Arab American University

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The Impact of Organizational Culture on Organizational Performance, the Mediating Role of Employee Engagement: the Case of the Ministry of Transportation

By

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I

Thesis Approval

The Impact of Organizational Culture on Organizational Performance, the Mediating Role of Employee Engagement: the Case of the Ministry of Transportation

By

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This Thesis was defended successfully on 17/02/2024 and approved by:

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Declaration

I declare that all the work in this thesis titled "The Impact of Organizational Culture on Organizational Performance, the Mediating Role of Employee Engagement: the Case of the Ministry of Transportation" is my original work and has never been submitted to any other degree or university, and that all the sources of information used in this thesis are duly acknowledged.

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Signature: .....

Dedication

To the memory of my father & mother

To my beloved wife, Shorouq

To my dear daughters and son: Raghad, Saba, Rand & Yamen

To my dear brothers & sisters,

I dedicate this thesis.

Acknowledgement

Pursue of my graduate study and completion of this thesis is a truly transformative experience for me. This thesis wouldn’t have been possible without the blessing of ALLAH, and the patience and moral support of my family. I thank them all. I also offer my deep gratitude to my thesis supervisor, Dr. Akram Hamdan, for his constant guidance, and vital feedback which helped this work take shape.

Abstract

This study aimed to investigate the impact of organizational culture on organizational performance and the mediating role of employee engagement in the Palestinian Ministry of Transportation (MOT). Organizational leaders and researchers have excessively focused on the pivotal role organizational culture and employee engagement play in organizational effectiveness and performance. However, research has minimally investigated the relationship between these variables in public sector contexts and in Palestinian organizations. The study collected data from secondary and primary sources. A questionnaire was used to collect the primary data from a sample of (294) MOT employees using the simple random sampling method. The questionnaire consisted of demographic data, 36 items on the four organizational culture dimensions (Involvement, Consistency, Adaptability, and Mission) as identified by Denison's Organizational Culture Model (DOCS), 9-item Utrecht Work Engagement Survey (UWES) to assess employee engagement, and 8 items on nonfinancial measures (employee satisfaction, customer satisfaction, innovation, and efficiency) to measure organizational performance. SPSS and SMARTPLS4 were used to analyze the primary data. Results revealed that the level of organizational culture, employee engagement and organizational performance is moderate at MOT. The study found out that organizational culture has a positive impact on employee engagement and on organizational performance. Also, employee engagement has a significant positive impact on organizational performance. Results also showed that employee engagement has no mediating role in the impact of organizational culture on organizational performance. The study found that there are no statistically significant

differences due to gender, age, education, experience, position, providing services to citizens, and number of subordinates in the mediating role of employee engagement in the relationship between organizational culture and organizational performance. The study results imply the strong and crucial impact organizational culture has on MOT performance and the unitary opinion and attitude MOT employees have towards MOT organizational culture. The study recommended that MOT leaders and managers strengthen organizational culture by involving employees, fostering consistency and identifying clear and realistic strategies and goals. It also stressed on the vitality of employee engagement to improve performance. The study suggested that future research utilize other organizational culture dimensions and measurement scales and investigate the mediating role of other attitudinal and behavioral constructs in this relationship and population.

Keywords: organizational culture, organizational performance, employee engagement, involvement, consistency, adaptability, mission.

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List of Abbreviations

Abbreviation	Definition
DOCS	Denison Organizational Culture Survey
CVF	Competing Value Framework
HRM	Human Resource Management
JD-R theory	Job-Demands Resources Theory
JES	Job Engagement Scale
MOT	Ministry of Transportation
OCAI	Organizational Culture Assessment Instrument
PSM	Public Service Theory
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
UWES	Utrecht Work Engagement Survey

Chapter One

Introduction

1.1 Background of the Study

More pervasively than ever, current organizations are experiencing different challenges due to hyper competition, globalization, technological progress, demographic trends, and changing business models. These challenges are widespread in corporate and public sectors, and have pivotal effects on organizational behavior and performance. Along with these challenges, managing people and organizations, and leading to achieve success and growth have also become more complex and more strongly correlated with numerous factors (Dessler, 2020). Therefore, researchers have deeply explored organizational behavior and management styles to present explanations and answers to organizational issues (Alshamari, 2017; Alemu, 2020; Cherian et al., 2021; Genc, 2017). Also, organizational leaders have become more interested in identifying policies and procedures that lead to higher performance (Luthans et al., 2021; Park, 2020; Robbins & Judge, 2023). There has been a growing belief that an organization can deliver on its strategic goals on the long term if leaders manage its culture actively (Chatman & Eunyoung Cha, 2003). In the midst of this discussion, organizational culture is excessively recognized when new managerial practices are introduced in public sector institutions (Cameron & Quinn, 2011).

In the early years of organizational culture emergence in 1980s, organizational research depicted organizational culture as social and behavioral patterns and focused on the way its elements are learned and instilled in the organization (O'Reilly et al., 2014; Ouchi & Wilkins, 1985; Pathiranage et al., 2020; Robbins & Judge, 2023; Schein, 2004, 2010, 2017).

However, few years later, the association between organizational culture and performance started to draw the attention of several researchers and authors (Cameron & Quinn, 2011; Denison, 1984; Denison, 1990; Denison & Mishra, 1995). They started to explore the factors that helped other competitors have higher performance, and they consistently identified organizational culture as a main reason. Comparisons and contrasts between organizations on national and international levels revealed that culture played a more positive role in some organizations' effectiveness than it did in their competitors' organizations (Denison, 1984; Ouchi & Wilkins, 1985).

Over the last four decades, several theories, conceptualizations, models, measurement tools, and perspectives on organizational culture have been proposed and debated, yet no consensus on one organizational culture definition has ever been reached (Akpa et al., 2021; Basahel, 2016; Chatman & O'Reilly, 2016; MacQueen, 2020; Mohsen et al., 2020; Schein, 2017; Tedla, 2016; Williams, 2022). While Schein's (2004, 2010, 2017) conceptualization of organizational culture as shared beliefs, values and assumptions that are not observable and constitute the basis for observable artifacts depends on the anthropological perspective of culture, Denison (1990) focused on the role of the management system and practices and behaviors as cultural aspects that base on values and beliefs. In this way, culture is something that an organization owns, controls, changes and instills in its members. Therefore, a positive and strong organizational culture attends to employees' well-being and satisfaction (Alemu, 2020; Alshamari 2017; Cherian et al., 2021; Dessler, 2020; Luthans et al., 2021; Park, 2020), and motivates their innovative work behavior (Kahn, 2018) thus improving the overall performance of an organization (Williams, 2022).

Also, there have been growing theoretical exploration and empirical examination of the association between organizational attitudes and behaviors and organizational performance. One of these is employee engagement which was first introduced in 1990 by Kahn. Strong evidence on the positive relationship between employee engagement and performance has been given (Afram, 2022; Akingbola et al., 2023; Imperatori, 2017; McShane & Von Glinow, 2018; Peters, 2019; Robbins & Judge, 2023; Turner, 2020; Zahari & Kaliannan, 2023). Akingbola et al. (2023) described employee engagement as "a big deal" repeating this description 20 times in their book *"Employee Engagement in Non-profit Organizations"*. Engaged employees sense meaningfulness of the work they perform (Sun & Bunchapattanasakda, 2019). They are committed to organizational mission and values (Hasan et al., 2021; Singh et al., 2021; Zahari & Kaliannan, 2023), more likely to stay in their jobs (Saks, 2019), more highly responsive and adaptive to creating change and presenting innovative initiatives (Kahn, 2018), and more involved in customer and citizen satisfaction (Bakker et al., 2014; McShane & Von Glinow, 2018).

According to 2022 Organizational Culture Research Report (Quantum Workplace, 2022), 66% of executives believe organizational culture is more important than an organization's business strategy or operation model thus putting organizational culture in the first place across all industries. In addition, the report pointed out that 66% of employees believe that their organization's culture strongly impacts their everyday work and behavior.

Studying the determinants of organizational performance in the Palestinian public sector context is vital and useful. The improvement of governmental performance has been a prominent priority of successive Palestinian governments since the establishment of the

Palestinian National Authority. Organizational performance is very important for governments as their primary mission is to produce value by providing high quality and easily accessible services to citizens that are necessary to their lives and transactions (Almihat et al., 2022; Genc, 2017).

Recent governmental programs and plans that aim at improving governmental performance include “The National Policy Agenda 2017-2022, Putting Citizens First” in 2016, “Palestine Governmental Excellence Program” in 2019, the “Public Policies Agenda 2021-2023” in 2021, and the “Reform Agenda” in 2022. Also, “the Civil Service Law of 1998” and amendments in 2005, “the Civil Employee Behavior and Ethics Code of 2012” and amendments in 2020, and “the Civil Employees’ Financial and Non-Financial Rewards System” no (21) of 2022. These programs and laws provide evidence for the governmental attention to employee performance development in the public sector.

The Palestinian Ministry of Transportation (MOT) is an employer of 912 employees working in 19 offices in the Palestinian governorates. MOT aims at developing the transport industry to arrive at a developed and model transport system strong enough to contribute to the Palestinian economic growth and citizens’ well-being. It is responsible for offering the best land, sea and air transportation services of people and goods, enforcing traffic safety precautions and standards, designing roads, and licensing vehicles, drivers, vehicle traders, car rental and maintenance facilities, driver training schools and many other transport-related works (MOT, 2023).

Since its establishment in 1994, MOT has paid much attention to the improvement of its employees’ skills and abilities to improve its overall performance. Due to the vital role MOT plays in serving citizens and optimizing the social and economic growth in

Palestine, it was nominated to be one of five ministries targeted by the "Centers of Excellence" program which was sponsored and supervised by USAID during 2009-2011. The program was focusing on capacity building of MOT employees on five domains: leadership, finance, human resources, operations, and knowledge. Almost all of MOT employees received training courses that aimed to produce skills and abilities that help achieve MOT's mission. This program is only one example on training and capacity building activities and programs that basically aimed to improve employees' skills and abilities to optimize MOT's overall performance.

Based on this concise description of organizational culture, organizational performance and employee engagement, this study reviews previous studies and investigates the relationship among these variables in MOT as a Palestinian public sector organization.

1.2 Problem Statement

Organizational performance is of great importance to the economic, social and political aspects in the Palestinian context. The high performance of governmental organizations is very crucial to Palestinian citizens' wellbeing and survival due to the complicated and exceptional situation caused by the Israeli occupation. There is strong agreement that when citizens perceive the high quality of public services, their satisfaction with the services improves, and this positively impacts their trust in the social and political system and governmental agencies of the state (Almihat et al., 2022; Xie et al., 2022). To this end, numerous governmental strategies and programs have been formulated to improve the performance of public organizations including building employees' capacities, simplifying work procedures, restructuring, developing organizational charts and

performance appraisals, enforcing transparency and accountability, automation of services, and boosting public-private partnership (Palestinian Cabinet, 2023).

In spite of all these programs and initiatives, there are some indicators of weak performance within governmental organizations in Palestine. The World Bank graded governmental effectiveness 23.08% in 2019, 28.04% in 2020, and 22.01% in 2021, and it also graded organizational quality 56.73% in 2019, 56.03% in 2020 and 51% in 2021 (Palestinian Cabinet, 2023). These grades are shockingly low particularly in the light of the numerous policies and procedures put in place over the past years.

Similarly, there is strong evidence that the performance of MOT is relatively poor. A recent citizen satisfaction survey conducted by MOT in 2023 showed that there is high citizen dissatisfaction with services, physical environment and MOT's employees' performance (MOT, 2023). A high percentage of MOT employees complain about dissatisfying and inappropriate management practices, and that some of them have left MOT. These aspects may refer to a weak organizational culture which may lead to lower levels of employee engagement or to total disengagement in MOT and consequently poor organizational performance.

Past literature revealed that failures in government departments have been attributed to the lack of interest in organizational culture (Genc, 2017; Tedla, 2016). Cameron and Quinn (2011) maintained that administrative processes reengineering, total quality management, strategic planning, downsizing procedures, and restructuring could not reflect notable improvements in performance levels, and organizations faced serious problems improving their performance or making positive organizational change. One reason for this is that most organizations and their leaders neglect the affective role of organizational

culture in organizational change and performance or even failed to diagnose it correctly (MacQueen, 2020). Poor organizational performance may also be the result of managers' and leaders' failure to understand how organizational culture affects organizational performance (Alemu, 2020).

A shocking and bothering Gallup survey for the years 2018, 2019 and 2020 showed that only 10.16% of Palestinian employees are engaged, 63.67% not engaged and 26.18% totally disengaged (Gallup, 2023). These low percentages are supposed to warn leaders and managers, particularly in Palestine, against the harmful consequences of low employee engagement or disengagement.

Previous research consistently found out that organizational culture strongly influences employee engagement, behavior, productivity and performance (Akingbola et al., 2023; Cherian et al., 2021; Puspita et al., 2020; Rich et al., 2010; Saad & Abbas, 2018) as well as their intentions to stay, absenteeism, satisfaction, and commitment (Alshamari, 2017; Williams, 2022). Schein (2017) mentioned that engagement has become a primary issue for senior managers, particularly when they recruit young employees. This growing emphasis on employee engagement reflects its crucial role in organizational performance.

However, most of the studies on the relationship between these constructs were conducted in the private sector context (Dessie & Tensay, 2023; Alemu, 2020; Obijiaku, 2019), and only very few studies were conducted in the public sector context (Genc, 2017). The examination of this relationship in the Middle East contexts was also recommended (Aboramadan et al., 2020). In addition, there was a claim that one main challenge in international management is the application of a theory or a model in some context or country that is far different from the country where that theory or model was originally

developed and applied (Denison et al., 2004). Therefore, it is very useful to utilize the Denison Organizational Culture Survey (DOCS) that was developed in USA in non-western contexts like Palestine.

The association between organizational culture and employee engagement and organizational performance (e.g. Abdullahi et al., 2021; Abduraimi et al., 2023; Hasan et al., 2021; Ismail et al., 2019; Muller et al., 2018; Putri et al., 2021) has been commonly identified in corporate sector contexts. Jin and McDonald (2017) pointed out that most of the studies on employee engagement took place in the private sector and that there is dearth of studies the examined this construct in governmental contexts. There are no previous studies that examined employee engagement as a mediator in the relationship between organizational culture and organizational performance in the Palestinian public sector context.

Based on the gap in the empirical studies investigating organizational culture-organizational performance linkage and the mediation of employee engagement in public service contexts- which lays the basis for this research problem, this study mainly aims to fill this gap in the literature.

1.3 Research Significance

As one of the most prominent public organizations, MOT is a major service provider with 19 offices and service centers located in different areas in the West Bank. It contributes to the Palestinian economy through opening job opportunities for tens of thousands of citizens. One of MOT's strategic goals is to provide high-quality services that fulfill citizens' needs and to support the sustainability of the national economy.

Consequently, this study has a practical significance as its findings offer deeper insights to governmental leaders, decision-makers and managers in MOT and other public organizations to strengthen their organizational culture to be a source for governmental policies and procedures that boost employee engagement for higher performance levels. The benefits of organizational performance reflect on political, economic, and social aspects of the Palestinians' life.

This study also has an academic contribution. The exploration and examination of the relationship between the constructs of this study contribute to the growing body of knowledge on these domains. It enriches related literature as the relationship between organizational culture, performance and employee engagement in Palestine and in this specific target population has never been studied before. The mediation of employee engagement in this specific relationship adds to the significance of this study. Furthermore, using DOCS in this study contributes to the significance of this study as no previous study that I was able to find has ever employed this widely-known tool in the Palestinian public sector.

1.4 Research Objectives

The main objectives of this study are:

1. To investigate the impact of organizational culture on organizational performance in MOT.

2. To investigate the impact of organizational culture on employee engagement.

3. To investigate the impact of employee engagement on organizational performance.

4. To investigate the mediating role of employee engagement in the relationship between organizational culture and organizational performance.

5. To identify the level of organizational culture, employee engagement and organizational performance in MOT.

6. To describe the demographic variables distribution (gender, age, education level, working experience, job title, citizen service responsibility and number of subordinates) and to test variance between them.

1.5 Research Questions

The study aims to answer the following questions:

1. What is the level of organizational culture, employee engagement and organizational performance in MOT?

2. What is the impact of organizational culture on organizational performance in MOT?

3. What is the impact of organizational culture on employee engagement in MOT?

4. What is the impact of employee engagement on organizational performance in MOT?

5. To what extent does employee engagement mediate the impact of organizational culture on organizational performance in MOT?

6. What is the distribution of the variables of gender, age, education level, working experience, job title, citizen service responsibility and number of subordinates, and what is the variance between them?

1.6 Hypotheses

Based on the findings of the previous studies, this study proposes the following alternative hypotheses:

H1: Organizational culture has an impact on organizational performance in MOT.

H1.a: involvement has an impact on organizational performance.

H1.b: consistency has an impact on organizational performance.

H1.c: adaptability has an impact on organizational performance.

H1.d: mission has an impact on organizational performance.

H2: Organizational culture has an impact on employee engagement.

H2.a: involvement has an impact on employee engagement.

H2.b: consistency has an impact on employee engagement.

H2.c: adaptability has an impact on employee engagement.

H2.d: mission has an impact on employee engagement.

H3. Employee engagement has an impact on organizational performance.

H4. Employee engagement mediates the impact of organizational culture on organizational performance.

1.7 Scope of the Study

The scope of this study is limited to the investigation of the impact of organizational culture on organizational performance and the mediating role of employee engagement in MOT. Organizational culture dimensions are adopted depending on DOCS which mainly include Involvement, Consistency, Adaptability and Mission. Employee engagement is assessed through UWES. The dependent variable organizational performance is assessed in terms of employee satisfaction, citizen satisfaction, innovation and efficiency. The population of the study is limited to MOT employees from different positions and departments. The study area is the northern governorates of Palestine (West Bank). MOT has 912 employees working in 15 main locations in the northern governorates. This study is conducted in the fourth quarter of 2023 in fulfillment of the requirements of Master's degree in Human Resource Management in the Arab American University of Palestine.

