

Unearthing the Organizational Culture: A Case of Some Business Organizations in Dubai

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Abstract

This research explored the organizational culture of the business organizations in Dubai using the different employees in the different business organizations of the United Arab Emirates. It was discovered that the dominant culture of the businesses in the region is Hierarchy and Market culture respectively. The preferred culture is Hierarchy culture.

Index Terms: Business Organizations, Preferred culture, Dominant culture, market, hierarchy, adhocracy, clan

INTRODUCTION

This research explored on the organizational culture of the businesses in Dubai. Dubai is one among the industrialized countries of the world and second richest Emirate in the UAE. It also has trade relations in many different countries thus, having a lot of foreign investors in the business sector. However, Dubai is also home for successful family owned businesses. Many of the owners of these family owned businesses have even landed to the Forbes list of richest men in the world.

What is the culture of the businesses in Dubai and is this the kind of culture that brings an organization to success in this business economy? Is culture a contributor to organizational success?

The concept of organizational culture was said to have been adapted from the anthropology for organization management research. In layman's term the word culture is the "goings" of the organization. Technically, organization culture is said to compose the set of beliefs and attitudes of the people in the organizational set up. It is often influenced by the vision of the organization and how this has been put into play.

Different scholars have different definitions of organization culture. Bali et al., (1999). Douglas (1985) in his study pointed out that organization culture was the emergent result of the continuing negotiations about values, meanings and proprieties between the members of that organization. Based on two basic categorizing dimensions including the internal/external orientation and the flexibility/control orientation, Quinn and Spreitzer (1991) developed a typology for identifying and classifying organizational culture into four types: group culture, developmental culture, hierarchical culture, and rational culture. They also stated an important fact that normally organizations are likely to have

attributes and values reflecting all four types of organizational culture

The study of organizational culture from the literatures explored as foundation in this study, seem to have been anchored from the definition provided by Cameron and Quinn in 1998 who defined organizational culture as the characteristic trait of an organization. Organization culture is said to compose the set of beliefs and attitudes of the people in the organizational set up. It is often influenced by the vision of the organization and how this has been put into action.

Recent researchers about organizational culture as well as the previous ones have highlighted the uniqueness of every organization. Whether they are the same as the national culture or not, literatures have it that organization are unique and policies and procedures as well as other aspects are influenced by culture. A recent study conducted by Jaeger, M., Yu, G., & Adair, D. (2017) which explored the organizational culture of Chinese construction companies in Kuwait found out that the Hierarchy culture was found to be dominant. It also found out that this culture type matches the predominant organizational culture among construction organizations in China, but was different from the blend of Hierarchy and Group culture of construction organizations in the GCC. This study was among the few studies published recently about the topic and covering only construction companies in one of the GCC countries.

The researcher is likewise keen in discovering whether the organizations in Dubai have preferred cultures and whether this is the same as the dominant culture of the firm? The study of Szabó, L., & Csepregi, A. (2015) about preferred and dominant culture in Hungary project industries said in the results that in all three project organizations there were differences between the present and preferred culture profiles. These

differences were manifested mainly by the change of the dominant culture type but the remaining culture types determining the culture profile of the project organizations also show differences.

What is in organizational culture and why it is important for industries to know about it? Literatures have it that culture is not fixed, it builds and changes as new people enter in the organization and others leave. How an organization is run and responds to its environment is affected by its culture. Pandu, A., & Kamaraj, S. (2016)

There had been numerous studies in this area but very few are studies were done involving businesses in Dubai. This is why the researchers have shown eagerness in discovering the culture of the businesses in this part of the world from the perspective of HR managers and finance managers from 46 represented businesses in Dubai.

Statement of the Problem

1. What is the profile of the businesses in Dubai according to
 - 1.1 Number of years in operation
 - 1.2 Scope of operations
 - 1.3 Type of industry
2. What is the dominant culture of the business organizations in Dubai?
3. What is the strength of the dominant culture?
4. Is there a difference in the organizational culture when the organizations are grouped according to number of years in operations, scope of operations and type of industry

Significance of the Study

In this study, Quinn's OCAI (Organizational Culture Assessment Instrument) was used to diagnose organizational culture of some Business Organizations in the Dubai. There were 46 respondents of this survey who are working from the different service industries in Dubai.

Scope and Limitations of the Study

This investigation will be conducted in the sales and marketing companies in Dubai and the data was gathered in the year 2018 using the standardized questionnaire OCAI. The respondents of the study are Filipino HR managers and HR assistants.

