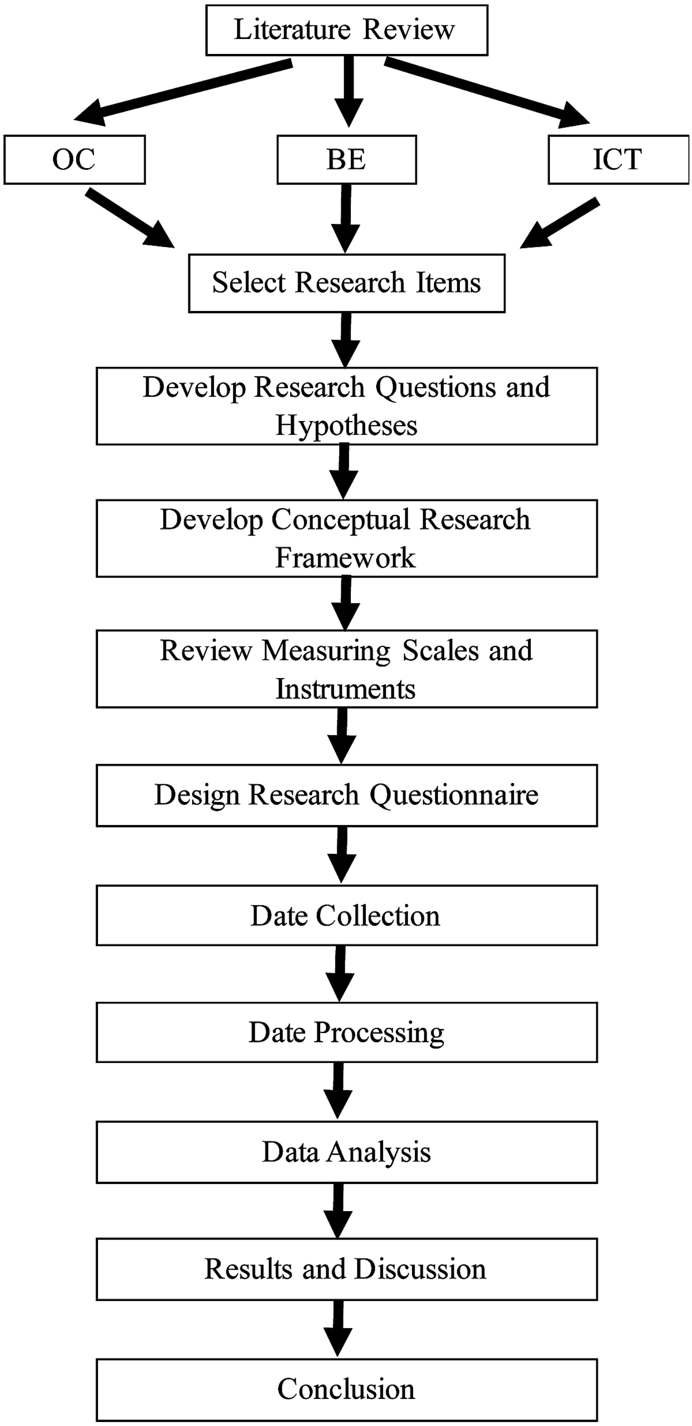


Table 2. Survey structure

Variables/Sub-variables	Number of Questions
Organizational Culture	12
• **Involvement**	3
• **Consistency**	3
• **Adaptability**	3
• **Mission**	3
Business Excellence	12
• **Customer results**	3
• **Employee results**	3
• **Society results**	3
• **Business results**	3
Information Communication Technology	3
Demographic Questions	5

is widely used in United Arab Emirates, almost all national quality and business excellence awards are either implement the same model criteria or adapt it with slight changes. Table 2 shows the survey structure.

The questionnaire was based on a five-point Likert scale where:

5= strongly agree
4= agree
3= neutral
2= disagree
1= strongly disagree

Data Collection and Sampling

For the sack of this study, researchers chose a UAE national company that won the gold Sheikh Khalifa Excellence Award, a questionnaire was manually distributed to the middle managers, including division and section heads, in the targeted organization. A total sample size of 45 managers was identified and 29 responses were received, resulting in a response rate of 64.44%.

DATA ANALYSIS AND RESULTS

SPSS statistical data analysis software and Microsoft Excel were used to process the primary data received. Since Denison organizational culture framework and EFQM model are well established and are validated in previous studies, a reliability test was done and the variables shown to possess relatively high internal consistency with Cronbach's alpha coefficient (0.891). Linear regression analysis was performed to test the suggested hypotheses.

Hypothesis 1: *There is a significant relation between mission culture and business excellence.*

- **Null Hypothesis:** There is no significant relation between mission culture and business excellence.