1.8 Organization of the Study

This study consists of five chapters:

- Chapter one is “Introduction” which includes background of the study, problem statement, research significance, research objective, research questions and organization of the study.
- Chapter two is “Literature Review” which presents an intensive theoretical and empirical review of the related literature on the variables of the study.
- Chapter three is “Methodology” which discusses data collection and sampling, questionnaire design, dimension Analysis, and statistical Approach.
- Chapter four is “Data Analysis and Results” which includes demographic analysis, descriptive statistics, and testing hypotheses,
- Chapter five is “Discussion & Conclusion” which includes major findings, conclusions, limitations, future research and recommendations.

1.9 Concepts of the Study

- **Organizational culture**: “the underlying values, beliefs, and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles” (Denison, 1990). Organizational culture encompasses four dimensions: Involvement, Consistency, Adaptability, and Mission.

- **Involvement:** building human capability, ownership, and responsibility. It includes Empowerment, Team Orientation, and Capacity Development (Denison & Neale, 2000).

- **Consistency:** defining the values and systems that are the basis of a strong culture. It includes Coordination and Integration, Agreement and Core Values (Denison & Neale, 2000).

- **Adaptability:** translating the demands of the workplace environment into action. It includes Creating change, Customer focus and Organizational learning (Denison & Neale, 2000).

- **Mission:** defining a meaningful long-term direction for the organization. It includes Strategic Direction and Intent, Goals and Objectives, and Vision (Denison & Neale, 2000).

Organizational performance: "the organization's ability to attain its goals by using resources in an efficient and effective manner" (Daft, 2012). It includes employee satisfaction, citizen satisfaction, innovation and efficiency as nonfinancial measures in this study.

Employee engagement: "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002).

Chapter Two

Literature Review

2.1 Introduction

Organizational culture and its relationship with organizational performance and other workplace outcomes have been extensively addressed in extant literature (Denison & Mishra, 1995; Graham et al., 2022; Khal Hamza, 2018; Saad & Abbas, 2018). Also, the topic of public service employees and organizational performance in the last few decades has received excessive emphasis (Genc, 2017). Therefore, this chapter aims to review existing literature on organizational culture-organizational performance relationship and employee engagement as a mediator in this relationship. It also focuses on how research addressed these variables in terms of conceptualization, theorization and empirical research. This chapter comprises two sections. The first is a theoretical literature review of organizational culture, organizational performance and employee engagement including concepts, importance, dimensions, theories and models of these domains. The second is an empirical review of the relationship between these variables.

2.2 Theoretical Review

2.2.1 Organizational Culture

2.2.1.1 Concept of Organizational Culture

Researchers agree that the rise of organizational culture concept originally refers to the progress and success of the Japanese organizations in 1970s and 1980s due to their cultural traits (Ouchi & Wilkins, 1985; Akpa et al., 2021). Comparison of US companies to those operating in Japan revealed cultural characteristics that led to more successful

companies in Japan than in US. These cultural differences which reflected on organizational performance were not limited to global cultures, but also included cultural differences between organizations on the national level (Ouchi & Wilkins, 1985). Robbins and Judge (2023) pointed out that researchers and practitioners have frequently asked questions about the meaning of culture, and whether organizations really have cultures, and what makes an organization distinctive from another.

Organizational culture has gained excessive interest since the evolution of the organizational culture concept. Numerous definitions were proposed and no consensus on one definition has ever been agreed upon (Akpa et al., 2021; Basahel, 2016; Genc, 2017; Mohsen et al., 2020). However, these various organizational culture definitions still have much in common as almost all of them touched on shared cultural elements within organizational groups, implied that organizational culture is the output of the organization's history and socialization, and that the concept has various dimensions and levels (Denison, 1990; Denison & Mishra, 1995; Chatman & O'Reilly, 2016; Ginevičius & Vaitkūnaite, 2006; Schein, 2017; Tedla, 2016; Williams, 2022).

Schein (2004; 2010; 2017), a prominent pioneer in the field of organizational culture and a prolific researcher in this area since 1960s, defined organizational culture:

> A pattern of basic assumptions- invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (p.17, p.18, p.21).

A similar definition was introduced by Brown (1998) who defined organizational culture as “the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization’s history, and which tend to be manifested in its material arrangements and in the behaviors of its members” (p.9).

Denison (1990) defined organizational culture as “the underlying values, beliefs, and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles” (p.2). Denison (1990) argued that sociologists, anthropologists, psychologists and researchers studied the association between culture and functioning, but very few researchers have explored this association empirically. This paved the way to fill the gap in organizational culture dynamics through what was later called “Denison’s Organizational Culture Model”. This model identified four traits of organizational culture: involvement, consistency, adaptability and mission. It also laid the basis for the measurement of organizational culture and how it is related to organizational effectiveness and performance within these four traits. These traits together with their elements and the underlying values, beliefs and assumptions constitute organizational culture from Denison’s point of view.

Martin (1992) identified three different perspectives on organizational culture. These perspectives are integration, differentiation and fragmentation. According to Martin, when people interact with organizations, they interact with dress norms, peoples’ narration of events, the organization’s preset regulations and procedures, rituals, operations, compensation systems and jokes that employees circulate, and so on. These are aspects of organizational culture. However, Martin adds another cultural perspective maintaining that

culture is the patterns resulting from peoples' different interpretations, perceptions, beliefs and values of the meanings of organizational culture aspects those people encounter in organizations.

Hofstede (2011) defined culture as "the collective programming of the mind that distinguishes the members of one group or category of people from others" (p.1). Hofstede (2011) maintained that the first ten years of childhood are the years of programming mind and are immensely affected by the social groups and external environment that are dominant during that period. The scholar differentiated between the societal and national cultures, which people acquire in their early childhood and remain deeply rooted in their minds, and the organizational cultures which people acquire in workplace settings. Therefore, an employee's embrace of an organization's culture changes once that employee moves from that organization to another.

Chatman and Eunyoung Cha (2003) noted that culture is a system that comprises shared values that delineate what is important as well as norms that identify what behaviors and attitudes are suitable and desirable. New members of an organization are required to learn and embrace these values and norms. In this way, organizational culture gives direction to the way organizational employees communicate and interact internally and externally with stakeholders.

Review of the definition of organizational culture in the extant literature shows that shared values, beliefs and assumptions are the common cultural elements that recurred in almost all of the definitions of the term. Another element is organizational members' reactions and attitudes towards problems. Yet, there is another perspective that emphasizes on the work practices approach in organizational culture research as reflected in Denison

(1990) and Van den Berg et al. (2004). Based on this conceptualization, organizational culture becomes the whole structure of an organization that ranges from employees' attitudinal and behavioral outcomes to the policies and practices adopted by that organization. In this way, organizational culture, depending on the degree of its strength or weakness, can influence employees' behavior, and consequently it can determine the effectiveness of organizational functions and performance.

This study adopts Denison's definition of organizational culture as mentioned before in this section since it incorporates the work-based and value-based approaches to organizational culture.

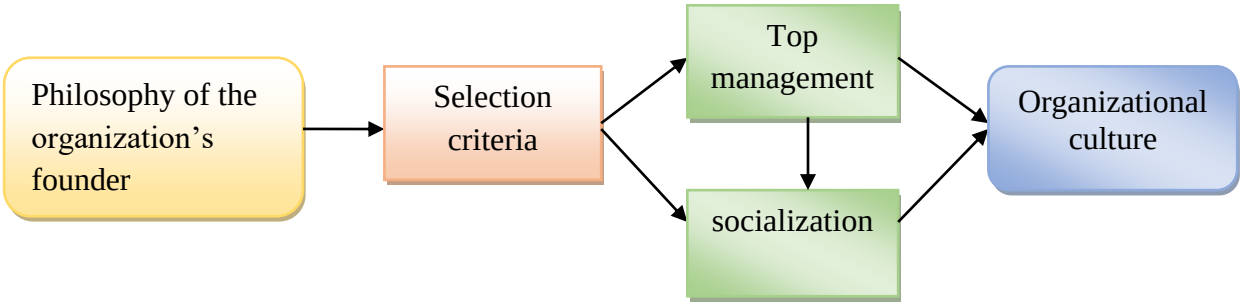
2.2.1.2 Sources of Organizational Culture

Various sources of organizational culture have been identified by researchers in this field (Pathiranage et al., 2020; Schein, 2004, 2010, 2017; Tedla, 2016). According to Schein (2004, 2010, 2017), organization's founder's values and personality traits are the primary source for organizational culture since leaders can influence the ways employees think and behave, and they can formulate the philosophy of the whole organization. A survey of CEOs' personality traits of thirty-two giant companies in U.S provided evidence that CEO values and personality traits influence a company's culture and its work outcomes including employees' attitudinal and behavioral outcomes (O'Reilly et al., 2014). Founders of an organization may transfer and enforce their own life experience and values to their team and subordinates (O'Reilly et al., 2014; Pathiranage et al., 2020). Chatman and Eunyoung Cha (2003) argued that culture is a tool which leaders use to empower employees and enable them act more on their own.

Schein (2004, 2010, 2017) mentioned that there are three sequential stages which employees go through in learning their organization's culture. The first stage is the founder's practices of attracting and retaining employees who seem to have similar attitudes and behaviors. The second is when the founder socializes new employees to his/her personal attitudes and behaviors. The third stage is when the founder urges employees to embrace their organization's values, beliefs and assumptions. Robbins and Judge (2023) described this process through the exhibit in figure 2.1:

Figure 2.1

How Organizational Cultures Form.



Source: Robbins and Judge. (2023). *Organizational Behavior*.

Another source for organizational culture is the learning experience which originates from the social aspects and business models as employees may acquire some norms and behaviors from their coworkers or from the workplace environment (Pathiranage et al., 2020). This usually starts with employees' spontaneous interaction and continues to build

an organizational culture which Schein (2017) termed “the accumulated shared learning” (p. 21). Employees acquire organizational values from artifacts that encompass stories, legends, rituals, ceremonies, language and material symbols (Mcshane & Von Glinow, 2018). There have been differences in researchers’ perspectives regarding the definition of organizational values. For example, Van den Berg et al. (2004) argued that values are acquired in the early childhood and can also be acquired through organizational practices while Hofstede (2011) argued that they are not an element of organizational culture since they are deeply rooted from childhood and deemed to be unchangeable.

Society can also be another source of organizational culture as employees have already learned societal values, norms and assumptions that still impact their organizational behavior and consequently mould its culture (Tedla, 2016). A country’s national culture is also a source of organizational culture (Hofstede, 2011). The national culture of Iraq was found to have noticeable reflection in organizational culture of private and public organizations (Khal Hamza, 2018).

To sum up, sources of culture are either organization-based such as a founder or leader of an organization and organization members or society-based such as acquisition of values and norms from the society and the national culture of a country.

2.2.1.3 Organizational Subcultures

Scholars almost agree that organizations hardly ever have uniform cultures, and so they differentiate between the dominant culture and subcultures (Luthans et al., 2021; MacQueen, 2020; Martin, 2002; Robbins & Judge, 2023; Schein, 2017; Williams, 2022). While a dominant culture is described as the culture that comprises the core values that employees collectively share, organizational subcultures are depicted as mini-cultures that

emerge in an organization and are embraced by a business unit, a division, an occupation or a region (Luthans et al., 2021; Martin, 2002; Robbins & Judge, 2023). Moreover, subcultures are different from countercultures. Countercultures are undesirable as they oppose the dominant culture and create an atmosphere of conflict and disharmony (Pennington, 2022). In contrast, subcultures espouse assumptions and values that are similar to those of the dominant culture, and even if they differ from the dominant culture, they never conflict with it (McShane & Von Glinow, 2018; Williams, 2022).

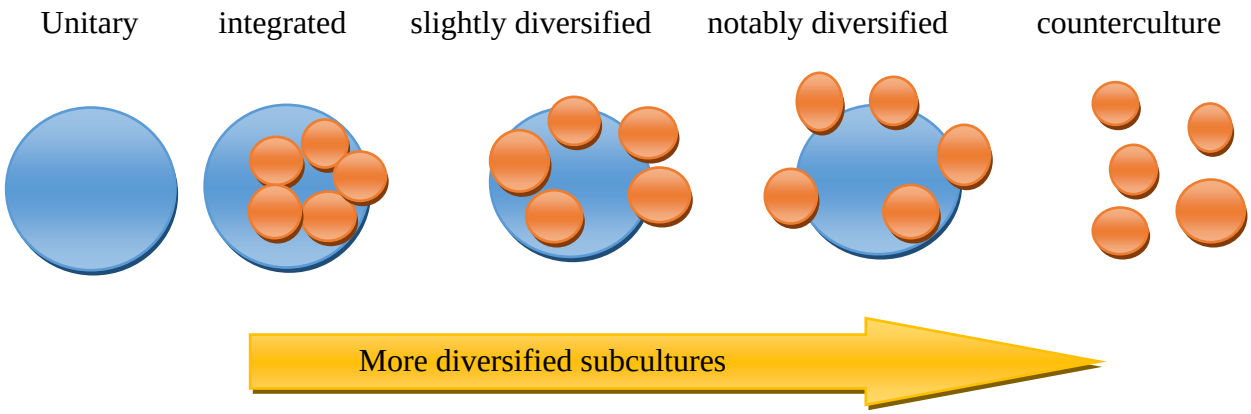
Formation of subcultures refers to different factors that include occupational groups, geographic locations, organizational roles and projects, nature of industry, job titles in the organization, working experience and tenure, and human resources practices. In addition, organizational problems or grievances that employees may particularly have in common as well as leaders' inconsistencies in patterns of attention or their conflict-erupting attitudes and behaviors help subcultures form (Martin, 2002; Schein, 2017).

Subcultures can be detrimental or beneficial to organizations. According to Luthans et al. (2021), subcultures can threaten an organization and even replace the dominant culture or at least weaken it. They can also impede organizational change. Conversely, Williams (2022) argues that subcultures can play an accountability-enhancing role as they question the dominant culture and affect its direction. Subcultures can also present innovative and constructive ideas and values that help their organization effectively adapt to external environment. Subcultures allow for greater employee voice and participation. Diversity in viewpoints and ideologies encourage critical thinking and ethical sense, thus impacting organizational performance positively (Pennington, 2022).

The following diagram illustrates how organizational culture and subcultures look like:

Figure 2.2

Dominant culture and subcultures.



Source: Mary Jo Hatch (1997, p. 226) as cited in Gerras, et al. (2008). With some adaptation.

2.2.1.4 Characteristics of Organizational Culture

Schein (2010, 2017) and Luthans et al. (2021) summed up organizational culture characteristics and noted that deep and effective cultural models refer to these observable events and underlying forces:

1. Observed behavioral regularities: while employees interact, they use common terminology, language and rituals that reflect their level of respect and behavior.

2. Norms: these are standards of behavior that encompass guidelines on the amount of work to be done. Norms are the framework of employees' behavior and adaptation to achieve organizational goals (Akpa et al., 2021).

3. Dominant values: organizations usually introduce core values that employees are expected to embrace and share. Such values include, for instance, low absenteeism, high quality services and optimal performance. Individuals originally bring the values they have acquired during childhood and life experiences to their new organizations. Since these values may not serve the organization or may still need further development and incorporation, new employees need to align their personal values with their organizational values to thrive in their job roles. Indiya et al. (2018) found that organizational values are the number one factor that affects organizational performance and artifacts and employees' personal beliefs follow respectively.

4. Philosophy: organizations espouse policies and beliefs on the ways that should be adopted in treating employees and customers.

5. Rules: organizations enact rules and codes of conduct that employees are supposed to abide by. Employee orientation focuses on new employees' commitment to these rules to be part of the organizational team.

6. Organizational climate: this is an output or a reflection of organizational culture. It constitutes employees' feelings and perceptions about working with the organization as affected by the physical workplace environment, and the way employees interact internally and externally with stakeholders.

7. Embedded skills: these skills include competencies in performing assigned tasks and the ability to transfer knowledge across generations seamlessly and spontaneously.

8. Thinking habits and mental models: these constitute the shared cognitive structures of thoughts, feelings, and language used and taught to newcomers in the first stages of the socialization process.

9. Shared meanings: the outstanding conceptions that employees formulate when they interact.

10. “Root metaphors” or integrating symbols: this construct reflects the means employees develop to identify themselves with. Examples include buildings and workplace layouts.

11. Formal rituals and celebrations: these include the methods employees employ when they celebrate important occasions of important values members such as promotion or accomplishment of a project.

These constructs or concepts are not culture by itself. They rather reflect or relate to culture as these concepts deal with issues that people usually share.

2.2.1.5 Functions of Organizational Culture

According to Mcshane and Von Glinow (2018), organizations perform three pivotal functions:

1. Control system: organizational culture is a social control system that is deeply rooted and impacts employees’ decisions and behaviors. Culture is dominant as it guides employees’ behavior to meet their organization’s mission and goals. According to Cherian et al. (2021), organizational culture strongly impacts employees’ attitude, behavior, productivity and performance.

2. Social glue: it unifies employees and instills in them feelings of belonging and civility in their organizations. The organization becomes part of their social identity. In this way, the social glue attracts new employees and helps retain talents as the workplace becomes a safe and motivational environment for them. Several studies substantiated the positive influence that organizational culture has on employee engagement, employee loyalty as well as the overall employee performance (Cherian et al., 2021; Puspita et al., 2020).

3. Sense making: thanks to organizational culture, employees make sense of organizational transactions and functions, and makes job roles and expectations clearer for them. Research has documented that employees demonstrate lower levels of work stress when they experience higher levels of role clarity and social acceptance (Frögéli et al., 2019).

In addition, Brown (1998) added that organizational culture has the following functions:

1. Conflict reduction: a culture that is embraced and shared by all members almost fosters consistency, problem identification, and viewpoint respect. This minimizes conflict in the workplace.

2. Coordination and control: a culture encourages consistency, coordination and control.

3. Reduction of uncertainty: when there is a cultural frame in an organization, it would reduce stress in the work environment and facilitate decision-making.

4. Motivation: a strong and cohesive culture augments employee engagement, commitment, and organizational identification.