Definition of Terms

For the purpose of common understanding, the following terms are defined operationally as they are used in this paper.

The terms below are the commonly used terms in the study and they are defined theoretically

and operationally for purposes of clarity and common understanding.

Adhocracy Culture. The term refers to the type of organizational culture which is described as a lively and embraces change, entrepreneurial, and creative place to work. The people in these organization types are mostly risk takers.

Clan Culture. The term refers to an organizational culture which is described as a very pleasant place to work, where people share personal information comfortably, acting quite similar to an extended family

Form of ownership. The term refers to the four common types of business ownership which in this study comprise sole proprietorship, partnership, Private Corporation, public corporations

Hierarchy Culture, The term refers to the organizational culture which is described as a very formalized and structured place to work. Procedures govern what people do.

Market Culture. The term refers to an organizational culture which is described as a result-oriented organization whose major concern is being effective. Achieving the goals and being competitive drives people in this type of organizational culture.

Organizational Culture. The term refers to the shared values and assumptions in an organization which could either be clan, adhocracy, Market and hierarchy.

Ownership. The term refers the kind of ownership in a business whether it is non-family owned business or family owned business.

CHAPTER 2

This chapter presents the summary of related studies. It talks about topics in organizational culture,

Related Studies

The concept of the organizational culture creates in the minds of organizational leaders a tool for success which is beyond what money can do. It is important to understand the concept in order to see how it is affecting the organization.

What is an organizational culture?

Organizational culture has been established as the social glue that keeps the organization together; however, the 'values' are the means that influence the way in which the members of an organization think, feel and behave (Cameron 2008). Organization culture is said to compose the set of beliefs and attitudes of the people in the organizational set up. Other experts are also saying that organizational culture is a system of shared values, assumption and beliefs, which influences how people act in the organization. Organizational culture can, however, be effectively defined as a complex entity of values, beliefs, behaviour norms, meanings and practices shared by personnel within an establishment (Robbin, 2004). Morgan (2006) mentions that there are two methods for defining organizational culture. Morgan (2006) also reveals that people from surrounding communities who become members of organizations bring their culture with them; however, that does not mean organizations do not have their own culture that shapes the behaviours that their employees need to have. Although, according to Cameron and Quinn (1999), organisations have a tendency to improve a significant organisational culture over time as the organisation adapts and deals with obstacles and changes in the environment, Yu and Wu (2009) pointed out that, at any given time, there are also expected to be trade-offs between the criteria .

Sense of identity which also account in defining an organizational culture, means that people are able to join together when there is clear shared perception and vision inside the company. Culture should guide employees' words and performances, making it clear what they should do or how to act in a given situation. (Singh, 2009).

Organizational culture has also logically become one of the most popular concepts in management and organizational theory (Ogbonna and Harris, 2000). Much of the literature on organizational culture and firm performance suggests that culture can have a significant effect on the economic value for a firm (Barney, 1986). Researchers (cf. Denison *et al.*, 2003) go on to suggest that corporate culture may be one of the most powerful tools to be used to improve business performance. Hofstede (1980) suggested that, at a macro level, culture accounts for economic performance of various countries, while Schein (1990) stated that at a micro level organizational culture can help understand the differences that may exist between successful firms operating in the same national culture. Organizational culture thus plays an important role in helping organizations address several issues like those of external

adaptation and integration (Pool, 2000), and other difficulties and challenges (Quick, 1992).

It was also said that organizational culture influences several facets of firms such as financial performance (Rashid *et al.*, 2003; Yusoff, 2011), degree of integration and value creation in strategic alliances (Sambasivan and Yen, 2010), attitudes towards organizational change (Rashid *et al.*, 2004), innovation (Asmawi and Mohan, 2010) and many more (Wang and Abdul-Rahman, 2010; Yiing and Ahmad, 2009).

Types of Cultures as Explained by Cameron and Quinn (1999)

Organizational culture is extremely broad and inclusive in scope. It comprises a complex, interrelated, comprehensive, and ambiguous set of factors. Consequently, it is impossible to ever include every relevant factor in diagnosing and assessing organizational culture. One more element can always be argued to be relevant. To determine the most important dimensions on which to focus, therefore, it is important to use an underlying framework, a theoretical foundation that can narrow and focus the search for key cultural dimensions. No one framework is comprehensive, of course, nor can one particular framework be argued to be right while others are wrong. Rather, the most appropriate frameworks should be based on empirical evidence, should capture accurately the reality being described (in other words, they should be valid), and should be able. The American professor Robert Quinn and his colleague Kim Cameron developed organizational culture instrument (OCAI). And they categorized organizational culture in four different types: clan, adhocracy, market and hierarchy.