- **Alternate Hypothesis:** There is a significant relation between mission culture and business excellence.

Tables 4 and 5 show that Pearson correlation is .642, which is ˃ 0.3. The P value is 0, which is < 0.05. In linear regression analysis, the R square value = 0.412, which means that mission culture accounts for 41.2% of the variation in business excellence. Also the significance is 0, which is < 0.5. These values indicate a strong positive relationship between mission culture and business excellence. Therefore, we reject the null hypothesis and accept the alternate one.

Hypothesis 2: *There is a significant relation between consistency culture and business excellence.*

- **Null Hypothesis:** There is no significant relation between consistency culture and business excellence.
- **Alternate Hypothesis:** There is a significant relation between consistency culture and business excellence.

Tables 6 and 7 show that Pearson correlation is .569, which is ˃ 0.3. The P value is 0.001, which is < 0.05. In linear regression analysis, the R square value = 0.324, which means that consistency culture accounts for 32.4% of the variation in business excellence. Also, the significance is 0.001, which < 0.05.

The above indicate a strong positive relationship between consistency culture and business excellence. Therefore, we reject the null hypothesis and accept the alternate one.

Hypothesis 3: *There is a significant relation between involvement culture and business excellence*

- **Null Hypothesis:** There is no significant relation between involvement culture and business excellence.
- **Alternate Hypothesis:** There is a significant relation between involvement culture and business excellence.

Table 4. Model summary – mission culture and business excellence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	.412	.390	.25404
a. Predictors: (Constant), Mission				

Table 5. AVOVA – mission culture and business excellence

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.221	1	1.221	18.917	.000[b]
	Residual	1.742	27	.065		
	Total	2.963	28			
a. Dependent Variable: BE						
b. Predictors: (Constant), Mission						

Table 6. Model summary – consistency culture and business excellence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569[a]	.324	.299	.27239
a. Predictors: (Constant), Consistency				

Table 7. AVOVA – consistency culture and business excellence

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.960	1	.960	12.938	.001[b]
	Residual	2.003	27	.074		
	Total	2.963	28			
a. Dependent Variable: BE						
b. Predictors: (Constant), Consistency						

Tables 8 and 9 show that Pearson correlation is .419, which is it is ˃ 0.3. The P value is 0.024, which is < 0.05. In linear regression analysis, the R square value = 0.175, which means that involvement culture accounts for 17.5% of the variation in business excellence. Also, the significance is 0.024, which is < 0.05. These values indicate a strong positive relationship between involvement culture and business excellence. Therefore, we reject the null hypothesis and accept the alternate one.

Hypothesis 4: *There is a significant relation between adaptability culture and business excellence.*

- **Null Hypothesis:** There is no significant relation between adaptability culture and business excellence.
- **Alternate Hypothesis:** There is a significant relation between adaptability culture and business excellence.

Table 8. Model summary – involvement culture and business excellence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419[a]	.175	.145	.30087
b. Predictors: (Constant), Involvement				

Table 9. ANOVA – involvement culture and business excellence

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.519	1	.519	5.736	.024[b]
	Residual	2.444	27	.091		
	Total	2.963	28			
a. Dependent Variable: BE						
b. Predictors: (Constant), Involvement						

Table 10. Model summary – adaptability culture and business excellence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.171[a]	.029	-.007	.32644
a. Predictors: (Constant), Adaptability				

Table 11. ANOVA – adaptability culture and business excellence

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.086	1	.086	.808	.377b
	Residual	2.877	27	.107		
	Total	2.963	28			
a. Dependent Variable: BE						
b. Predictors: (Constant), Adaptability						

Tables 10 and 11 show that Pearson correlation is .171, which is < 0.3. The P value is 0.377, which is > 0.05. In linear regression analysis, the R square value = 0.029, which means that adaptability culture accounts for only 2.9% of the variation in business excellence. Also, the significance is 0.377, which > 0.05. These values indicate a week positive relationship between adaptability culture and business excellence. Therefore, we accept the null hypothesis and reject the alternate one.

Hypothesis 5: *ICT has a significant effect on the relationship between organizational culture and business excellence.*

As mentioned and demonstrated in figure 3, we ran a linear regression analysis for the centered values of organizational culture, the centered values of ICT, and the centered value of both. We concluded that when the usage of ICT is low, the correlation between organizational culture and business excellence is 0.18. When the ICT usage is moderate, there will be a very weak relation. When it is high, the correlation will be 0.84, which means that ICT significantly affects the relationship between business excellence and organizational culture.

The finding and above results can be illustrated on the conceptual research model as shown in figure 4.