Saad and Abbas (2018) and Ghumiem et al. (2023) demonstrated that organizational culture positively affects work performance. Also, Graham et al. (2022) revealed that 91% of executives agreed that their organizations' cultures are important, 79% believed that culture is one of the top drivers of values in the workplace, and 92% believed that improving their organizational cultures boosts its value. This reflects how culture positively influences decision-making.

2.2.1.6 Strong vs. Weak Organizational Culture

Organizational culture is envisioned as the output of the values organization members collectively share and embrace, and so they can consciously distinguish between

the right and the wrong, what is important and what is not, and also what contributes to the organizational effectiveness and what ruins it. Culture is described as the DNA of an organization that delineates an organization's distinctive features and operations (Schein, 2017). Denison's (1990) exploration of the culture-performance relationship within 969 organizations indicated that an organization's culture and its employees' behavior are interrelated and can be quantitatively measured.

Williams (2022) and Robbins and Von Glinow (2023) noted that a culture is considered strong when employees intensely support, believe, and share their organization's values and mission. When an organization is known for its consistent and commonly-shared values, beliefs and assumptions, then it can be depicted as a strong culture (Denison, 1990). In addition, Denison (1984) emphasized that an organization is strong when it encourages its employees to show more participation, involvement, shared meaning and integration, and one-family labor relationships. This implies that cultures are considered weak when employees have various and inconsistent beliefs and opinions of their organization's value and mission (Pennington, 2022). A culture is also considered strong when the top management controls it and aligns it with organizational mission whereas a culture is seen weak when it is relatively careless about organizational needs and is usually uncontrollable (Deal & Kinnedy, 1982). Strong cultures are contingent on high agreement among employees on values and high intensity about these values (Chatman & Eunyoung Cha, 2003).

Mcshane and Von Glinow (2018) argued that organizational values and assumptions are expressed in artifacts, which further reinforce the culture. Thus, strong cultures are long-lasting, widely embraced by employees, and are inherited from the

organization founder's values and assumptions whereas weak cultures are almost embraced by a few top managers. Schein (2017) mentioned that culture guides and constrains organizational behavior of employees to the degree that employee groups share norms and internalize them in their everyday transactions.

Thokozani and Maseko (2017) maintained that employees are aware of organizational culture, and they learn it during their work life. Once employees embrace their organization's culture, they align their own goals with their organization's goals. This embrace of culture and alignment of goals are highly contingent on the degree of culture's strength or weakness. Therefore, the scholars revealed that employees who experience weak organizational culture are less motivated, less satisfied, less committed and less likely to stay.

Strong cultures are beneficial to organizations and stakeholders (Denison & Mishra, 1995; Laike, 2017). Culture's effectiveness in areas of competitive advantage, innovativeness and high performance is amply contingent on its ability to adjust to environmental changes, mainly external environmental challenges and contingencies that can be physical, political, social, economic, legal, technological, market-related and competition-related (Genc, 2017; Schein, 2010). Hence, there is a two-way influence relationship or interplay between organizational culture and external environment (Basahel, 2016). Another factor that contributes to culture's strength is its exceptional character which other competitors and rivals can hardly imitate (Laike, 2017).

2.2.1.7 Organizational Culture Perspectives

Different approaches and ideologies have been employed to study organizational culture (Genc, 2017; Martin, 2002; Maximini, 2018; Pennington, 2022). Martin (2002)

suggested three perspectives for studying and understanding organizational culture which encapsulate individuals' or employees' different interpretations and perceptions of organizational culture due to their different memories, experiences, beliefs and values. These perspectives are integration, differentiation and fragmentation.

According to Martin (2002), differentiation perspective views culture as a group of subcultures' beliefs, values and perceptions, and so it is not uniform. Robbins and Judge (2023) argued that if there are numerous and strong subcultures within an organization, then their role may be more influential and crucial than the dominant culture. Inconsistency among employees in beliefs and values harms the value of "the shared meaning" which is necessary for integration of employees' attitudes and beliefs. Therefore, differentiation makes cultural change more challenging for managers.

In contrast, the fragmentation perspective maintains that consensus on the organization's level and on the subcultures' level is temporary, and that it varies depending on volatile situations and emerging events. Members of an organization may have a consensus on an issue for a short period, and usually get fragmented and depart to another newly emerging issue (Humphreys et al., 2022). This impedes organizational culture change (Martin, 2002).

From the integration perspective, employees have consensus on the organizational level, and show strong consistency in the shared interpretation and embrace of beliefs, values and artifacts (Humphreys et al., 2022; Martin, 2002; Schein, 2004). This perspective stresses the value of strong culture and its role in organizational performance (Denison 1984; Schein, 2004), and the broader horizons for cultural change due to leaders' effect (Martin, 2002).

It was noted that quantitative research usually adopts the integration perspective and employs a managerial orientation while qualitative research almost often adopts fragmentation or differentiation perspectives and employs a critical orientation (Martin, 2002; Maximini, 2018). Based on this notion, this study approaches organizational culture from an integration perspective for its managerial purposes and implications.

2.2.1.8 Organizational Culture Models

The notion that the concept of culture could be simplified generated a wide range of sets of cultural dimensions (Denison, 1990; Martin, 1992; Ginevičius & Vaitkūnaite, 2006; Schein, 2010; Hofstede, 2011; Williams, 2022). Due to the progress in organizational culture conceptualization, types and research insights, scholars suggested different cultural theories and frameworks to better understand organizational culture and facilitate its measurement. A concise discussion of the well-known and widespread cultural models is presented hereafter.

2.2.1.8.1 Harrison's Culture Model

Harrison's (1972) four dimensional framework was the first framework ever introduced and was amended by Handy in 1978 and later on. Harrison suggested four different cultural types: the first is "power culture" which means an organization controls its environment and eliminates opponents. Besides, supervisors in a power-oriented organization firmly control subordinates, and so this type of organization is depicted as jealous, competitive and more interested in power and compliance than in performance. The second one is "role culture" which focuses on rationality and order, and replaces conflict and competition with regulations, agreement and procedures. A role-oriented organization strongly values hierarchy and status. The third is "task/achievement culture"

which highly values achievement of organizational goals at any cost, so the efforts and resources of the organization are all directed to serve this purpose. “Person/support culture” is the fourth type of culture which primarily aspires to serve its members’ needs and prospects. Organizations that have personal/support culture help their members fulfill their needs that they can hardly achieve on themselves. Values of cooperation, trust, integration and mutual respect are strongly encouraged.

According to Maximini (2018), Harrison never proposed a survey to measure cultural dimensions of his model and that the model is no longer in practical use today.

2.2.1.8.2 Deal and Kennedy’s Culture Model

Deal and Kennedy (1982) suggested four cultural types. In the “Process culture,” employees prioritize their neat and complete work to what they do, and are usually valued according to their care about the system’s integrity. The second cultural type is “the work hard/play hard culture” which immensely focuses on activity and diligence as a way to success and growth. It notably estimates team work more than individual work. Deal and Kennedy (1982) described “The tough-guy culture” as a culture that prefers speed over endurance. It is characterized by tough attitudes, high internal competition and individualism. The fourth cultural type is “bet-your-company” which concentrates on the future and investing in it. In this culture, leaders or top managers make decisions and employees are bettors who almost tend to prioritize their careers to the future of the whole organization.

2.2.1.8.3 The Competing Value Framework

Cameron and Quinn (1999) presented an updated version of the Competing Values Framework (CVF) which Quinn and Rohrbaugh had already put forward in 1981. CVF

consists of four types of culture: market, hierarchy, adhocracy and clan. These cultural types were introduced to understand how organizations function and how culture relates to organizational effectiveness (Cameron & Quinn, 2011). A hierarchy culture is depicted as a controlling environment culture that values decision-making, authority lines, accountability, regulations, coordination and integration to ensure efficient services through well-controlled employees. In a clan culture, employees are one family as they share common values and beliefs. The primary role of managers is to encourage employee participation, engagement and teamwork. Adhocracy culture is the third in CVF. The main task of this culture is to enhance innovation and adaptability. Managers in this culture are innovative, visionary and careful about effectiveness. The fourth type is marketing culture where competition is central to the organizational success and survival. Therefore, managers exert all efforts to offer the best products that attract customers and maximize profits.

2.2.1.8.4 Schein's Cultural Model

Schein introduced in 1985 the widely-known model of organizational culture which presents three basic levels of culture: artifacts, espoused beliefs and values, and underlying assumptions (Schein, 2004, 2010, 2017). Artifacts include everything seen, heard and felt within a culture such as physical layout, dress, language, rituals, legends, stories...etc. Espoused beliefs and values are ideals, ideologies, rationalizations, goals and conscious beliefs that help differentiate the good from the bad or the right from the wrong. Underlying assumptions are the taken-for granted unconscious beliefs. The scholar argued that these three levels make it possible to study any organizational culture, but understanding artifacts and values as surface values is amply contingent on previous understanding of the basic

underlying assumptions. Although these assumptions embody the core of a culture, culture manifests itself in observable artifacts, and norms and values. Leaders' assumptions may convince subordinates and become shared assumptions organization-wide.

There are many other important organizational culture models suggested by scholarly and prolific theorists. These include Hofstede's (1991) five cultural dimensions: power distance, individualism vs. collectivism, uncertainty avoidance, masculinity vs. femininity, and long-term vs. short-term orientation (a sixth dimension was added recently: indulgence vs. restraint), and the Organizational Culture Profile which was proposed by O'Reilly et al. (1991) and encompasses seven organizational culture dimensions: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

However, this study uses Denison's Organizational Culture Survey (DOCS). The description of this model and the rationale for choosing it are discussed below.

2.2.1.8.5 Denison Organizational Culture Model

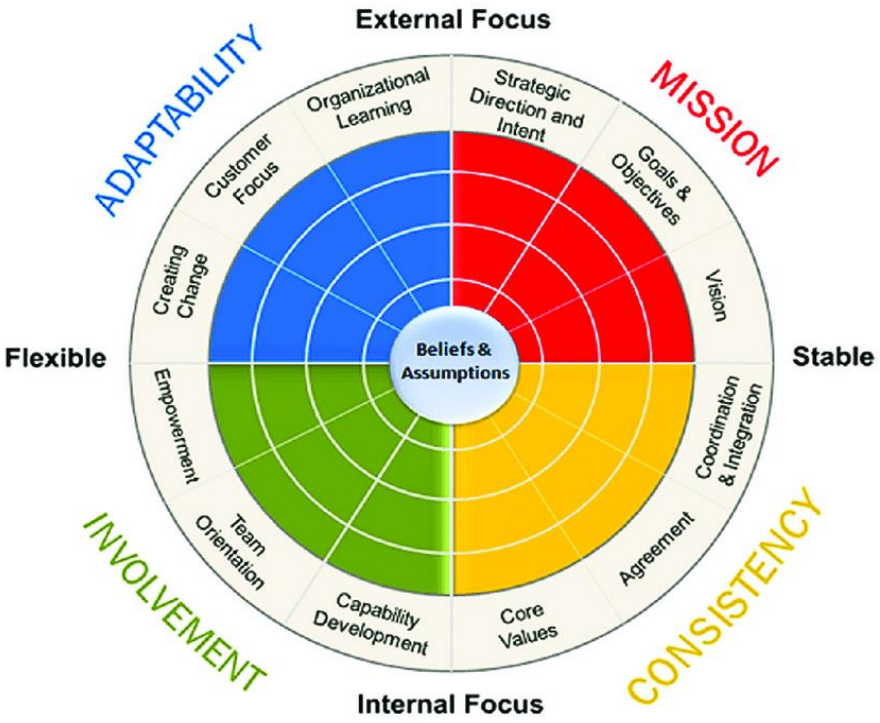
Daniel Denison is a widely-known prolific scholar in organizational culture field as he researched this topic since 1980s. Denison's remarkable contribution that excessively attracted the attention of researchers and practitioners was the proposition of DOCS (Chatman & O'Reilly, 2016). This organizational culture measurement instrument was the result of extensive research that reviewed past literature and examined a sample of 969 organizations. Denison (1990) maintained that no theory or measurement has ever been suggested by former researchers that empirically investigated the linkage between organizational culture and performance or effectiveness.

Denison's Organizational Culture Model encompasses four traits: involvement, consistency, adaptability, and mission which are vital for an organization to be effective. These four traits measure the organization's underlying beliefs and assumptions as forces that affect behaviors and attitudes and form the culture of that organization. The horizontal split in (figure 2.3) shows that Involvement and Consistency comprise internal elements that contribute to develop an effective organizational culture while Adaptability and Mission comprise external elements that preserve an effective organizational culture. The vertical split differentiates between a flexible organization that has the capacity to make change through Involvement and Adaptability from one hand, and a stable organization that has the capacity for stability and direction through Consistency and Mission on the other hand (Denison & Neale, 2000).

Each trait in this model comprises sub-dimensions. Involvement encompasses team orientation, empowerment, and capability development; Consistency involves agreement, core values, and coordination and integration; Adaptability includes customer focus, creating change, and organizational learning; and Mission comprises strategic direction and intent, goals and objectives, and vision.

Figure 2.3

Denison Organizational Culture Model.



Source: Denison et al. (2000). Denison organizational culture survey: Facilitator guide.

Involvement

Denison (1990), Denison and Mishra (1995), Denison and Neale (2000), and Denison et al. (2006) explained that a highly-involved organization enhances employee involvement and participation, empowers its staff, encourages teamwork, and builds capacities. This creates employee sense of ownership and responsibility. Consequently, employee commitment and capacity to work with autonomy elevate, and the decision

quality and implementation improve thanks to the sense of ownership and responsibility. This enables such an organization to depend on informal and implicit control systems instead of formal, bureaucratic, and explicit control systems. DOCS measures Involvement within its three sub-dimensions: Empowerment, Team Orientation, and Capacity Development.

Empowerment refers to workers' initiative, authority and capacity to perform and handle assigned work (Denison & Mishra, 1995). Empowerment can be either psychological or structural (Afram et al., 2022). Psychological empowerment is defined as the mental ability that enhances and informs the decisions employees take, and the inner power that motivates them to perform their tasks in a free work environment. Structural empowerment is to give employees the power to take decisions in order to elevate their involvement and motivation levels through access to opportunities, information and resources. A structurally-empowered employee has the opportunity to acquire new knowledge and to rank in job, has the access to information on policies, procedures and strategies of the organization, and has the access to resources to accomplish assigned tasks.

Team Orientation is the cooperative work to achieve common goals which each employee in the team feels accountable for. Team-oriented organizations value teamwork to accomplish tasks (Denison & Neale, 2000). Teamwork contributes to organizational agility and resilience which help solve problems and improve performance and effectiveness. An organization that boosts coordination and cooperation among its members increases employee satisfaction and thus improves collective work (Kilcullen et al., 2023).

Capacity Development is the third construct of Involvement. It refers to an organization's continuous investment in training employees and improving their skills to

meet changing work needs and stay ahead of competitors (Denison & Neale, 2000). There is a huge amount of evidence in research on the role training and skill development play in organizational performance and how they enable employees to cope with job requirements and the changing needs and expectations of stakeholders (Haleem et al., 2023).

Consistency

Denison and Neale (2000) and Denison et al. (2006) define consistency as the process of identifying the values and systems of the strong culture. Therefore, it boosts integration, coordination, control and an internal system of governance that is supported by all members. A consistent organization is characterized by its highly-committed employees, core values, a unique way of doing things and clear rules and procedures. Also, a consistent and strong organizational culture dominates when employees understand and widely embrace a shared system of beliefs, values and symbols. Coordination and integration can be achieved effectively through implicit control systems that center on internalized values rather than through explicit control systems that center on explicit rules. When employees face unfamiliar situations, they discuss solutions freely and reach agreement. Consistency encompasses three sub-dimensions: Coordination and Integration, Agreement and Core Values.

According to Denison and Neale (2000), Coordination and Integration means that all organization's units and functions work hand in hand to accomplish common goals without being deterred by organizational boundaries. Therefore, employees align themselves with their organization's goals and share one perspective. Wang et al. (2021) revealed that coordination serves as a mechanism that assists in integrating tasks and capabilities of different groups or units to accomplish common goals. It is vital for higher

levels of employee motivation, commitment and development, and consequently of higher levels of performance.

The second sub-dimension is Agreement. Denison et al. (2006) argued that a consistent organization is one that has a high level of internal agreement, so that it can solve problems and reach agreement on critical issues. Although employees may have different opinions and perspectives on a particular issue, yet they are encouraged to agree on one way of doing things. Therefore, conflict resolution is a priority for an organization that seeks internal agreement.

Core Values is the essence of consistency and one of the basic levels of culture. In organizations, the consistent core values shared by employees are a source of organizational identification and expectations clarity. When leaders embrace ethical, clear and acceptable organizational values as the basis for operation and functioning, employees believe in these values and internalize them in their work behavior (Denison et al., 2006; Schein, 2017). Otwori and Juma (2017) indicated that organizational values can improve employee performance if an organization communicates its strong organizational values to all its employees in a clear way.

Adaptability

Denison (1990) and Denison et al. (2000) stated that adaptability means that an organization has its system of norms and beliefs which assist in receiving and interpreting precautionary signals or symptoms coming from external environment and consequently making behavioral changes inside the organization to ensure adaptability to the new external factors. While an organization does this, it makes use of its old experiences and policies to meet new requirements. However, when these experiences and old policies come

short, an organization has to learn new ways to adapt. Thus, an adaptive organization is more likely to attain survival and effectiveness. Adaptability is a trait that is associated with the appropriate fulfillment of the changing customers' needs which may require that an organization modify its internal structure and revise internal processes. Adaptability comprises three sub-dimensions: Creating change, Customer focus and Organizational learning.

Creating change can be achieved when an organization scans external environment, responds to requirements, and adapts to emerging trends properly. MacQueen (2020) maintained that the clash between the desirable change and the dominant culture is responsible for the frequent failures in organizational change. The scholar pointed out that research on organizational change strongly confirms that the failure in change refers to problems in leadership, lack of trust, lack of alignment between proposed change and culture communication, and change resistance. MacQueen (2020) discussed the eight steps suggested by Kotter as a prominent scholar of organizational change. With due emphasis on the order and value of the eight steps, step seven: "Consolidating Gains and Producing More Change" was regarded as the most culturally insightful of all. Organizational change and growth and cultural change and growth are interactive and interdependent. Once an organization creates change, it changes its culture accordingly as part of its adaptability.