The clan culture. The organization believes to work in a family environment. It is a culture which has an assumption that people like to work in a pleasant environment, where they are sharing lots of personal information and experience. This organization behaves like a family. Even the head of the organization and the leaders are very much co-operative and seems like mentors and behave like parent figures. People have high commitment and high loyalty among employees .To achieve the organizational goal they believe in teamwork, participation and consensus. Organizational success is defined in terms of sensitivity to customers and concern to people. Human resources management emphasizes the long term benefit. Leaders seem to be a team builder and facilitator. The value drivers in this type of organization are commitment, communication and development. The effectiveness the organization springs from human resource development and participation. The quality improvement strategy

employed in this organization are empowerment, team building, employee involvement, Human Resource development and open communication.

The adhocracy culture. The orientation of this type of culture is described as very dynamic, entrepreneurial and creative place to work. People are very ready to take risk to achieve their highly valued goals. They stick their necks and takes risks. The leaders are risk takers, innovator, entrepreneur and visionary. The glue that holds the organization together is commitment to experimentation and innovation. The organizations encourage the individual achievement, initiative and freedom. The meaning of the success is gaining unique and new products or services. The important thing is being a product or service leader. The leader type in this culture is innovator, entrepreneur, and visionary. The value drivers in this organization are innovation, outputs, transformation, and agility. The source of organizational effectiveness include innovativeness, vision and new resources are effective The usual quality improvement strategy is surprise and delight, creating new standards, anticipating needs, continuous improvement and finding creative solutions.

The market culture. This type of organizational culture is said to be result orientated and its major concern is getting the job done. People are competitive and goal oriented. They are ready to do competition between the employees. The leaders are hard driver, competitor and producer. The glue that holds the organization together is an emphasis in winning. Focus on achievements, goals and targets. Success is defined in terms of market share and penetration. The organizational style is hard driving competitiveness and competitive pricing and market leadership are important. The leader type is hard driver, competitor and producer. The value drivers include market share, goal, achievement and profitably. This type of organization believes that effectiveness is achieved when there is aggressive competition and customer focuses are effective. The quality improvement of this type of culture include measuring client preference, improving productivity, creating external partnership enhancing competitiveness, and involving customers and suppliers.

The hierarchy culture. This is a formalized and structured work environment. Procedures decide what people do within the organization. Leaders seem to be a coordinator and proud to monitor to keep the organization functioning smoothly. Doing this is most crucial. The long-term goals are paired with stability and result, is believed to produce smooth execution of tasks. The personnel management has to guarantee work and predictability. The leader type in this organization

is seen as a coordinator, monitoring officer and organizer. The value drivers of this type of organization include efficiency, timeliness, consistency and uniformity. Effectiveness is believed to be achieved through control and efficiency with capable process. The quality improvement strategies employed are error detection, measurement, process control, systematic problem solving quality tools.

Cameron and Quinn (1999) said that all the cultures promote the form of behavior, and inhibit others. Some culture are suitable for the organization and repeated change, others are giving slow incremental development of the institution. Right culture give right direction and strategy of a particular organization as it confronts its own issues and the challenges of a particular time.

The figure below shows that summary of all these organizational types.

Figure 1: Competing Values Framework of Organizational Culture

		Flexibility & discretion	
		The Clan Culture	The Adhocracy Culture
Internal focus		A very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders, or the heads of the organization, are perceived as mentors or even parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefits of human resource development and attaches great importance to internal cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus.	A dynamic, entrepreneurial and creative place to work. People stick their necks out and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is considered important. The organization encourages individual initiative and freedom.
		The Hierarchy Culture	The Market Culture
		A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is critical. Formal rules and policies hold the organization together. The long-term concern is with stability and efficient operations. Success is defined in terms of dependable delivery, reliable schedules, and low cost. The management of employees is concerned with secure employment and predictability.	A result-oriented organization whose major concern is with getting the job done. People are competitive and goal-oriented. The leaders are hard workers and competitive by nature. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitiveness and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important.
		Stability & control	
		External focus	

Source:<http://www.processinnovation.dk/CVF.html>

The following table show the tabular presentation of the studies conducted of the same topic but in different coverage. The information is presented by authors.