DISCUSSION

This research found that there is a positive relationship between organizational culture and business excellence in general. The mission culture has the most significant relationship. In other words, setting goals and objectives by leaders that are ambitious and realistic and having widespread agreement about them will significantly enhance the organizational excellence outcome. The organization with mission culture has a common view of a wanted future state. It represents core values and attract the full focus of the organization's employees, while giving clear guidance. Similarly, strong strategic goals express the company's purpose and make it obvious how everyone can help and has an input into the work.

Consistency culture has a strong positive relationship with business excellence. Promoting coordination and integration by making people from different business units share common perspectives, making coordination of projects across functional units easy, and establishing a good alignment of goals across levels will enhance the excellence journey of an organization. Moreover,

Figure 3. The effect of ICT on the relationship between organizational culture and business excellence

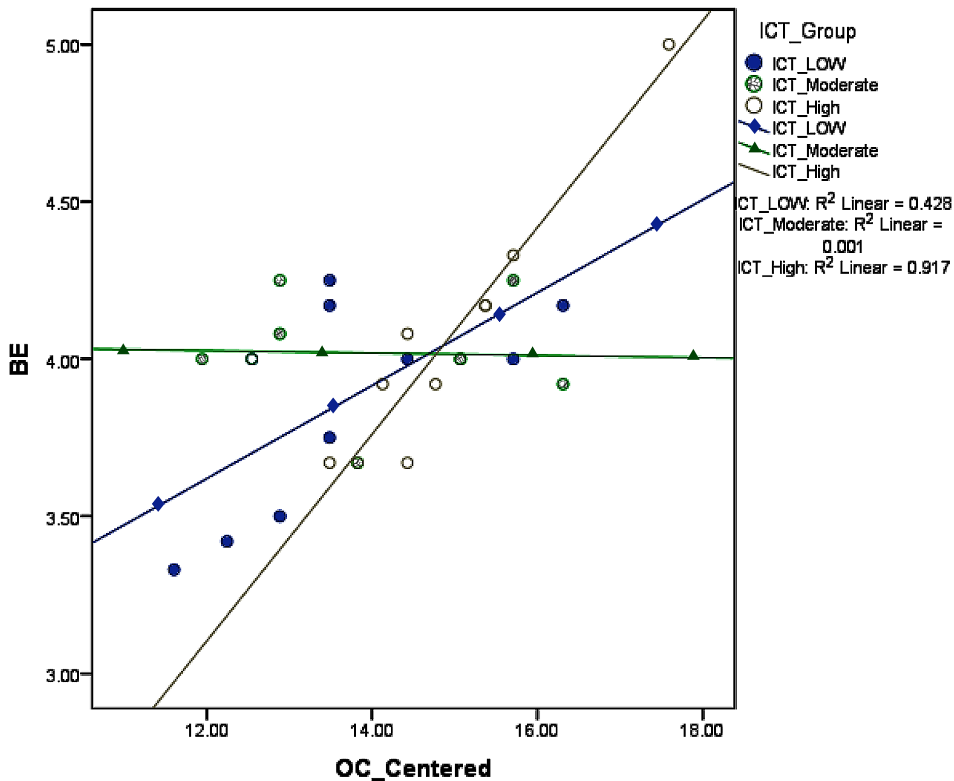
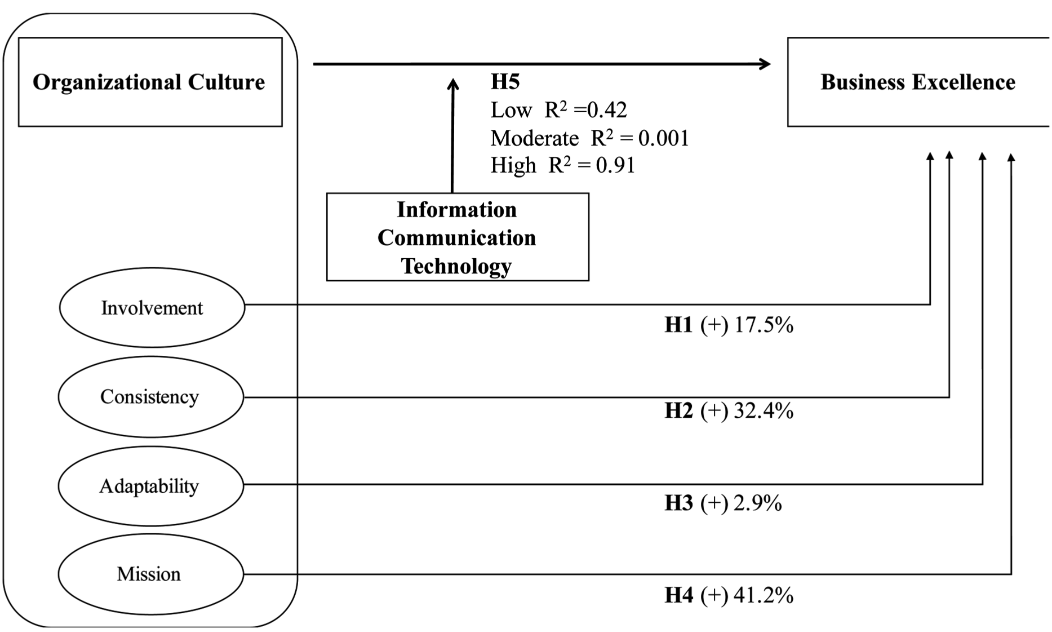