Customer Focus expresses the ability of an organization to sense customers' preferences and needs as they constantly change due to different aspects of development or to new products and services competitors offer. Therefore, customer satisfaction is of great value for organizations to be effective. According to Zhao (2022), being customer-oriented is a strategic goal for all organizations and one indicator for their success. Some

organizations raise the maxim “the customer is always right,” so that employees’ efforts and priorities are integrated and directed to achieve this goal. There has been much emphasis on the value of customer feedback about products and service providers, customer satisfaction and loyalty, and customer repurchase intentions.

Organizational learning which means that an organization exploits external environmental factors and analyzes them to encourage its employees’ continuous learning and capability improvement. Challenges and failures are opportunities for better learning and more effective solutions in the future (Denison & Neale, 2000). Luthans et al. (2021) distinguished between adaptive and generative learning. Adaptive learning involves the adaptive changes made by organizations to adapt to external factors while generative learning includes creativity, innovation, and anticipating change that all go beyond the simple adaptive learning. Schein (2017) emphasized the importance of shared learning gained from solving problems in formulating organizational assumptions. Therefore, an organization is supposed to care about continuous learning that enhances creativity, innovation and rapid responsiveness to contingencies and external factors.

Mission

Denison (1990) and Denison et al. (2006) mentioned that organizational mission provides purpose and meaning as it provides a direction for the organization on the long term. This direction channels work tasks and employee efforts to accomplish organizational goals. Mission enables an organization to designate its employees’ behaviors and capabilities to get to the targeted results. Therefore, employees align their work goals with their organizational strategic goals and show higher commitment to their organization. Individual and organizational goal orientation leads to success and effectiveness. Mission

includes three sub-dimensions: Strategic Direction and Intent, Goals and Objectives, and Vision.

Strategic Direction and Intent communicate organizational mission and delineate what is required from each member, function or unit to achieve that mission (Denison et al., 2006). Leaders along with other key persons in the organization define their organization's mission and vision, formulate its strategy and follow up implementation and evaluation. So, two things are required: a) determining strategic direction and b) communicating it to employees. It has been widely confirmed that when the strategic direction of an organization is clear, it generates information that decreases uncertainty and facilitates implementation (Odero, 2023).

Goals and Objectives are supposed to be clear and consistent with organizational mission and vision, and need to determine the tasks and roles assigned for each member in the organization. Consensus among members on goals of the organization is apparent. Leaders set the goals and ensure that they are realistic and ambitious. Organizational success is deemed to be contingent on the achievement of those goals (Denison & Neale, 2000). Transformational leaders inspire their subordinates and instill in them commitment to collective vision, so employees are encouraged to provide and get feedback and to work harder to accomplish personal and organizational goals (Odero, 2023).

Vision is the third component of Mission and is defined as the shared view that organizational members collectively hold towards their targeted future status (Denison & Neale, 2000). It envisions the dream of the organization and the ultimate optimal state it hopes to materialize. Thus, vision is supposed to be ambitious, promising, motivational and challenging. Fontanella and Chandra (2017) stated that vision and mission answer the

question on why the organization exists and what it is going to be in the future. Also, vision and mission are mainly tailored to satisfy stakeholders' expectations and needs and strengthen social responsibility.

2.2.4.1 Rationale for Choosing DOCS

As discussed earlier, there has been a wide range of organizational culture models and measurement tools. This excessive interest in suggesting models and surveys reflects the intensive belief in the vital functions of organizational culture, and b) the hard work to quantify organizational culture due to the claim that it can be assessed only qualitatively (Denison et al., 2006; Ginevičius & Vaitkūnaite, 2006). When Denison (1990) first published the article: "Organizational Culture and Organizational Effectiveness," he claimed that no previous research has ever addressed the culture-performance link empirically. Therefore, DOCS is considered one of the pioneering surveys designed to assess this link quantitatively.

Denison et al. (2000) noted that there is a considerable body of organizational culture survey research, but these surveys were actually measuring organizational climate and employees' feelings about it. Denison et al. (2006) added that existing surveys are often personality-centric or psychologically-centric, almost developed within the academic context, lack clear theoretical grounding, have no evidence on scale reliability and validity, time-consuming in terms of assessment and interpretation of results, and only applicable to top level or front line implementation. Furthermore, Maximini (2018) noted that Harrison's model has no measure tool and that the model is no longer in practical use today. Chatman and O'Reilly (2016) criticized the most prominent surveys such as the Organizational Culture Assessment Instrument (OCAI) which was developed under the Competing Value

Framework (CVF), the Organizational Culture Inventory (OCI), and the Organizational Culture Profile (OCP). One critique that these instruments have in common is the difficulty in determining what is to be measured.

Denison and Neale (2000) and Denison et al. (2006) maintained that DOCS was formulated to overcome the problems with these surveys. The scholars indicated that the model was empirically tested and its reliability and validity have been verified for about 25 years. It is also beneficial to practitioners and different levels of organizations. In addition, the scholars described the survey as easy and fast to implement and has been tested in different contexts and countries. For these reasons, more than ten thousand organizations worldwide have used DOCS (Denisonconsulting, 2023).

Based on these strengths and advantages of DOCS, and the shortcomings of other instruments, this study chooses DOCS to achieve the purpose of this study.

2.2.2 Organizational Performance

2.2.2.1 Overview

Organizational performance is of great importance for any organization regardless of its nature or mission, whether it is private or public, profit or non-profit. Organizational success is assessed in terms of the achievement of its preset performance indicators. All the activities, functions, assets and human resources are directed to attain organizational performance that helps an organization succeed and grow. Fulfillment of citizens' expectations is completely contingent on public organizations' performance. So, it is necessary to understand organizational performance in regard to its meaning, elements, and measurement.

2.2.2.2 Definition of Organizational Performance

No universally agreed-upon definition of organizational performance has ever been introduced (Abu-Jarad et al., 2010; Apka et al., 2021; Conţu, 2020; Elena-Iuliana & Maria, 2016; Obijiaku, 2019). Literature addressed performance with different nomenclatures such as firm performance (Odero, 2023), organizational performance (Alemu, 2020), corporate performance (Tedla, 2016), work performance (Kartal, 2018), job performance (Saad & Abbas, 2018), and business performance (Conţu, 2020) but with relatively similar meanings. Due to the wide range of the concepts used in the definition of performance, the term has been confused with efficiency, effectiveness, economy, capacity earning, competitiveness, and profitability (Elena-Iuliana & Maria, 2016; Nazarian et al., 2017). While some researchers use performance and effectiveness interchangeably as can be noticed in Denison's articles, others differentiated between the two terms. They defined effectiveness as the potentials of an organization and defined performance as the measurement of that organization's outcomes.

Some researchers have studied performance in the context of public organizations (Genc, 2017; Saad & Abbas, 2018) while others have studied it in the context of corporate organizations (Afram et al., 2022; Obijiaku, 2019; Tedla, 2016). However, Jenatabadi (2015) discussed three definitions of organizational performance. The first definition was introduced by Etzione who opined that organizational performance is the accomplishment or non-accomplishment of preset objectives and goals (Etzione, 1960, as cited in Jenatbadi, 2015). This definition is criticized for not incorporating the resources required for the achievement of organizational goals. Lorsch introduced another definition in 1970 defining the term as the extent to which there is good organization-environment fit and organization-

members fit, thus emphasizing the role of employees in organizational success. This definition stressed the role of cohesiveness and alignment of organizational and individual needs and goals in creating more harmony and goal orientation.

As of 1990s, there has been excessive focus on the effectiveness of organizations (Conțu, 2020; Denison, 1990; Denison et al., 2006). Denison (1990) defined effective organizational performance as the consequences of the policies and practices adopted by an organization due to its embrace of its values and beliefs. Denison (1990) and Denison and Mishra (1995) published articles on the organizational culture and corporate effectiveness. They showed that effective organizational performance mainly relies on internal factors (involvement and consistency) and external factors (adaptability and mission) and that these factors by certain relationships can lead to employee satisfaction, customer satisfaction, innovation, productivity and growth. These outputs are indications of effective organizational performance.

In the 21st century, definitions of organizational performance laid more emphasis on the role of human resources in the improvement of organizational performance (Jenatabadi, 2015). For example, Peterson et al. (2003) defined organizational performance as "the ability of an organization to use its resources efficiently, and to produce outputs that are consistent with its objectives and relevant for its users" (p. 1). Other similar definitions came from Daft (2012) who defined organizational performance as "the organization's ability to attain its goals by using resources in an efficient and effective manner" (p. 2), and Alemu (2020) who defined organizational performance as "the actual output or results of an organization as measured against its intended outputs" (p. 14). Denison Organizational Culture Model reflects human resources' role in the attainment of organizational

performance. Involvement and Consistency encompass elements that focus on employees' empowerment, agreement, integration, skill development and team- orientation are crucial factors in effective organizational performance.

Elena-Iuliana and Maria (2016) discussed several definitions of organizational performance discussed in extant literature. The definition introduced by Matei in 2006 depicts performance in the public sector as the axis of three concepts: a) the implementation of an organization's orientations, b) focus on stakeholders' needs and expectations, and c) effective use of resources to attain preset goals. According to Profiroiu (2001), performance in the public organizations expresses the relationship between goals and means and results, so performance is the result of efficiency, effectiveness and proper financial process.

All of these definitions center on one common fixed idea: effective achievement of preset goals. An organization usually formulates its strategic plan, determines its strategic goals and the activities or tactics needed to achieve those goals, and then sets up performance measures or indicators to evaluate the achievement of those preset goals over the implementation plan phases. When determined objectives are met, it can be described as performance (Elena-Iuliana & Maria, 2016). Nazarian et al. (2017) confirmed that organizational performance is important for managers to measure the achievement of organization's strategic goals. The issue with performance measurement and the type of metrics or indicators emerges as one challenge that will be discussed hereafter.

2.2.2.3 Measurement of Organizational Performance

The development of the definition and research on organizational performance has been accompanied by persistent focus on the measurement of organizational performance and benefits of it. Jenatabadi (2015) stated that performance measurement received high

interest as more than 3500 articles were written between 1994 and 1996 and two books were written each month in USA alone on the domain. The scholar added that performance measurement is a tool that analyzes measures, reflects outcomes, and identifies the subsequent steps in the performance measurement process. It is regarded as a tool that not only looks at the past performance, but it also focuses on efficiency and effectiveness of future performance. Williams (2022) argued that organizational performance is the outcome of employees' collective performance. Benefits of performance measurement include supporting decision making, monitoring organizational progress, identifying the probable problems, improving human resources practices and communication and aligning strategies to the preset goals (Jenatabadi, 2015). However, most researchers still argued that performance measurement is a challenge (Boyne et al., 2006; Kazho & Atan, 2022).

Kaplan and Norton (1992) introduced the so-called "Balance Score Cards" which is described as one of the most accredited and well-known measure for performance. This tool is based on four elements to measure performance: financial perspective, customer perspective, internal business perspective and learning perspective. The financial perspective focuses on organizational concern about financial performance (income and return on investment). Customer perspective measures customers' loyalty and satisfaction. Business perspective is interested in production and operating statistics. The fourth element is organizational learning and growth which focuses on employee retention and business growth. Kaplan and Norton (1992) maintained that these elements are integrative as they reinforce one another, and that they help managers set goals, allocate resources, plan budgets and delineate rewards.

Luthans et al. (2021) opined that the measurement of performance suffers from contention about measures and criteria. Two of the most acceptable measures are: a) the quantity and quality of the accomplished work, and b) doing the work by satisfied and committed employees. Based on this argument, the measures for organizational performance can be quality and quantity of the job done, employee satisfaction, and employee commitment. However, Jenatabadi (2015) stated that there are four categories of performance measures that encompass a) financial measures such as return on investment, b) non-financial measures such as employee satisfaction, c) tangible measures such as quality, and d) intangible measures such as experience. Boyne et al. (2006) argued that researchers usually categorize performance measures into archival measures and perceptual measures. Archival measures focus on interior perceptions and experiences including administrative performance records and official performance measures, but these measures are criticized and almost eliminated as they hardly reflect public service quality accurately and almost neglect citizens' needs. Perceptual indicators focus on external and observable aspects such as stakeholders' assessments of performance. These measures are especially useful in citizen satisfaction and employee perceptions measurement, so they are widely employed. This categorization of performance indicators reflects the wide range of theorization around the topic and the intensive attempts to form consensus on performance measures. This accounts for the differences in performance measures employed across studies.

2.2.2.4 Dimensions of Organizational Performance

As mentioned earlier, Denison (1990) and Denison et al. (2000) revealed that organizations which hold strong beliefs and assumptions towards adoption of involvement

and consistency can have better levels of employee satisfaction and service quality. Also, organizations with high levels of involvement and adaptability improve their performance in innovation and customer satisfaction. High levels of adaptability and mission lead to growth, and high levels of mission and consistency result in efficiency and profitability.

Based on the dimensions of organizational performance as reflected in Denison's model, this study mainly focuses on non-financial measures of organizational performance due to the nature of public sector organizations. These measures include citizen or customer satisfaction, employee satisfaction, innovation and efficiency. These measures of organizational performance have been adopted in many prior studies in the context of public service (Afram et al., 2022; Alemu, 2020; Alshamari, 2017; Genc, 2017; Mihaiu et al., 2010; Nikpor, 2017; Saad & Abbas, 2018)

Citizen Satisfaction

The main mission of the public sector organizations is to produce value by providing high quality and easily accessible services to citizens that are necessary to their lives and transactions (Almihat et al., 2022; Genc, 2017). Unlike the private sector which often targets profitability, the public sector aspires to improve people's welfare and well-being by attaining economic and social gains (Florina, 2017; Mihaiu et al., 2010; Zahari & Kaliannan, 2023). Governments make their efforts to satisfy citizens by optimizing the delivery of services through engaged and skilled employees (Afram, 2022), enforcing transparency and accountability (Kazho, & Atan, 2022), automating services through e-government (Almihat et al., 2022), and continuously listening to citizens' voices and fulfilling their needs (Zhao, 2022). When citizens perceive the high quality of public services, their satisfaction with the services improves, and this positively impacts their trust

in the political system and governmental agencies of the state (Almihat et al., 2022; Xie et al., 2022). This leads to stronger social and political stability and economic growth. Citizen satisfaction is considered one of the dependable measures of governmental performance which entails that public organizations constantly focus on (Alemu, 2020; Almihat et al., 2022).

Employee Satisfaction

One of the intensively researched topics in human resources management (HRM) and organizational behavior is employee satisfaction and its impact on performance (Alemu, 2020; Alshamari, 2017; Cherian et al., 2021; Dessler, 2020; Luthans et al., 2021; O'Reilly et al., 1991; Park, 2020; Putra et al., 2023; Robbins & Judge, 2023). Employee satisfaction results from employee involvement (Denison et al., 2006), employee empowerment (Afram et al., 2022), cooperative and integrative teamwork environment (Kilcullen et al., 2023), employee capacity development (Haleem et al., 2023), consistent and healthy organizational culture that fosters coordination and integration (Cherian et al., 2021; Daft et al., 2020; Wang et al., 2021), agreement within employees (Denison, 2006), and core values that employees accept and embrace (Schein, 2017; Otwori, & Juma, 2017; Odero, 2023). However, Putra et al. (2023) identified 49 determinants of employee satisfaction in public sector organizations that encompass 13 determinants associated with leadership styles, and the rest are associated with HRM practices and employee traits, behaviors and attitudes. Park (2020) pointed out that it is very vital for managers to improve employee satisfaction to produce effective organizational performance in public services. Therefore, employee satisfaction is one of the most important organizational performance indicators (Alemu, 2020; Denison & Neale, 2000; Denison et al, 2006).

Innovation

Based on Denison's model, when an organizational culture involves its employees and believes that they can make a difference, and when it boosts listening to customers and adapts to changes, it promotes innovation as one of the antecedents of effective organizational performance (Denison & Neale, 2000). Innovation is a consequence of an adaptive organizational culture that focuses on customers, boosts continuous learning and creates change. According to Kahn (2018), innovation is threefold: an outcome, a process, and a mindset. The scholar argued that innovation is an outcome when it introduces a new service or product and when it internalizes new methods in marketing, process, business model and organizational performance. Innovation as a process focuses on the process of introducing the innovated product or service to customers or markets. Also, innovation is a mindset as it should be embraced organization-wide and be well-established in that organization's culture. Areas of innovation encompass cost reduction, product improvements, new products or services, new market penetration, new service delivery systems, simplified procedures, new management systems and policies, more comfortable work environment, new ideas on job relations and communication…etc. (Khan, 2018).

Innovation is a source for competitive advantage and success as it helps an organization be distinctive and superior to its competitors (Aboramadan et al., 2020). When innovation is instilled in members of an organization, it opens new opportunities to introduce innovative ideas, develop them, and offer them to customers (Khan, 2018). Innovation is very essential to organizational effectiveness and excellence and it is strongly related to organizational change and transformation (Aboramadan et al., 2020; Cherian et

al., 2021; Dessler, 2020). Thus, several studies adopted innovation as one important indicator of organizational performance (Nikpour, 2017).

Efficiency

Denison and Neale (2000) explained how an organization that pursues its mission and boosts consistency as two traits of organizational culture can achieve high efficiency. Mihaiu et al. (2010) maintained that performance measurement includes measuring efficiency in terms of the achieved results compared to the utilized resources. Efficiency is at its best when maximum results are obtained using certain resources or when results are obtained using the minimum resources. Therefore, efficiency is defined as the report between outputs and the inputs utilized to achieve them (Mihaiu et al., 2010). However, the process of determining and measuring resources (inputs) and results (outputs) has widely been described as difficult although the relationship between these variables is simple and clear (Elena-Iuliana et al, 2016; Mihaiu, et al., 2010).