Title	Autors	Findings			have the benefit of advancement in productivity and the quality of work life among the employees.
ASSESSMENT OF THE ORGANIZATIONAL CULTURE OF COMPANIES BY BUSINESS-SCHOOL STUDENTS IN CROATIA	Kraljevic, Irena; Primorac, Dinko; Bunjevac, Tomislav. 2013	Most successful Croatian companies still rely on outdated model of a corporate culture that is based more on hierarchical principles guided the organization of an authoritative work of managers or owners, very few of them have a flexible model of corporate culture	Exploring organizational culture for information security management	Chang, Shuchih Ernest; Lin, Chin-Shien (2007)	<ol style="list-style-type: none"> An appropriate and effective ISM implementation requires a combination of favorable organizational culture, competent information security technology, and the management's supportive attitude toward information security. flexibility oriented culture traits are not positively associated with ISM principles, if the organizational culture of a company is flexibility oriented, it is unfavorable for the
Managing Organizational Culture Through an Assessment of Employees' Current and Preferred Culture	Ledimo, Ophillia. (2013)	When there is a balance of organizational culture dimensions; organizational culture becomes a tool to empower employees rather disempowering them. In conclusions, this study support the argument of Rose, Kumar, Abdullah and Ling (2008: 51) that studies on organizational culture and performance revealed that organizations that know how to develop their cultures in an effective way most probably			

		development of ISM in that company.
Influence of Corporate Culture on Environmental Management Performance: An Empirical Study of Japanese Firms	Sugita, Masaki; Takahashi, Takuya (2015)	Adhocracy culture has statistically significant positive relationships with the management system, product development, and climate change mitigation aspects of environmental management or sustainability management. Excessive hierarchy culture has a negative relationship with the overall score of environmental management. An appropriate combination of hierarchy and adhocracy culture enhances the overall score.
Organization culture and organizational innovation in not-for-profit, private and public institutions of higher education	Obenchain, Alice Marie (2002)	Most organizational culture is clan and a balance score in all other 3 types of culture

Chapter 3 RESEARCH METHODOLOGY

Research Design

This study utilized the descriptive method of research. This method is a fact-finding study that involves appropriate and accurate interpretation of findings. It describes a certain present condition. This method is apt for the study because this endeavour investigates the organizational culture type of the businesses in Dubai

Research Setting

The research was conducted in the American College of Dubai as a venue to collect information from the different HR and HR personnel of businesses in UAE

Respondents and Sampling Procedure

The respondents of the study were HR managers and HR assistants employed in the different businesses in Dubai.

Research Instrumentation

The questionnaire comprised two parts. Part I contained questions regarding the characteristics of all respondents while Part II was adopted from the "Organizational Culture Assessment Instrument (OCAI)" developed by Cameron and Quinn (1999). The OCAI is based on a theoretical model titled the "Competing Values Framework". The "Competing Values framework is based on six organizational culture dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success) and four dominant culture types (clan, adhocracy, market, and hierarchy). The OCAI was chosen because it has been tested and proved to be most valid and reliable in measuring organizational culture.

The respondents were asked to divide 100 points over four alternatives that correspond to the four culture types, according to the present organization. This method measures the mix of or extent to which one of the four culture types dominates the present organizational or team culture. By taking the test a second time, this time dividing the 100 points over the same alternatives according to what the participant would like to see in the company, the desire for change can be measured.

Data Gathering Procedure

Content analysis was used to analyze the data which was gathered from survey questionnaire. According to Moore & McCabe (2005), this is the type of research whereby data gathered is

categorized in themes and sub-themes, so as to be able to be comparable.

Statistical Techniques

In this study to determine the characteristics of the sample, simple percentages was utilized. "Organizational Culture Assessment Instrument (OCAI)" response rates were treated by means of cross tabulation and then summarizing the result using the difference between the current and the preferred culture.

**Chapter 4
 Presentation of Results**

Table 1 shows the characteristics of the sample in the study. For the purpose of this study, companies' numbers of years of operation at early stage of 1 to 5 years were classified as early stage, those with 6 to 10 years as intermediary stage, and those with 11 or more as long. 8.7% of the respondent companies could therefore be classified as early stage, 20 % as intermediary and 72 % as long. The scope of operation in the survey was generally local comprising 52% and international comprising of 48 %. As to the type of industry, the companies were classified as to those of service of 26 %, retail and banking tied at 24%, construction 20 %, oil and gas at 4.3 % and automotive at 2.2%.