Figure 4. Results of hypotheses testing



companies with this type of culture empowers employees to better respond in a foreseeable way to an unpredictable situation by stressing a few broad, value based ideologies on which actions can be developed, employees in such organizations are able to reach agreement on crucial issues and that includes original level of agreement and the ability to solve conflicts if it happens, In addition they share common values which make a type of organizational character and a strong set of beliefs.

Involvement culture has a strong positive relationship with organizational excellence. Improving team orientation by making employees feel that they are part of a team, relying on horizontal control and coordination to get work done, and considering teams as primary building blocks within the organization will enhance its business excellence culture. Companies with highly involvement culture usually empower employees to have the power, initiative, and talent to achieve their own work. This makes a sense of accountability and organizational ownership. Also these companies focus on capability growth by constantly spends in the development of staff skills which keep it able to compete and fulfill continuing business requirements. They depend on casual and voluntary control systems, instead of bureaucratic, official, and clear control systems. Because of this feeling of ownership cultivates more obligation to the company and a growing capacity for independence. Getting feedback from employees in this companies enhance the decisions quality and improve the process of implementation.

Adaptability culture has a weak positive relationship with organization excellence, which means organizational learning by encouraging risk taking and awarding risk takers is not proven that it is linked to business excellence, moreover, in other words, the results of this study did not find a strong direct relationship between company efforts to encourage innovation and acquire the right organizational knowledge and improve its capabilities as an output of getting and interpreting, indications from the environment and enhancing the excellence culture.

It was proven from the data analysis that ICT has a significant effect on the relationship between organizational culture and business excellence. This results are in line with the previous researches especially the ones studied the impact of using ICT on organizational performance, however, the moderate usage of ICT in excellent companies seems to have less impact comparing with not using it at all, this finding may encourage organization to fully utilization of ICT tools, especially telephones, computers, and internet connections as it was the variables studied in this research.

CONCLUSION

The findings of this research matched the general literature trend about the organizational culture – organizational performance link, the relationship found to be positive and significant in general. However, there were a discrepancy between the impact of the culture types used in this study on the business excellence; mission, consistency, and involvement cultures found to have positive significant impact on business excellence in the studied organization, on the other hand, adaptability culture did not follow that notion. Interestingly, the information communication technology moderated the relationship between organizational culture and business excellence.

Implications and Contribution

Managers can utilize the results of this research by prioritizing the organizational culture types that are most aligned with business excellence practices. Also, researchers can extend this study to cover the full list of sub-variables for each organizational culture type. The contribution of this research is evident, because -in general- few studies focus on the relationship between organizational culture and business excellence. Moreover, no available study explores the mediating role of information communication technology on that relationship, the contribution of this research is significant especially in United Arab Emirates because it is the first in kind in the local context and it leverage the government ambition to move toward establishing e-government and smart services side to side with supporting the business excellence programs and quality wards.

Limitations and Future Research

The research done based on data from one organization only. Expanding the sample size to include more quality and business excellence awards winners will help to generalize and support the current findings. Also, replicating this research by considering industry sectors and business classifications may help to develop a better understanding of the role of organizational culture in promoting business excellence. Also measuring the business excellence was done based on the results criteria, further studies may consider including the five enablers criteria of the EFQM model; leadership, strategy, people partnerships and resources, and processes, doing that may lead to results that can be generalized.

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APPENDIX

Table 3. Means, standard deviation, and correlations among study variables

	M	SD	Involvement	Consistency	Adaptability	Mission	Business Excellence
Involvement	3.9193	.56118	1				
Consistency	3.7359	.57263	.524**	1			
Adaptability	3.4828	.50085	.412*	.311	1		
Mission	3.9314	.48318	.227	.576**	.261	1	
Business Excellence	3.9779	.32532	.419*	.569**	.171	.642**	1
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							