Florina (2017) mentioned that efficiency and effectiveness are crucial indicators of good public governance that optimize the wise use and distribution of human, financial and material resources. The scholar explained that efficiency refers to the inputs-outputs relationship and quality whereas effectiveness refers to goals-results relationship and achievement. Therefore, achievement of preset goals and objectives indicates the level of efficiency and effectiveness of organizational performance (Genc, 2017; Nikpour, 2017). Efficiency in the public sector encompasses simplifying work procedures, eliminating bureaucracy, enforcing transparency and accountability, automation of services, boosting public-private partnership, and meeting organizational goals (Florina, 2017; Peterson et al., 2003).

2.2.3 Employee Engagement

2.2.3.1 Overview

A wide range of studies have explored employee engagement in different contexts and several relationships. Dessler's (2020) sixteen-edition book on *"Human Resource Management"* specified a subtitle in each chapter to address guidelines to improve employee engagement in different organizations. This important construct which is almost described as a motivational state was found to be necessary for organizations to attain high performance. This section discusses the meaning, dimensions, antecedents, consequences, measurement, and theoretical perspectives of this construct.

2.2.3.2 The Definition of Employee Engagement

The term of employee engagement is a new one in the organizational behavior domain as it was proposed for the first time in 1990 by Kahn (Akingbola et al., 2023). As the concept evolved, it has been intensively researched due to its vitality to organizations (Peters, 2019; Rich et al., 2010; Robbins & Judge, 2023) and increasing popularity (McShane & Von Glinow, 2018). Over the last three decades, different definitions of the term that exceeded 50 have been introduced with no consensus on one definition due to its complexity and different views of the construct as a job attitude or as motivational state (Akingbola et al., 2023; Imperatori, 2017; McShane et al, 2018; Peters, 2019; Robbins & Judge, 2023; Turner, 2020; Zahari & Kaliannan, 2023).

Extant literature shows that the term has different wordings. Commonly-used terms include work engagement (Bakker et al., 2014; Puspita et al., 2020; Zahari, & Kaliannan, 2023), job engagement (Rich et al., 2010), employee engagement (Akingbola, et al, 2023; McShane & Von Glinow, 2018; Peters, 2019; Saks, 2019; Singh et al., 2021; Sun &

Bunchapattanasakda, 2019; Turner, 2020), workforce engagement (Schneider et al., 2018) and people engagement (Imperatori, 2017). These terms almost have the same meaning and are commonly used interchangeably (Zahari & Kaliannan, 2023, Robbins & Judge, 2023). Researchers still agree that it is one's attachment to work and the desire to exert the maximum effort for the best of that work (Peters, 2019). However, this study will confine to the most common term "employee engagement".

Definitions of employee engagement were approached from different perspectives depending on their content and elements (Sun & Bunchapattanasakda, 2019). Kahn (1990) pioneered the introduction of "personal engagement" and defined it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 695). This definition shows that employee engagement is a multi-faceted construct that includes three constructs: physical, emotional and cognitive connection to work. Therefore, an engaged employee is one who expresses attachment to work physically, emotionally and cognitively.

Another perspective of the concept is reflected in the definition proposed by Schaufeli et al. (2002): "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). These three components are recognized as the most acceptable aspects that characterize employee engagement. Burnout-counter definitions demonstrate a third perspective by emphasizing the discrepancy between employee engagement and employee burnout. Maslach and Leiter (2008) argued that this difference surfaces in the contradiction of cynicism vs. involvement, exhaustion vs. energy, and inefficacy vs. efficacy. One example on burnout-counter

definitions of employee engagement comes from Maslach and Leiter as “an energetic state of involvement with personally fulfilling activities that enhance one’s sense of professional efficacy” (p. 498). Accordingly, energy, involvement, and efficacy depict employee engagement and serve as opposites to the three dimensions of burnout (Schaufeli et al., 2006; Maslach & Leiter, 2008).

Based on these definitions, prior research has widely identified employee engagement with three elements: vigor, dedication and absorption (Schaufeli et al., 2002; Schaufeli et al., 2006; Zahari & Kaliannan, 2023). These elements constitute focused, intense, persistent, and goal-oriented efforts (McShane & Von Glinow, 2018). However, relevant concepts that add more insights into understanding and conceptualizing employee engagement are discussed hereafter.

2.2.3.3 Theoretical Perspectives of Employee Engagement

Researchers have employed several theoretical frameworks to unshell the essence of employee engagement in terms of meaning, antecedents and consequences (Bakker et al., 2014; Jayasena et al., 2023; Saks, 2019; Sun & Bunchapattanasakda, 2019; Zahari & Kaliannan, 2023). The most popular and dominant theories used for this purpose encompass the Job Demands-Resources (JD-R) model and the Social Exchange theory (SET). Zahari and Kaliannan (2023) pointed out that a systematic literature review of 48 articles that investigated employee engagement public sector organizations showed 19 articles employed SET and 18 articles employed the JD-R model in the conceptualization and examination of the employee engagement association with other variables. This reflects the pivotal role of these theories in understanding and explaining employee engagement. Another important theory that is worth highlighting when exploring employee engagement

in the public sector is the Public Service Motivation theory (PSM). This theory has received excessive focus over the last few decades as a prominent concept (Homberg & Costello, 2019).

Job Demands–Resources (JD–R) Theory

This JD-R model is a theory that is frequently utilized in conceptualizing and understanding employee engagement within job resources and job demands as two work environment characteristics (Bakker et al., 2014; Schneider et al., 2018). Job resources are psychological, social, physical, or organizational resources that employees need to accomplish organizational goals, minimize job demands and their consequences, and foster self-development and growth (Bakker et al., 2014). Most important job resources comprise autonomy, rewards and recognition, promotion, role clarity, job security, participation, organizational support, performance feedback (Saks, 2019; Zahari & Kaliannan, 2023). All of these resources are controlled by the organization and strongly support employees and improve their engagement levels, and consequently their performance (Imperatori, 2017; Turner, 2020). The other job characteristic is job demands that refer to job requirements that entail employees' constant physical, cognitive or emotional effort and almost result in job burnout (Schneider et al., 2018; Sun & Bunchapattanasakda, 2019). Job demands include work pressure, machine complexities, emotional exhaustion, role conflict and ambiguity, organizational politics, and changes in tasks (Akingbola et al., 2023; Saks, 2019).

JD–R theory is about motivational and health-deteriorating processes (Turner, 2020). Therefore, job resources predict happiness, motivation, and employee engagement since they fulfill and satisfy employees' psychological needs through meaningfulness

(when employees feel their job has a meaning and value), safety (when employees feel free to act autonomously), and availability (when employees feel they own the resources necessary for their tasks) (Imperatori, 2017; Kahn, 1990). Conversely, job demands predict exhaustion and health complaints since they consume effort and drain energetic resources (Bakker et al., 2014; Saks, 2019). While job resources are drivers of employee engagement, job demands are drivers of job burnout and employee disengagement.

Social Exchange Theory

The Social Exchange theory (SET) was put forward by George Homans in 1958 and then was subsequently developed by three scholars: John Thibaut and Harold Kelley in 1959 and Peter Blau in 1964. Over the past decades, SET has been widely utilized in understanding job relations and behaviors including employee engagement (Jayasena et al., 2023). The main principle of this theory is that employees exchange benefits and favors and operate under the "give and take" system (Blau, 1964 as cited in Akingbola, 2023). Blau's explanation of this theory highlighted that utilitarianism and reciprocity of favors are two pillars of this theory, and so an employee behaves and performs tasks within the organization and expects that the organization will pay back for this behavior and performance (Jayasena et al., 2023).

While the economic aspect of the theory is reflected in the pay for performance reciprocity (Jayasena et al., 2023), Saks (2019) opined that SET is the basis for the JD-R model maintaining that employees determine their level of engagement in their job tasks depending on the job resources they get from their organizations. When employees perceive organizational support, trust and care, employees respond with high engagement. Therefore, it is a matter of weighing costs against benefits. Similar to Saks, Turner (2020)

noted that service employees show higher engagement in delivering services to citizens and customers when they sense the meaningfulness and availability of job resources. Therefore, the organization-employee reciprocity of benefits and values is the basis for SET.

Public Service Motivation Theory (PSM)

Homberg and Costello (2019) reviewed the key definitions of PSM and the debate around the concept. The scholars pointed out that one good definition of PSM comes from Vandenabeele (2008) as "the motivation to perform meaningful public service and to unselfishly defend the public interest." Another relatively similar definition comes from Hondeghem and Perry (2009) as "an individual's orientation to deliver services to people with the purpose of doing good for others and society." These two definitions highlight two constructs that public service employees tie themselves to: a) being motivated towards public service, and b) delivering meaningful services for the good of people.

Dimensions of PSM include commitment to the public interest, compassion, and self-sacrifice, and they are measured through five items which reflect employees' motivation towards public service. Prior empirical research findings reveal that PSM promotes high levels of employee engagement (Homberg & Costello, 2019). Zahari and Kaliannan (2023) noted that their 48-article review revealed that four articles identified PSM as a determinant of employee engagement in public organizations, and consistently affected it positively.

It is noteworthy that employee engagement is categorized as a content-based theory of motivation since it focuses on primary motives and differences in common motivation states among individuals (Robbins & Judge, 2023). In this sense, researchers conceptualized employee engagement as a state that motivates employees to deploy their

energy and emotions to perform their job tasks efficiently and effectively (Kahn, 1990; Maslach & Leiter, 2008).

2.2.3.4 Dimensions of Employee Engagement

As explained before, there have been various definitions of employee engagement that proposed various dimensions for the construct. Also, there have been several employee engagement measurement tools that were designed accordingly. For example, Kahn (1990) conceptualized personal engagement within three dimensions: physical, emotional and cognitive. Based on these dimensions, Rich et al. (2010) proposed the Job Engagement Scale (JES).

However, Schaufeli et al. (2002) proposed the definition of employee engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". This definition comprised three dimensions: vigor, dedication and absorption. The three dimensions are benchmarks that help organizations measure its employees' level of engagement, and facilitate the investigation of this construct relationship with other work outcomes and dynamics.

A brief definition and explanation of these dimensions follows.

Vigor

Schaufeli et al. (2002) stated that vigor reflects employees' high energy and mental resilience while performing job tasks and responsibilities. It also reflects employees' willingness to invest effort in these job tasks and responsibilities, and their persistence even when they encounter challenges and difficulties. This description indicates that vigor encompasses three constituents: a) high energy, b) mental resilience, c) willingness to deploy effort in tasks, and d) persistence in contingencies and difficult job conditions.

Another way to better understand vigor is visualizing it as the opposite of exhaustion as a burnout dimension (Maslach & Leiter, 2008; Schaufeli et al., 2006). Therefore, an engaged employee who has vigor needs to be energetic, resilient, willing to exert maximum effort, and persistent all the time.

Dedication

Dedication expresses an employee's feeling of enthusiasm, significance, inspiration, pride, challenge and strong involvement (Schaufeli et al., 2002; Schaufeli et al., 2006). These traits are essential for an employee to perform well. Dedication is the core of employee engagement and the word that exactly expresses the essence of this behavior (Akingbola et al., 2023). Bakker et al. (2014) noted that dedication is an opposite to cynicism which is one dimension of job burnout. An employee who burns out from work loses energy, enthusiasm and dedication to that work. When an organization has a culture of involvement in terms of commitment to empowering employees, developing their capacities, and encouraging teamwork, it can leverage its employees' sense of meaning, participation and responsibility (Denison, 1990; Denison & Mishra, 1995; Denison & Neale, 2000). These employee feelings can optimize dedication and engagement.

Absorption

Absorption means an employee is in a state of full concentration and happy immersion and engrossment in work, so that working hours pass quickly while that employee is fully preoccupied with job tasks (Bakker et al., 2014; Schaufeli et al., 2002; Schaufeli et al., 2006). Peters (2019) explained the state of "flow" in which an employee gets absorbed in activities and experiences happiness and control over these activities to the degree of detaching self from the time constraints or work pressures. This state signals to

employee engagement, and has a positive role in increasing work quality and quantity and the organizational performance in general.

2.2.3.5 Measurement of Employee Engagement

It took more than a decade after Kahn's pioneer introduction of the concept of engagement in 1990 until researchers started to examine its effects and consequences quantitatively (Schaufeli et al., 2002; Schneider et al., 2018). However, various instruments have been suggested and employed to measure the construct in harmony with the progress in employee engagement controversy (Rich et al., 2010; Schaufeli et al., 2002; Zahari & Kaliannan, 2023). Rich et al. (2010) claimed that most of the current engagement measurement tools are criticized for their poor validity and reliability to meet Kahn's (1990) proposition of physical, cognitive, and emotional aspects as engagement dimensions. Schneider et al. (2018) maintained that most reviews of measurement tools reveal that engagement dimensions are immensely correlated, and so they are scored as a single scale like in Utrecht Work Engagement Scale (UWES). This is only to show how researchers debated the issue which even escalated into differentiating between the nomenclatures of the term (i.e. employee engagement, job engagement, work engagement) and linking each term with a special measurement tool (Turner, 2020).

However, UWES which was introduced by Schaufeli et al. (2002) is known as a pervasively-used tool. Although Rich et al. (2010) maintained that this scale deviated from Kahn's conceptualization, Schneider et al. (2018) opined that quantitative research on engagement is an outcome of the (JD-R) model rather than an outcome of Kahn's conceptualization. This supports the rationale for the frequent adoption of UWES in quantitative research. Zahari and Kaliannan (2023) reviewed 48 articles on employee

engagement which were conducted in different countries and organizations, and noted that 41 articles used UWES as a measurement tool for its validity and reliability for academic research.

Schaufeli et al. (2002) introduced the 24-item UWES to measure employee engagement depending on the dimensions of vigor, dedication, and absorption. This questionnaire was tested and seven unsound items were detected and eliminated, thus an updated version of 17-item questionnaire was formulated. However, Schaufeli et al. (2006) reduced this new number of the UWES items into 9 items to make it easier for researchers to use it without exhausting or bothering respondents. Each employee engagement dimension is measured by three items.

Other measurement tools which are less commonly used include the (JES) which was proposed by Rich et al. (2010) to reflect Kahn's engagement dimensions, Gallup Q-12 Employee Engagement Survey which was introduced by Dr. George Gallup to assess engagement and retention (Akingbola et al., 2023; Turner, 2020), and many other online surveys (Peters, 2019; Schein, 2017).

Due to the advantages of UWES and wide popularity, this study uses UWES to measure employee engagement to achieve the purpose of the study.

2.2.3.6 Antecedents of Employee Engagement

Organizational behavior and HRM scholars have frequently addressed employee engagement antecedents to understand what drives this behavior or attitude (Akingbola et al., 2023; Imperatori, 2017; Jayasena et al., 2023; Kahn, 1990; Peters, 2019; Saks, 2019; Schneider et al., 2018; Zahari & Kaliannan, 2023). Some researchers divided antecedents of employee engagement into three categories which are related to employee, organization,

and leadership antecedents (Akingbola et al., 2023; Kahn, 1990; Sun & Bunchapattanasakda, 2019; Zahari & Kaliannan, 2023); others divided them into personal and organizational antecedents (Jayasena, et al., 2023) or individual and situational factors (Bakker et al., 2014). Regardless of the various nomenclatures and categorizations, researchers almost often discuss the same factors and antecedents that drive employee engagement.

Employee antecedents express individual factors related to an employee's emotional and cognitive states and job roles, and transactions with other team and organizational members. According to Akingbola et al. (2023), employee antecedents, for instance, include role and goal clarity, autonomy, teamwork experience, empowerment, career opportunities, rewards and recognition, and trust. Role and goal clarity helps employees exactly understand what is required from them in pursuing their organizational mission and even leverages their engagement when handling challenging work (Zahari & Kaliannan, 2023). Autonomy is necessary for employees to experience feelings of ownership, responsibility and access to resources and decision-making (Rich et al., 2010). Also, teamwork experience is another source for employee learning of shared values and common perceptions (Denison 1990; Denison & Neale, 2000). Career opportunities boost employees' investment of their emotional, cognitive and physical forces into job tasks (Kahn, 1990). Another antecedent is rewards and recognition as an expression of valuing achievement and good conduct (Jayasena et al., 2023). Trust in the workplace gives employees job security (Turner, 2020). Empowerment gives employees authority and control over their job tasks (Denison, 1990; Denison & Neale, 2000) and leverages employee engagement (Afram, et al., 2022; Denison et al, 2006).

All of these antecedents are factors that drive employee engagement and performance, and consequently organizational performance. It is noteworthy that some of these antecedents (e.g. empowerment and teamwork experience) are included in DOCS as cultural sub-dimensions. This substantiates the culture-engagement linkage.

Organizational antecedents encompass, for instance, organizational culture and shared values (Jayasena et al., 2023; Rich et al, 2010), organizational justice (Zahari & Kaliannan, 2023), and HRM practices (Imperatori, 2017; Jayasena, et al., 2023; Saks, 2022). Based on Denison's definition and four-trait model of organizational culture explained before, there is strong evidence that organizational culture drives employee engagement (Abdullahi et al., 2021; Denison et al., 2006; Puspita et al., 2020). Similarly, the influence of value congruence or shared values on employee engagement and performance was supported (Schein, 2017; Saks, 2019). Shared values are values, beliefs and perceptions that employees of an organization share and embrace collectively (McShane & Von Glinow, 2018). Organizations have become more aware of the vitality of shared values, so most of them assess new job candidates' cultural values to ensure the alignment of their own values with their prospective organization's values, mission and goals (Schein, 2017). Value congruence is a driver for employee satisfaction and engagement and crucial to organizational success (Imperatori, 2017; Peters, 2019; Puspita et al, 2020; Rich et al., 2010; Saks, 2019). Similarly, organizational justice which comprises three elements (procedural, distributive and interactional) was found to positively impact employee engagement (Akingbola et al., 2023; Imperatori, 2017). Also, it has been confirmed that HRM practices including job design, capacity building,

participation, employee health and safety, career path, employee well-being, and flexibility foster employee engagement (Saks, 2022).

Leadership antecedents also drive employee engagement (Abdullahi et al., 2021; Turner, 2020; Zahari & Kaliannan, 2023). Leaders' role in creating a motivational psychological and physical environment and developing and influencing their subordinates is crucial in boosting employee engagement and overall performance (Akingbola et al., 2023; Jayasena, et al., 2023; Peters, 2019). Transformational leadership which instills an inspiring vision within employees, represents role models for them, and encourages innovation inevitably has the power to leverage employee engagement (Peters, 2019).