**Table 1
 Characteristics of Sample**

Characteristics of Sample	frequency	percentage
No. of years in operation		
Early stage (1-5)	4	8.7
intermediary stage 6-10	9	20
long (11 above)	33	72
Total	46	100
Scope of operation		
local	24	52
international	22	48
Total	46	100
Type of Industry		
service	12	26
Retail	11	24
construction	9	20
Banking/FI	11	24
Oil and gas	2	4.3
automotive	1	2.2
Total	46	100

**Table 2
 Dominant and Preferred Culture of the Businesses in Dubai**

	NOW	PREFERRED	Difference
A. Clan	24	27	↑3
B. Adhocracy	20	23	↑3
C. Market	28	27	↓1
D. hierarchy	28	24	↓4
TOTAL	100	100	

The above table shows the profile of the companies under study. The cultural profile is a mix of the four cultural 'archetypes'.

The Dominant Culture

The strength of one's culture is determined by the number of points awarded to a particular cultural type Cameron and Quinn (2000). The higher the score obtained, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services. The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment whether the environment is complex or flexible. If a culture is strong, changes will require more efforts. In this case the result shows the following: The dominant culture is the type that scored highest.

The result in this study showed that two (2) types of culture scored highest. These were hierarchy culture (28 points) and market culture (28 points). Third is clan culture (24 points): a very pleasant place to work where people share a lot of themselves and commitment is high. The adhocracy culture is present as well (20 points): a dynamic, entrepreneurial, and creative place to work. Hence, it can be concluded that, there is a mixture of cultures where an emphasis is placed on structure and result-orientation

The difference between present and preferred culture

The graph above showed the difference between the current and the preferred culture. The blue represents the current culture while red represents the preferred culture. Differences of over 10 points were especially relevant and can be a reason for companies to induce action. This discrepancy yields important information about any desired changes and which direction the organization moves. According to Cameron (2000), the author of this survey, if the difference is less than 10 points, this doesn't mean no action is required rather some thoughtful consideration should be done if, such difference is making the workers unhappy.

In this survey it was revealed that, the largest difference can be seen in hierarchy culture, with a decrease of 4 points this would mean that the focus on formality could become less. Subsequently, adhocracy culture with an increase of 3 points could be more focused on innovation. Cameron & Quinn stick to the principle that urgent action is required if the difference is higher than 10 points and in the results presented above, there is no immediate action that is required to be done since the difference in points were not higher than 10 points.

Table 3
Dominant Characteristics

Dominant Characteristics		N	P	D
A. Clan	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	20	28	↑4
B. Adhocracy	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	22	25	↑3
C. Market	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	24	20	↓4
D. Hierarchy	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	29	27	↓2

Legend: N = Now; P = Preferred; D = Difference

In terms of dominant characteristics, the hierarchy culture scores the highest which is 29 points. The results mean that the dominant characteristic of business organizations in Dubai were controlled and structured. Formal procedures generally govern what people do. The other cultural types have respectively scored as follows: clan and market culture tied at 24 points, followed by adhocracy culture (22 points). The point difference between the current and the preferred situation revealed that, the clan culture and adhocracy culture has an increase of 4 points and 3 points respectively. Market culture decreases with 4 points. Hierarchy culture decreases with 2 points.

Table 4
Organizational Leadership

Organizational Leadership		N	P	D
A. Clan	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	23	27	↑4
B. Adhocracy	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	20	21	↑1
C. Market	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	28	24	↓4
D. Hierarchy	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	29	28	↓1

Legend: N = Now; P = Preferred; D = Difference

In terms of organizational leadership, especially on how employees perceive the leaders or heads of the organization and how leaders behave, it was revealed that the leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency which is reflective of the Hierarchy culture. It scored 29 points. Closely following is the market culture where the leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus at 28 points. There is no obvious necessity to introduce a new mix of culture types. But, both clan culture and market culture require further attention since it has shown increase of 4 points and a decrease of 4 points respectively. Hierarchy culture decreases with 1 point and adhocracy culture increases with 1 point.