Another leadership antecedent is communication which requires that leaders clearly and transparently communicate the organizational vision, core values, and policies to their employees (Akingbola et al., 2023; Jayasena, et al, 2023). According to Schein (2004, 2010, 2017), organization's founder's values and personality traits mould organizational culture, and leaders influence employees' mode of thinking and behaving. CEO's values and personality traits influence employees' attitudinal and behavioral outcomes as CEOs and founders of an organization may communicate and transfer their own life experience and values to their teams (O'Reilly et al., 2014; Pathiranage et al., 2020).

2.2.3.7 Consequences of Employee Engagement

Akingbola et al. (2023) distinguished between the benefits or consequences of employee engagement for employees and organizations of different sectors. However, differences are insignificant and are mainly attributed to sectoral differences in terms of functions and goals. The most significant benefits or consequences of employee engagement for employees and organizations are:

1. **Meaningfulness**. Engaged employees sense meaningfulness as they feel that their work has a meaning and value (Sun & Bunchapattanasakda, 2019). It is an important benefit that public sector employees get from their non-profit governmental organizations. Homberg and Costello (2019) argued that meaningfulness is the foundation for public service employees' feelings of meaningful job which further boosts commitment to their organizational mission.

2. **Job satisfaction**. Since public service employees show commitment to organizational mission and values, their satisfaction is positively correlated with their engagement level (Hasan et al., 2021; Singh et al., 2021; Zahari & Kaliannan, 2023).

3. **Well-being**. Engaged employees experience well-being in terms of job relations, positive emotions and organizational support and care, so they feel free to experiment in a caring and convenient workplace. Employee engagement helps employees perceive their job and organization positively and consequently helps alleviate job stress (Bakker et al., 2014; Saks, 2019).

4. **Productivity.** One of the most confirmed consequences of employee engagement is the high quality and quantity as two elements of productivity. Engaged employees dedicate their heart, head and hand to their work (Dessler, 2020; Singh et al., 2021; Turner, 2020).

5. **Intention to quit**. Employee engagement decreases employees' intention to leave their jobs (turnover intentions) (Saks, 2019).

6. **Innovative work behavior**. Engaged employees are highly responsive and adaptive to creating change in organizations and presenting innovative initiatives. Engaged employees deploy their energy to introduce innovative ideas that meet the ever-changing customers' and citizens' needs and expectations (Singh et al., 2021; Turner, 2020). Employees having

positive emotions and behaviors exhibit engagement and commitment, and hence permanent readiness to get involved in change and innovative behavior (Kahn, 2018).

7. **Organizational citizenship behavior, accidents, and safety**. Public service motivation entails that employees be ready to deliver services that satisfy people and improve their lives (Homberg & Costello, 2019). Employee engagement predicts organizational citizenship behavior by performing voluntary tasks and helping other members (Homberg & Costello, 2019; Saks, 2019). Similarly, employee engagement minimizes rate of accidents and promotes safety in the workplace (Bakker et al., 2014).

8. Customer Satisfaction. Customer satisfaction or citizen satisfaction is crucial to organizational performance. Organizations capitalize on their assets and resources to achieve customer satisfaction with their products and services, so employee engagement is crucial in attaining customer and citizen satisfaction (Bakker et al., 2014; McShane & Von Glinow, 2018).

2.3 Empirical Review

Researchers' focus on the culture-performance relationship grew in 1980s (Akpa et al., 2021; Ouchi & Wilkins, 1985). In 1990, Denison wrote his famous article: "Organizational culture and Corporate Effectiveness" maintaining that this relationship has not been examined empirically before. However, over the last three decades, empirical studies on the culture-performance relationship have grown sharply, and now a solid body of empirical research exists (Alemu, 2020; Alshamari, 2017; Genc, 2017; Obijiaku, 2019). According to Genc (2017), empirical studies that investigated the relationship between organizational culture and performance were originally conducted in USA and UK, and

later on they have become common worldwide. More variables, mediators and moderators have been studied in this relationship and in various contexts. One of these variables is employee engagement (Abdullahi et al., 2021; Jin & McDonald, 2017). This section presents some of the recent empirical studies that examined the relationship between organizational culture, organizational performance and employee engagement.

2.3.1 Organizational Culture and Organizational Performance

Alshamari (2017) conducted a study on the effect of organizational culture on organizational performance in the public health care centers in Qatar. The study used DOCS to measure organizational culture and non-financial measures to assess organizational performance. Results of the study revealed that there is a positive influence of organizational culture of the health care centers in Qatar on their performance.

Another study was conducted in public sector organizations and in an Arab country. Saad and Abbas (2018) assessed the impact of organizational culture on job performance in Saudi Arabia. The findings of the study indicated a positive relationship between the study variables. Elements of organizational culture assessed in the study are managing change, achieving goals, coordinating teamwork, customer orientation and cultural strength.

Alemu (2020) investigated the effect of organization culture on organization performance in Gondar city administration office in Ethiopia using DOCS to measure organizational culture. Findings demonstrate that organizational culture positively and significantly impact organizational performance and recommended that the office should

use cultural elements of involvement, adaptability and consistency to improve employee satisfaction and customer satisfaction.

Search showed that Aboramadan et al. (2020) conducted a study on the influence of organizational culture on the performance of the banking sector in Palestine. The study adapted DOCS to assess organizational culture. It revealed that organizational culture has a positive impact on banks' performance and recommended that managers of those banks need to enhance a positive organizational culture to improve innovation and performance.

Cherian et al. (2021) investigated the effect of organizational culture on attitudes, performance, productivity, and behavior of multi-nationality employees serving in two foreign exchange companies in the United Arab Emirates. These dimensions collectively constitute organizational performance. Results showed a strong impact of organizational culture on organizational performance.

Ghumiem et al. (2023) examined the role of organizational culture in organizational performance in energy sectors in Libya as a developing country. The study adopted DOCS for the survey purposes. It concluded that there is a significant positive role of organizational culture on organizational performance in Libyan energy sector.

2.3.2 Organizational Culture and Employee Engagement

Mohanty and P (2021) investigated the role of organizational culture on employee engagement and the role of employee trust, supervisor trust and organizational trust as mediators in this relationship in the context of three government-owned power companies in India. The study used OCAI to measure organizational culture and UWES to

measure employee engagement. Results indicated that organizational culture has a positive impact on employee engagement and that the mediating constructs partially mediate the relationship between organizational culture and employee engagement.

Putri et al. (2021) examined the impact of organizational culture on employee engagement and organizational citizenship behavior in a manufacturing company in Indonesia. The study found that there is a positive and significant effect of organizational culture on employee engagement. It also found that employee engagement has a positive and significant effect on organizational citizenship behavior.

Abduraimi et al. (2023) investigated the relationship between organizational culture and employee engagement (vigor, dedication and absorption) in educational institutions in the Republic of North Macedonia. The study used UWES to measure employee engagement. Results showed that organizational culture significantly influences employee engagement.

Dessie and Tensay (2023) examined how organizational culture impacts employee engagement and performance at Debark University in Ethiopia. The study used DOCS to measure organizational culture and UWES to measure employee engagement. The study found out that organizational culture directly affects employee engagement and performance. The study also revealed that employee engagement has direct impact on performance and that employee engagement partially mediates the relationship between organizational culture and performance.

2.3.3 Employee Engagement and Organizational Performance

Muller et al. (2018) studied the impact of employee engagement on organizational performance in private companies in South Africa. The study employed UWES to measure employee engagement and Balanced Score Cards which includes financial, customer, internal processes as well as learning and innovation dimensions to measure organizational performance. Results revealed that employee engagement positively and significantly influence the four measures of organizational performance.

The relationship between the two variables was also assessed in other different contexts. Ismail et al. (2019) assessed the association between employee engagement and job performance in firms in Lebanon. The study measured employee engagement by UWES which comprises three dimensions: vigor, dedication and absorption. Results of the study demonstrated that employee engagement has a significant positive impact on organizational performance.

Singh et al. (2021) conducted a study to identify the role of employee engagement in organizational performance of different public sector organizations in India. Employee engagement is measured by JES which comprises three elements: cognitive engagement, emotional engagement and physical engagement. Findings showed that employee engagement is positively correlated with innovation, productivity, interpersonal relationship, satisfaction and overall organizational performance.

Sungmala and Veramat (2022) investigated the role of employee engagement in organizational performance in multinational companies in Thailand. The study used UWES to measure the three dimensions of employee engagement (vigor, dedication and absorption). Employee engagement was found to positively influence employee

satisfaction, employee commitment and organizational citizenship behavior as dimensions of organizational performance.

2.4 Chapter Summary

This chapter reviewed the relationship between organizational culture and organizational performance theoretically and empirically. It reviewed the concept of organizational culture, subcultures, sources, characteristics, functions and strong vs. weak cultures and discussed these subjects to ensure a deeper understanding of the concept and its constituents. Discussion of widely-used models of organizational culture was introduced with special emphasis on DOCS as the model adopted for this study. Dimensions of organizational culture encompass involvement, consistency, adaptability and mission.

The chapter also displayed some of the definitions of organizational performance and the measurement instruments focusing on four non-financial measures for the purpose of the study. These dimensions include employee satisfaction, citizen satisfaction, innovation and efficiency. In addition, the concept of employee engagement, its dimensions, theories, measurement instruments, antecedents and consequences were presented and discussed. UWES as a widely-used survey is adopted for the measurement of employee engagement.

Empirical review of the relationship between the variables of the study was conducted with special emphasis on the most recent research. Dearth in empirical studies that examined the relationship between the variables of this study in public sector contexts was detected, and plenty of studies in the corporate or private sector was obvious. Some of the reviewed studies were either in corporate sector or in countries other than Palestine. Most studies investigated the direct relationship between organizational culture and

performance without investigating employee engagement as a mediator. However, reviewed studies in the public sector served as an important step in understanding the culture-performance linkage. Also, the impact of organizational culture on employee engagement and the impact of the latter on performance were also reviewed.

Empirical review revealed that there is a positive impact of organizational culture on employee engagement and organizational performance and also a positive impact of employee engagement on organizational performance. This laid the basis for the hypotheses of this study. The mediation of employee engagement in the relationship is seldom investigated and only one study by Abdullahi et al. (2021) was found on this role in the context of private universities in Malaysia. Therefore, this current study is unique as it investigates the relationship between the variables and the role of employee engagement as a mediator in the Palestinian public sector.

DOCS which is used in this study has been used in some of the reviewed studies. This is one of the similarities between this study and previous studies. However, this instrument is frequently used in private sector and western or non-Arab contexts. This makes the use of DOCS in this particular context and population of high significance.

Chapter Three

Methodology

3.1 Introduction

This chapter presents a detailed explanation of the method and procedures carried out for data collection and sampling, questionnaire design, reliability and validity testing, statistical approach, and research model to achieve the objectives of this study as determined in Chapter one.

3.2 Data Collection and Sampling

To lay the theoretical and empirical foundation for this quantitative study, data were collected through primary and secondary sources. While the collection of secondary data is helpful in the early research stages, the best methods to obtain primary data include interviewing people, observation, or administering questionnaires (Sekaran & Bougie, 2016). Collection of primary data in this study depended on the survey method by collecting data from respondents at MOT through questionnaire as a quantitative research tool. The study also collected demographic data. Research secondary data were collected depending on published books, related peer-reviewed articles, prominent journal database, online websites, master theses and doctoral dissertations. All secondary data references are listed in the list of references.

Quantitative design mainly deals with measurements and data that can be quantified. Data collection methods in quantitative research are personally-administered questionnaires, structured interviews, structured observation and content analysis of documents (Sekaran & Bougie, 2016). According to Blaikie and Priest (2019),

questionnaires boost objectivity as respondents can answer them without the researcher's interference in the process, so the questionnaire survey is the most widespread quantitative tool employed for data collection in social sciences.

The sample of the study was determined by defining the study population. Since the researcher is mainly interested in investigating the mediating role of employee engagement in the impact of organizational culture on organizational performance among MOT employees, the sample was only limited to employees working in MOT.

Based on detailed data obtained from the General Directorate of Administrative Affairs at MOT in November 2023, the number of MOT employees is (912). The study population characteristics in terms of gender and position were identified.

Thus, the number of questionnaires that should be distributed is (294) questionnaires. Robert Mason equation (Robert, 1989) was used to calculate the sample size as follows:

$$n = \frac{N}{\left[\left(S^2 \times (N-1)\right) \div pq\right] + 1}$$

N: Population size.
S: 1.96 /standard error=0.05
P: percentage of picking a choice expressed as decimal=0.5

3.3 Questionnaire Design

The questionnaire is an important quantitative data collection method for this research purpose. There are many advantages for the questionnaire as a primary data collection method. According to Blaikie and Priest (2019), using survey methods in

research has a number of advantages. One of these advantages is that it eases the investigation of associations between variables so as to understand conceptual interrelations. Also, it can be used in other contexts to come up with results that are comparable (Saunders et al., 2023). Another advantage is that it is an inexpensive, less time-consuming method compared to other methods such as observation and interview, and it helps collect a large amount of data for research purposes (Sekaran & Bougie, 2016).

The questionnaire of this study was built mainly to answer research questions. It is 5-Likert Scale and consists of four sections:

- Section A comprises questions on the respondents' demographic data that encompass: gender, age, education, working experience in MOT, position, providing service for citizens, and number of subordinates. Sekaran and Bougie (2016) noted that it is preferable to collect demographic data even if the conceptual model of the study does not include demographic variables. They are useful in data analysis as they describe the sample's characteristics.
- Section B comprises 36 statements that measure the level of the organizational culture (the independent variable) encompassing four dimensions (9 statements for each dimension). Questionnaire items for this section were derived from DOCS (Denison et al., 2006).
- Section C comprises 9 statements that measure the level of employee engagement (the mediating variable). Questionnaire items for this section were derived from Utrecht (Schaufeli et al., 2006).
- Section D comprises 8 statements that measure the level of organizational performance (dependent variable). Questionnaire items for this section were derived from different

studies (Alemu, 2020; Genc, 2017; Obijiaku, 2019) and they encompass dimensions that match the outcomes of dimensions of DOCS as explained in Chapter Two.

The researcher obtained written permission from the Minister of Transportation to conduct the study in MOT in an early time in 2023. Hence, two versions of Arabic and English questionnaires were prepared and sent to four experts to evaluate them and give feedback. The questionnaire was approved by all evaluators.

Adopting the self-administered questionnaire mode to collect data which is more preferable and advantageous over mail questionnaires and online and electronic questionnaires (Sekaran & Bougie, 2016), the researcher distributed 310 copies of the questionnaire to MOT employees using simple random sampling technique. Adams et al. (2014) stated that in this sampling technique, selections are made from a specified and defined population, each unit is selected with known probability, so that every unit in the population has an equal chance of being selected, and that the method of selection is specified, objective and replicable. Klimenku (2023) argues that this sampling technique is best when a study seeks to measure responses of a small population.

Employees were asked to tick the phrase that expresses their level of agreement or disagreement on a five-point Likert scale ranging from 5 = *strongly agree* to 1 = *strongly disagree*. The five-point Likert scale gives an opportunity to respondents to determine their attitudes of agreement or disagreement with each statement in the questionnaire (Cicenaite, 2012). 310 questionnaires were returned to the researcher. 16 questionnaires were eliminated due to inconsistent or incomplete answers. 294 questionnaires were analyzed.

The different dimensions were measured to ensure respondents' degree of convenience with the items as below:

1- Strongly disagree (SD)

2- Disagree (D)

3- Neutral (Ne)

4- Agree (A)

5- Strongly Agree (SA)

To assess the levels of responses in MOT, the study used a scale that is based on interval length=range/number of intervals, (5-1)/3=1.33. Results are expressed by this scale:

1 – less than 2.33	low
2.33 – less than 3.66	medium
3.66 – 5	high

3.4 Internal Validity and Reliability Statistics:

Saunders et al. (2023) explained that the validity and reliability of the collected data and achieved response rate are highly influenced by the design of questions, questionnaire structure, and pilot testing rigor. Hardy and Ford (2014) argued that respondents sometimes interpret a questionnaire falsely even if they understand it, and so construct validity can be threatened and study findings skewed. Therefore, a valid questionnaire safeguards accurate data that actually measure the concepts and dimensions that the study aims to measure. A reliable questionnaire shows that data are collected consistently.

Klimenku (2023) defined internal validity as the degree of confidence in the cause-effect relationship. To check internal validity and reliability of the instrument, exploratory data analysis was necessary. According to Saunders et al. (2023), the pilot test aims to

refine the questionnaire so that respondents will have no difficulties in answering the questions and also to help a researcher assess questions' validity and data reliability. Therefore, preliminary analysis through the pilot test helps ensure that questionnaire questions are answered as required.

Based on this, a pilot test was used within a sample of (23) questionnaires distributed to MOT employees. Also, dimension analysis to verify the internal validity of the questionnaire was carried out and it was evaluated by a number of external evaluators for readability, clarity, and comprehensiveness.

3.5 Dimension analysis

Factor analysis which is used to minimize the number of components and reduce the number of related variables to a more controllable number has two approaches: exploratory and confirmatory. Exploratory factor analysis aims to collect data in the early stages of research to explore the interrelationships among a set of variables while confirmatory factor analysis follows in research process and mainly aims to test or confirm hypotheses and theories related to those set of variables. Kaiser-Meyer-Olkin (KMO) is used to check the sampling adequacy depending on the correlation between all variables that should be between 0 and 1 (Pallant, 2020).

Field (2005) set that KMO values 0.5-0.7 are *moderate*, 0.7-0.8 are *good*, 0.8- 0.9 are *great* and above 0.9 are *excellent*. In this study, the KMO equals 0.914 which represents an excellent value. Table 3.1, shows the Bartlett's test result, the identity of the correlation matrix, the spherical significance should be statistically significant in $P < 0.05$. In this research, the P value equals 0.000. Thus, the dimension analysis is convenient.

Table 3.1
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.914
Bartlett's Test of Sphericity	Approx. Chi-Square	5019.103
	Df	561
	Sig.	0.000

Source: SPSS outcome.

The eigenvalue rule or the Kaiser's criterion is technique that is commonly used to determine the number of underlying factors after they are extracted. A factor eigenvalue represents the amount of the total variance explained by that factor. This rule sets that only factors with an eigenvalue of 1.0 or above are retained for further investigation (Pallant, 2020). Therefore, 6 dimensions should be retained for further investigation. Not all (53) components can be retained. Table 3.2 shows that dimension 1 has the highest score with (14.47) which means that this dimension represents the highest variance and explains (27.30%) of the total variance. Therefore, 6 components with the eigenvalue above than (1) with a percent of (79.20%) of the variance represent the dependent variable. This means that these 6 dimensions should be retained for rotation.

Table 3.2

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.47	27.30	27.30	14.47	27.30	27.30
2	8.51	16.06	43.36	8.51	16.06	43.36
3	6.05	11.41	54.77	6.05	11.41	54.77
4	4.95	9.34	64.11	4.95	9.34	64.11
5	4.32	8.15	72.25	4.32	8.15	72.25
6	3.68	6.95	79.20	3.68	6.95	79.20

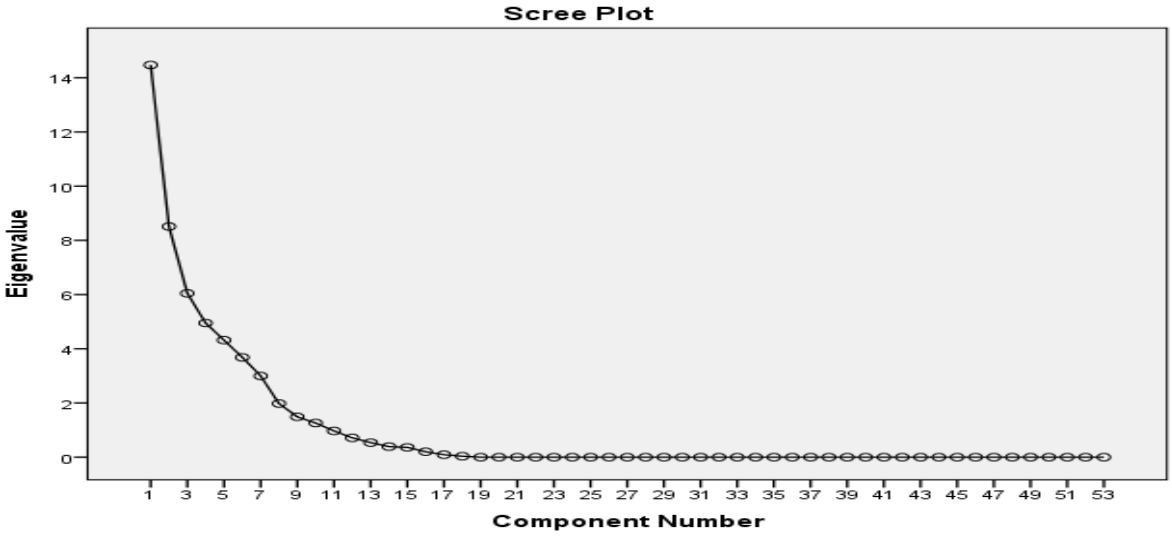
Extraction Method: Principal Component Analysis.

Source: SPSS outcome.

To better assess and select the appropriate number of dimensions, the Scree Plot is useful. Figure 3.1 demonstrates that from dimension number 6, the line gets straight.

Figure 3.1

Scree Plot of Combined data



Source: SPSS outcome

This indicates that each consecutive dimension is the calculation of smaller quantities of the total variance. It should be noted that the researcher runs dimension analysis for 6 dimensions. The results of factor analyses for 6 dimensions give clear solutions generated by SPSS, 28. Since factors number is now delineated, they are to be 'rotated' to assist in interpreting them. Rotation changes nothing but makes it easier to interpret loadings. It is used to decrease variables having high loads on every dimension (Pallant, 2020). Table 3.3 demonstrates variable loadings and which dimensions they belong to.

Table 3.3

Rotated Component Matrix and Reliability Statistics

Variable	Dimension	1	2	3	4	5	6	Cronbach's Alpha
Organizational culture	Involvement	0.53						0.72
		0.57						
		0.64						
		0.75						
		0.72						
		0.64						
		0.56						
		0.85						
		0.78						
	Consistency		0.75					0.74
			0.94					
			0.66					
			0.80					
			0.65					
			0.72					
			0.81					
			0.52					
			0.55					
	Adaptability			0.76				0.78

				0.56				
				0.62				
				0.47				
				0.49				
				0.78				
				0.78				
				0.89				
				0.56				
	Mission				0.42			0.81
					0.80			
					0.92			
					0.84			
					0.74			
					0.45			
					0.82			
					0.69			
					0.80			
Employee engagement						0.72		0.82
						0.87		
						0.86		
						0.64		
						0.63		
						0.59		
						0.61		
						0.69		
						0.45		
Organizational performance							0.74	0.75
							0.47	
							0.86	
							0.73	
							0.70	
							0.56	
							0.68	
							0.69	
The overall of Cronbach's Alpha								**0.90**

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Source: SPSS outcome.

Oblimin with Kaiser Normalization rotation method show the 6 dimensions with 53 statements and the most important statements in each variable. As showed in table 3.3, the 53 statements in the study instrument were loaded on the 6 dimensions. Loading was found to be greater than 0.40 which is valid and means every item is related to the dimension (Guadagnoli & Velicer, 1988).

While reliability refers to consistent measurement across time and items of the questionnaire and free of error and bias, Cronbach Alpha, a statistical tool developed by Lee Cronbach in 1951, helps achieve the purpose mentioned before. It is expressed with numerical value located between 0 and 1. When the score of alpha is above 0.7, the questionnaire is considered reliable and vice versa (Sekaran & Bougie, 2016).

According to Table 3.3, it is evident that each dimension has a high value of Cronbach's alpha, which is located between (0.72-0.82), and the overall Cronbach's alpha is 0.90 which is more than the 0.70 level. This reflects the high reliability of high internal consistency.

3.6 Statistical approach

The Statistical Package for Social Sciences (SPSS 28) and SMARTPLS4 were used. SPSS was used for the following purposes:

1. Analysis of the primary collected data.
2. Analysis of frequencies, percentages, means and standard deviations.

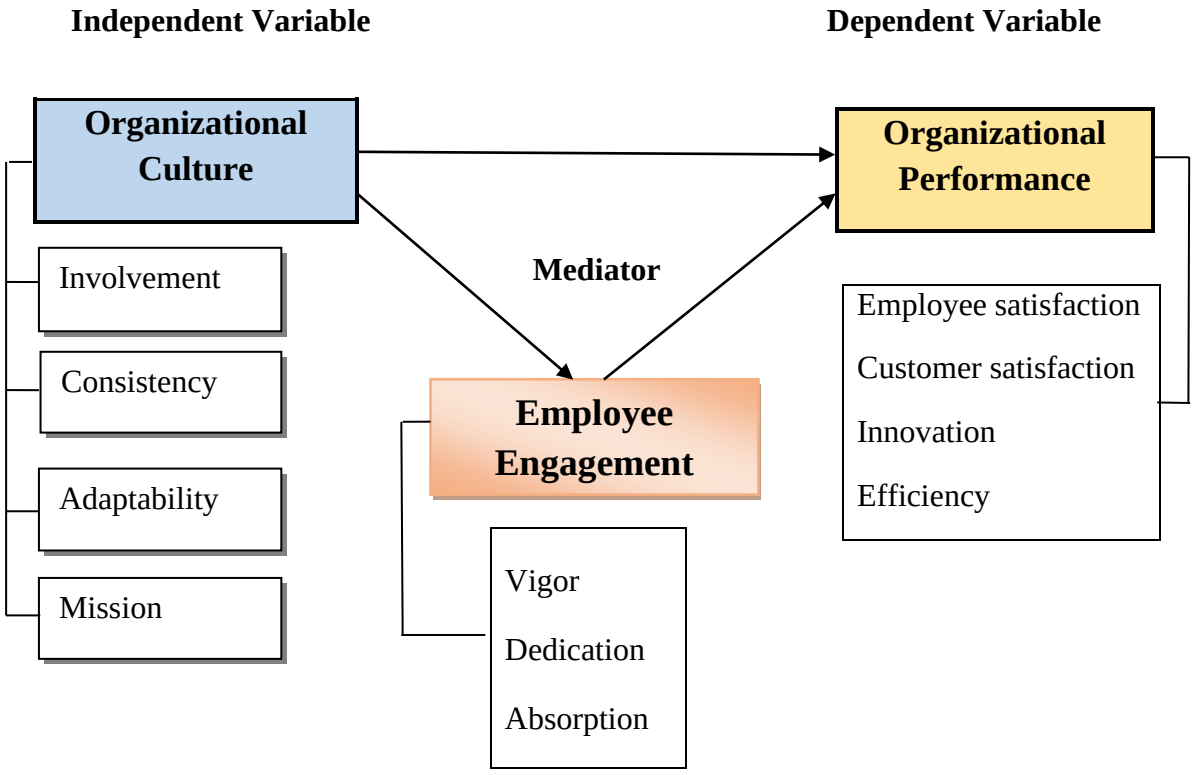
In addition, SMARTPLS4 (path analysis) was used to investigate relationship between the study variables.

3.7 Research model:

Based on the literature review and the hypothesized relationship between the variables of the study, and based on the objectives, questions and hypotheses presented in Chapter One, the following conceptual model explicates this relationship:

Figure 3.2

Conceptual model of the study



Source: self

3.8 Chapter Summary:

This chapter identified the methodological approach selected for this study. It presented an explanation of the questionnaire design and sampling as well as data collection procedures. It also discussed reliability and internal validity, dimension analysis, statistical approach, and research model to achieve the objectives of this study.

Chapter Four

Data Analysis and Results

4.1 Introduction:

In this chapter, (SPSS, 28) and SMARTPLS4 are employed to answer the research questions and test the research hypotheses. This chapter presents demographic analysis of the study population, and provides descriptive analysis. It also tests the role of employee engagement as a mediator in the impact of organizational culture on organizational performance in MOT by using path analysis and bootstrapping in SMARTPLS4.

4.2 Demographic Analysis

MOT, as a governmental organization, is obliged to abide by the Civil Service Law of 1998 and amendments in 2005, and other relevant laws in employment procedures. Therefore, it has employees from different geographical regions, genders and religions. It also takes into consideration the various job requirements in recruitment and selection, so MOT has employees with different educational qualifications. The Civil Service Law categorized employees into seven categories: the special category (ministers or alike), the top category (deputy minister, general managers), the first category (managers), the second category (specialists in medicine, law, engineering, management, finance, education/ Bachelor degree holders), the third category (technicians, secretarial jobs, clerks/ Diploma holders), the fourth category (craftsmen, drivers, maintenance workers/ less than Diploma) and the fifth category (guards, janitors…etc./ with less than general secondary certificate). Therefore, it is very important to collect data from MOT employees that represent these variations. According to Saunders et al. (2023), demographic variables encompass data that

respondents disclose quickly and almost accurately. These data are used to explore the differences in attitudes and opinions, and behaviors and to ensure that they represent the study population. Demographic variables in this study include age, gender, education, working experience, position, providing services to citizens and number of subordinates.

Table 4.1

Demographic characteristics of respondents (n=294)

Variable	Level	Count	Percentage%
Gender	Male	197	67%
	Female	97	33%
Age	Less than 25 years	21	7%
	Between 25-35 years	89	30%
	Between 36-45 years	94	32%
	More than 45 years	90	31%
Education level	Less than diploma	52	18%
	Diploma	32	11%
	Bachelor degree	190	65%
	Master or PhD	20	7%
Working experience in MOT	Less than 5 years	52	18%
	Between 5-10 years	65	22%
	Between 11-20 years	87	30%
	More than 20 years	90	31%
Position	Employee	159	54%
	Division head	54	18%
	Manager	60	20%
	G.M/ A.D.M	21	7%
Providing direct services to citizens	Yes	188	64%
	No	106	36%
Number of Subordinates	None	198	67%
	Less than 5	46	16%
	5 or more	50	17%

Source: SPSS outcome.

Table 4.1 shows demographic profile of the respondents which can be summarized as follows:

- Gender: the highest percentage of respondents is male employees (67%) while female employees constitute (33%) of respondents. The original number of male employees at MOT is 569 and the original number of female employees is 343. The percentages of respondents according to gender are logical and appropriate.
- Educational level: the education level of the respondents is bachelor's degree (65%) which is the highest percentage, (29%) diploma or less, (7%) master or Ph.D. level.
- Working experience in MOT: respondents with more than 20 years of experience are the highest percentage which is (31%), while those between 11-20 years constitute (30%). Respondents having less than 5 year experience is the lowest (18%).
- Position: the majority of the sample are employees constituting (54%) of the respondents, followed by managers (20%) while the lowest percentage was G.M/A.D.M (7%) responses.
- Providing direct services to citizens: the highest percentage of respondents provides direct services to citizens (64%) while (36%) of the respondents do not provide direct services to citizens.
- Number of subordinates: the majority of the respondents have no subordinates (67%) while (16%) of the respondents have less than 5 subordinates.

4.3 Descriptive statistics

This analysis is conducted to describe the collected data to facilitate explaining it. Descriptive statistics enables a researcher to describe and compare the data collected on a variable numerically (Saunders et al., 2023). In addition, results of this analysis display mean and standard deviation of questionnaire statements to determine the mean level of

each statement from respondents' viewpoint. It also displays the central tendency of the responses obtained from mean results and the spread of a group of observations via the standard deviation results. This means that low standard deviation tells that most respondents are unified in terms of opinion and attitude towards a questionnaire statement while high standard deviation tells that respondents have different opinions about a statement (Cicenaite et al., 2012).

The 5-point Likert scale is used. 5 = *strongly agree* and 1 = *strongly disagree*.

Knowing that the first question of the study is about the levels of organizational culture, employee engagement and organizational performance in MOT, the study will find out these levels as shown in Table 4.2.

Calculation of means and standard deviations helps answer that question and hence delineate the level of organizational culture dimensions (Involvement, consistency, adaptability, Mission) in MOT.

Table 4.2

Descriptive statistics of the organizational culture dimensions in MOT

Dimensions/Statements	Mean	Standard Deviation	Level
Decisions are usually made at the level where the best information is available.	2.33	0.79	Medium
Information is widely shared so that everyone can get the information he or she needs when it's needed.	2.17	0.47	Low
Business planning is ongoing and involves everyone in the process to some degree.	2.60	0.71	Medium
Cooperation across different parts of the organization is actively encouraged	2.51	0.78	Medium
People work like they are part of a team	2.25	0.69	Low
Work is organized so that each person can see the relationship between his or her job and the goals of	2.10	0.52	Low

Dimensions/Statements	Mean	Standard Deviation	Level
Authority is delegated so that people can act on their own	3.39	0.90	Medium
The "bench strength" (capability of people) is constantly improving.	3.68	0.69	High
There is continuous investment in the skills of employees.	2.15	0.50	Low
Involvement	**2.58**	**0.37**	**Medium**
People from different parts of the organization share a common perspective	2.71	0.81	Medium
It is easy to coordinate projects across different parts of the organization	2.34	0.47	Medium
There is good alignment of goals across levels	2.12	0.41	Low
When disagreements occur, we work hard to achieve "win-win" solutions.	2.70	0.52	Medium
It is easy to reach consensus, even on difficult issues.	2.12	0.50	Low
There is a clear agreement about the right way and the wrong way to do things.	2.50	0.68	Medium
The leaders and managers "practice what they preach."	1.81	1.01	Low
There is a clear and consistent set of values that governs the way we do business.	2.64	0.77	Medium
When people ignore core values, they are held accountable.	2.39	0.55	Medium
Consistency	**2.37**	**0.38**	**Medium**
We view failure as an opportunity for learning and improvement.	2.60	0.75	Medium
Innovation and risk taking are encouraged and rewarded.	2.59	0.65	Medium
Learning is an important objective in our day-to-day work.	2.62	0.93	Medium
Customer comments and recommendations often lead to changes	3.61	0.61	Medium
Customer input directly influences our decisions	3.42	0.68	Medium
All members have a deep understanding of customer wants and needs	3.44	0.84	Medium

Dimensions/Statements	Mean	Standard Deviation	Level
The way things are done is very flexible and easy to change	3.59	0.72	Medium
New and improved ways to do work are continually adopted.	3.56	0.72	Medium
Different parts of the organization often cooperate to create change.	2.64	0.77	Medium
Adaptability	**3.12**	**0.33**	**Medium**
There is a long-term purpose and direction.	2.80	0.86	Medium
There is a clear strategy for the future	2.22	0.54	Low
There is a clear mission that gives meaning and direction to our work.	2.38	0.74	Medium
There is widespread agreement about goals.	2.35	0.54	Medium
Leaders set goals that are ambitious, but realistic	2.32	0.53	Low
We continuously track our progress against our stated goals	2.28	0.71	Low
We have a shared vision of what the organization will be like in the future	2.99	0.77	Medium
Our vision creates excitement and motivation for our employees.	2.33	0.59	Medium
We are able to meet short-term demands without compromising our long-term vision.	3.38	0.85	Medium
Mission	**2.56**	**0.30**	**Medium**
Total average of organizational culture	**2.66**	**0.25**	**Medium**

Based on Table 4.2, it is obvious that the total average of organizational culture of all four dimensions in MOT represents the level of medium with (2.66). The dimensions that represent medium level are located between Consistency (2.37) and Adaptability (3.12).

Another construct that the first question included is organizational performance in MOT. Calculation of means and standard deviations helps answer that question, and hence

delineate the level of organizational performance in MOT. Table 4.3 demonstrates the level of organizational performance.