Table 6
Management of Employees

Management of Employees		N	P	D
A. Clan	The management style in the organization is characterized by teamwork, consensus, and participation.	21	25	↑4
B. Adhocrac	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	18	20	↑2
C. Market	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	29	37	↓8
D. Hierarch	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	31	18	↑13

Legend: N = Now; P = Preferred; D = Difference

Table 6 presents the management of employees. In the results it was revealed that the management style in the business organizations in Dubai is characterized by security of employment, conformity, predictability, and stability in relationships, which match the hierarchy culture (31 points). This is followed by market culture (29 points) which means that the management style in the organization is characterized by hard driving competitiveness, high demands, and achievement. The management style in the organization is characterized by teamwork, consensus, and participation which scored 21 points reflective of a clan culture. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness, adhocracy culture scores 18 points.

It was also observed that the difference between the current and the preferred situation exceeded 10 points in hierarchy culture (13 points) which requires attention. This means that under the aspect of management of employees, there is more preference in Hierarchy culture. Market culture with a decrease of 8 points compared to the current culture, is definitely a point of interest. Clan and Adhocracy cultures require further attention with an increase of 4 points and 2 points respectively.

Table 7
Organizational Glue

Organization Glue		N	P	D
A. Clan	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	29	29	0
B. Adhocracy	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	21	25	↑4
C. Market	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	24	25	↑1
D. Hierarch	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	26	21	↓5

Legend: N = Now; P = Preferred; D = Difference

In the table above, it was revealed that the glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. (Clan culture: 29 points). Another factor that is considered one of the glues that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important: hierarchy culture scores 26 points. The third glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. (Market culture: 24points). Finally it was also seen that the glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge: adhocracy culture scores 21 points. Most prominent: clan culture remained stable, as indicated by the preferred cultural situation. Hierarchy culture would score 21 points. A decrease of 5 points compared to the current culture, showed a point of interest. Adhocracy and market culture increases with 4 points and 1 point respectively.

**Table 8
Strategic Emphases**

Strategic emphasis		N	P	D
A. Clan	The organization emphasizes human development. High trust, openness, and participation persist.	22	26	↑4
B. Adhocracy	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	21	24	↑3
C. Market	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	30	24	↓6
D. Hierarchy	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	28	26	↓3

Legend: N = Now; P = Preferred; D = Difference

Table 8 shows the results under strategic emphases. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the market place were found to be dominant. These are strategic emphases according to market culture (30 points). Second we find that the organization emphasizes permanence and stability. Efficiency, control and smooth operations are important; hierarchy culture (28 points). Third we see the organization emphasizes human development. High trust, openness, and participation persist. (Clan culture: 22 points). Finally we see the organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. (Adhocracy culture: 21 points). The difference between the current and the preferred situation does not exceed 10 points in any of the culture types. There is no obvious necessity to introduce a new mix of culture types.

**Table 9
Criteria of Success**

Criteria of Success		N	P	D
A. Clan	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people	23	26	↑3
B. Adhocracy	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	18	22	↑4
C. Market	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	31	29	↓2
D. Hierarchy	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	28	22	↓6

Legend: N = Now; P = Preferred; D = Difference

Table 9 showed the results under criteria of success. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key (Market culture: 31 points). Secondly, the organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production were found critical. (Hierarchy culture: 28 points). Thirdly, the organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people (clan culture: 23 points). It was also found out that the organization defines success on the basis of having the most unique or newest products. Organizations aspired to be the product leader and aims to be recognized as an innovator. (Adhocracy culture: 18 points). Most prominent: hierarchy culture was decreased by 6 points, as indicated by the preferred cultural situation; this is definitely a point of interest. Adhocracy and clan culture increases with 4 points and 3 points respectively which require attention. Market culture decreases with 2 points.

Conclusions and Recommendations

The following were seen to be the conclusion based from the results of the data gathered:

1. The businesses in Dubai have been in the industry for a long time and that most of the businesses are locally operated. The business industry is a mix of service, retail, banking and financing and construction.
2. The dominant culture of the businesses of Dubai were hierarchy and market cultures
3. The strength of the dominant culture were found to lean towards the hierarchy culture. Businesses are controlled and structured and that formal procedures were known to govern workers performance
4. There appear to be very low discrepancy between the preferred and current culture under market culture but a 4 point discrepancy is found to be the difference between the current and preferred culture under hierarchy

Recommendation for Further Studies

On the basis of the results, the researchers suggest the following which should be done to further conclude the results

1. Conduct the same research involving more businesses and involving as many employees possible
2. Differentiate the culture type according to industries and the number of years that the industry has been in operation.

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