Table 4.3

Descriptive statistics shows the level of organizational performance in MOT

Number	Statements	Mean	Standard Deviation	Level
1	MOT attends to employee satisfaction	2.57	0.56	Medium
2	MOT attends to citizen satisfaction	3.24	0.92	Medium
3	MOT provides high quality services & outputs	2.42	0.71	Medium
4	MOT encourages innovative work behavior	2.81	0.73	Medium
5	MOT achieves its preset goals effectively	2.31	0.63	Low
6	MOT uses technology and automation in its services and operations	3.80	0.53	High
7	MOT enhances resource utilization	2.55	0.70	Medium
8	MOT is committed to integrity, fairness and transparency in its operations	1.71	0.73	Low
Total average of organizational performance		2.68	0.33	Medium

Source: SPSS outcome.

Table 4.3 represents the descriptive statistics of organizational performance in MOT. The statement ‘MOT uses technology and automation in its services and operations’ has the highest mean score with (3.80) and a high level, while the statement ‘MOT is committed to integrity, fairness and transparency in its operations’ has the lowest mean score with (1.71) and a low level.

The third construct included in the first question of the study is on employee engagement in MOT. Calculation of means and standard deviations helps answer that question and hence delineate the level of employee engagement among MOT employees.

Table 4.4

Descriptive statistics shows the level of employee engagement in MOT

Number	Statements	Mean	Standard Deviation	Level
1	At my work, I feel bursting with energy	2.55	0.67	Medium
2	At my job, I feel strong and vigorous	2.41	0.74	Medium
3	When I get up in the morning, I feel like going to work	2.28	0.67	Low
4	I am enthusiastic about my job	2.66	0.78	Medium
5	My job inspires me	2.70	0.76	Medium
6	I am proud of the work that I do	2.73	1.02	Medium
7	I get carried away when I am working	2.55	0.97	Medium
8	I feel happy when I am working intensely	2.47	0.80	Medium
9	I am immersed in my work	2.78	0.73	Medium
Total average of employee engagement		**2.57**	**0.55**	**Medium**

Source: SPSS outcome.

Table 4.4 represents the descriptive statistics of employee engagement among MOT employees. The statement ‘I am immersed in my work’ has the highest mean score (2.73) and a medium level while the statement ‘When I get up in the morning, I feel like going to work’ has the lowest mean score (2.28) and a low level.

4.4 Hypotheses Testing

Parametric or nonparametric hypotheses testing can be decided relying on Normality test. The purpose of the Normality test is to determine whether the distribution of the data is normal or not. If the distribution is found to be normal, many tests are performed. However, if the distribution is found to be not normal, the test is considered invalid (Pallant, 2020).

Kolmogorov-Smirnov test is used to check the normality test. Table 4.5 displays the result:

Table 4.5

Kolmogorov-Smirnov test for normality

Test	Test value	Significance	Result
Kolmogorov-Smirnov	1.21	0.12	Accept

This is based on the assumption that data are distributed normally. Taking into account the significance value=0.12> 0.05, the hypothesis is accepted. This means that parametric tests should be used (Ghasemi & Zahediasl, 2012).

To validate measures and test the hypotheses using SMART-PLS 4, it is necessary to make an assessment of a) the measurement model, so tests of convergent validity and discriminant validity are required, and b) the structural model test, so the coefficient of determination (R^2) is employed.

4.4.1 Assessment of the Measurement Model

The assessment of the measurement model or outer model deals with the measurement of latent variables of the PLS-SEM path modeling. It is conducted to ensure the quality criteria before proceeding to the structural model assessment.

4.4.1.1 Convergent validity refers to the high correlation between the scores of different scales used to measure the same construct (Saunders et al., 2023). It involves two tests that will be introduced hereafter.

Average Variance Extracted (AVE) Test

According to Hair et al. (2019), this kind of test expresses the squared loadings average of construct-related indicators. It implies the degree to which a construct explains

the variance of its indicators. The accepted value of AVE is supposed to be 0.50 and above. This means that the construct explains 50% of the construct's indicators variance.

Table 4.6 demonstrates that the AVE for seven constructs is above the minimum level of the accepted value (0.5). This shows that AVE confirmed convergent validity for organizational culture (0.55), organizational performance (0.85), and employee engagement (0.51).

Table 4.6

Results of the average variance extracted (AVE)

Dimensions	**Average variance extracted (AVE)**
Organizational culture	0.57
Consistency	0.53
Adaptability	0.61
Mission	0.69
Involvement	0.63
Organizational performance	0.64
Employee engagement	0.52

4.4.1.2 Discriminant Validity is established when two variables are theoretically depicted as uncorrelated while the scores of empirically measuring them prove that they are so (Sekaran & Bougie, 2016). This means that each variable of the study is distinct from other variables, and so there is no correlation or overlap exists between the study variables.

Fornell and Larcker Criterion

Ab Hamid et al. (2017) stated that this is the most widely-used test for discriminant validity that compares the square root of the AVE with the constructs' correlation in the

model. Each construct has an AVE's square root that is supposed not to exceed other constructs' correlations in the model.

Table 4.7 demonstrates that the results of Fornell and Larcker test confirm the discriminant validity of the model variables.

Table 4.7

Discriminant validity check Using Latent Variables Correlations

Dimension	Adaptability	Consistency	Employee engagement	Involvement	Mission	Organizational culture	Organizational performance
Adaptability	0.58						
Consistency	0.41	0.63					
Employee engagement	0.54	0.72	0.84				
Involvement	0.57	0.66	0.82	0.91			
Mission	0.51	0.75	0.63	0.61	0.82		
Organizational culture	0.63	0.53	0.87	0.98	0.87	0.94	
Organizational performance	0.66	0.87	0.92	0.94	0.74	0.56	0.95

Heterotrait-Monotrait (HTMT) Ratio of Correlation

According to Ab Hamid et al. (2017), the accepted value of HTMT is supposed to be either less than 0.85 or 0.90. A lack of discriminant validity can be detected in case this accepted value is above this maximum.

Table 4.8 shows that there is discriminant validity since all values of HTMT are more than 0 and less than (0.90).

Table 4.8

Heterotrait-Monotrait Ratio of Correlations (HTMT)

Dimension	Adaptability	Consistency	Employee engagement	Involvement	Mission	Organizational culture
Consistency	0.57					
Employee engagement	0.44	0.62				
Involvement	0.59	0.61	0.75			
Mission	0.59	0.66	0.49	0.80		
Organizational culture	0.74	0.84	0.66	0.87	0.82	
Organizational performance	0.68	0.84	0.81	0.85	0.74	0.82

4.4.2 Assessment of Structural Model

The structural model describes the relationship among the latent variables.

4.4.2.1 Coefficient of Determination (R^2 Value)

To get an idea of how much variance the study variables share, the coefficient of determination is calculated and the r value is squared (Pallant, 2020). Therefore, the coefficient of determination is mainly used to assess the strength of a relationship between one independent variable and one dependent (Saunders et al., 2023).

The accepted value of coefficient R^2 can be *substantial* (0.67), *medium* (0.33) or *weak* (0.19) (Henseler et al., 2009). These values measure the proportion of the variation in the dependent variable that can be explained statistically by the independent variable. This means that if all the variation in the dependent variable can be explained by the

independent variable, the coefficient of determination will equal 1 and so on. Table 4.9 shows the results of coefficient of determination R^2 analysis.

Table 4.9

Results of coefficient of determination R^2 analysis

Dimensions	**Coefficient of determination R^2**
Organizational performance	0.94
Employee engagement	0.71

Table 4.9 shows that the coefficient of determination R^2 of organizational performance is substantial as it is (0.94), This means that 94% of the variation in organizational performance can be explained by the independent variable, organizational culture. Also, the R^2 of employee engagement is (0.71) which means that 71% of the variation in employee engagement can be explained by the organizational culture.

4.4.2.2 Path Analysis using (SMARTPLS4)

H1: Organizational culture has an impact on organizational performance in MOT.

To test the above hypothesis, the path coefficient results are calculated and presented in Table 4.10.

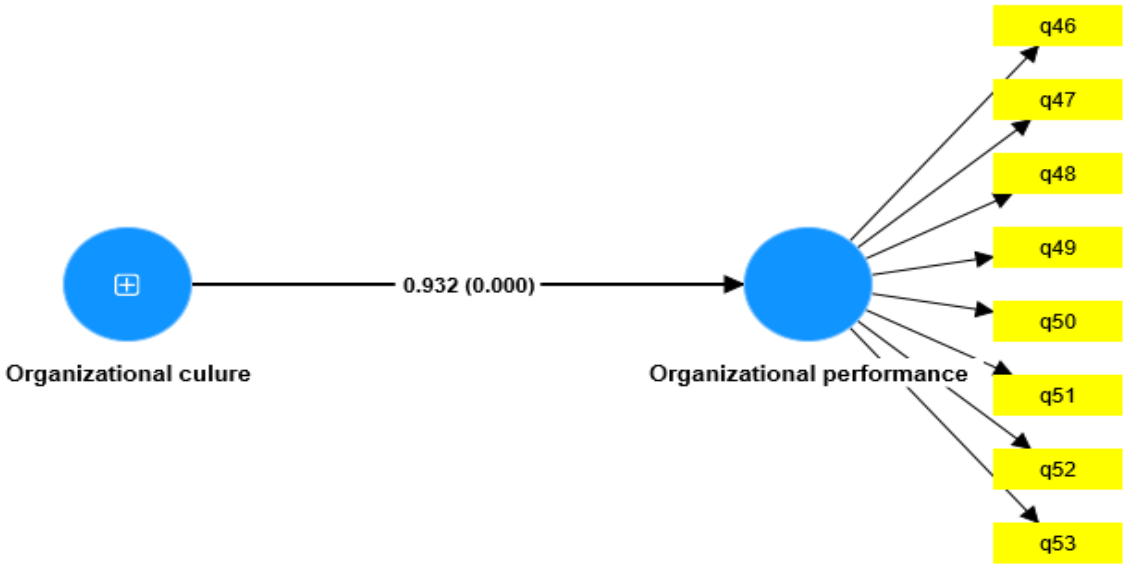
Table 4.10

Path coefficient result shows the impact of organizational culture on organizational performance

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Organizational culture -> Organizational performance	0.932	0.917	0.095	10.084	0.000

Figure 4.1

Model fit estimation shows the impact of organizational culture on organizational performance



Depending on (P-value=0.000) which is less than 0.05**,** and (T statistics=10.084) which is above 1.96, the hypothesis is accepted. This means that organizational culture has an impact on organizational performance in MOT with a positive path coefficient that equals (0.932). This implies that if organizational culture is strengthened, organizational performance of MOT will improve significantly.

This main hypothesis has sub-hypotheses as explained below.

H1.a: Involvement has an impact on organizational performance in MOT.

H1.b: Consistency has an impact on organizational performance.

H1.c: Adaptability has an impact on organizational performance in MOT.

H1.d: Mission has an impact on organizational performance in MOT.

To test the above hypotheses, the path coefficient results are represented in the following table.

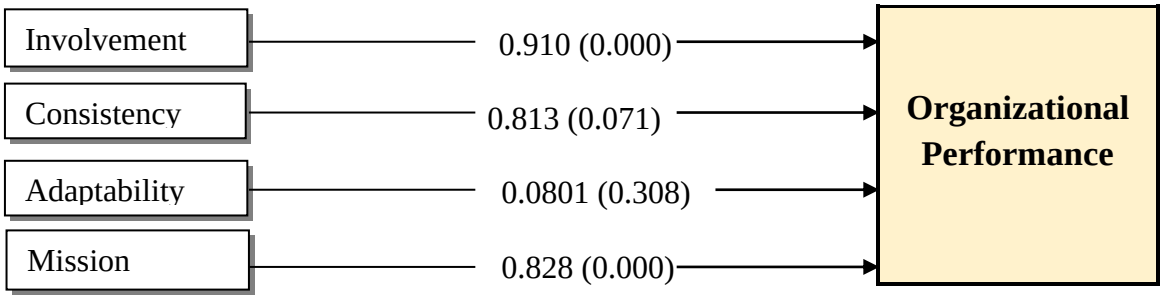
Table 4.11

Path coefficient results show the impact of organizational culture dimensions on organizational performance

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Involvement -> Organizational performance	0.910	0.891	0.057	16.619	0.000
consistency -> Organizational performance	0.813	0.696	0.074	1.804	0.071
Adaptability -> Organizational performance	0.801	0.257	0.825	1.019	0.308
Mission -> Organizational performance	0.828	0.827	0.089	6.156	0.000

Figure 4.2

The impact of organizational culture dimensions on organizational performance



Depending on (P-value=0.000) which is less than 0.05**,** and (T statistics=16.619) which is above 1.96, the **(H1.a)** hypothesis is accepted. This means that involvement has a positive impact on organizational performance in MOT with a positive path coefficient that equals (0.910). This implies that if involvement is strongly practiced, organizational performance in MOT improves significantly.

The coefficient results of the (**H1.b**) hypothesis show that the (P-value=0.071) which is above 0.05**,** and (T statistics=1.804) is less than 1.96. So, the hypothesis is rejected. This means that consistency has no significant positive impact on organizational performance in MOT with a positive path coefficient that equals (0.813).

Testing the (**H1.c**) hypothesis shows that the (P-value=0.308) is greater than (0.05) and (T statistics=1.019) is less than 1.96. So, the hypothesis is rejected. This means that adaptability has no significant positive impact on organizational performance in MOT with a positive path coefficient that equals (0.801).

As the (P-value=0.000) is less than 0.05**,** and (T statistics=6.156) is above 1.96, the **(H1.d)** hypothesis is accepted. This means mission has a positive impact on organizational performance in MOT with a positive path coefficient that equals (0.828). This implies that if mission is widely recognized and embraced, the organizational performance in MOT improves.

H2: Organizational culture has an impact on employee engagement in MOT.

To test the above hypothesis, the path coefficient results are calculated below.

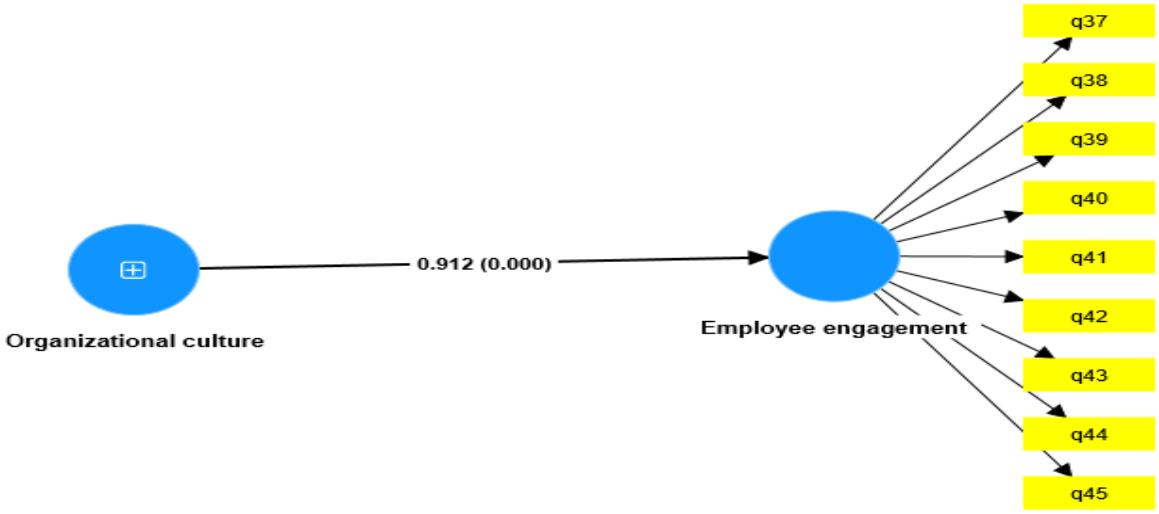
Table 4.12

Path coefficient result shows the impact of organizational culture on employee engagement

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Organizational culture -> Employee engagement	0.912	0.888	0.224	4.068	0.000

Figure 4.3

Model fit estimation shows the impact of organizational culture on employee engagement



Knowing that (P-value=0.000) is less than 0.05**,** and (T statistics=4.068) is above 1.96, the hypothesis is accepted. This means that organizational culture has a significant positive impact on employee engagement with a positive path coefficient that equals (0.912). This implies that if the organizational culture is strengthened and more pervasively embraced, this boosts employee engagement in MOT and elevates it to higher levels.

This hypothesis has sub-hypotheses:

H2.a: Involvement has an impact on employee engagement in MOT.

H2.b: Consistency has an impact on employee engagement in MOT.

H2.c: Adaptability has an impact on employee engagement in MOT.

H2.d: Mission has an impact on employee engagement among the employees working in MOT.

To test the above hypotheses, the path coefficient results are calculated and are represented in Table 4.13.

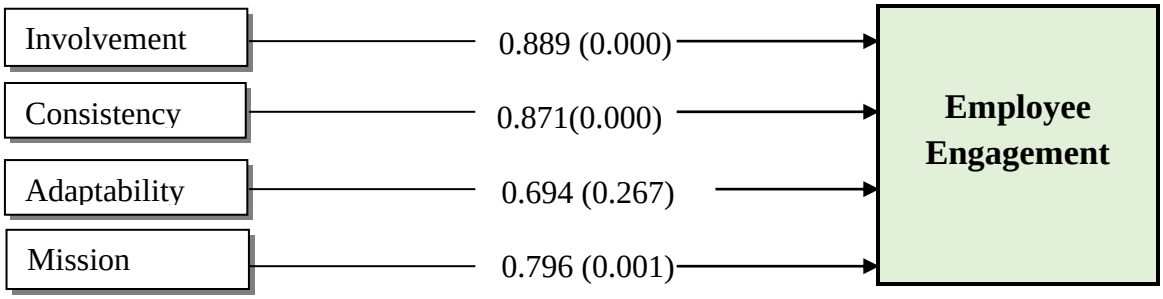
Table 4.13

Path coefficient result shows the impact of organizational culture dimensions on employee engagement

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Involvement -> Employee engagement	0.889	0.858	0.229	3.877	0.000
Consistency -> Employee engagement	0.871	0.863	0.102	7.060	0.000
Adaptability -> Employee engagement	0.694	0.366	0.625	1.111	0.267
Mission -> Employee engagement	0.796	0.791	0.250	3.183	0.001

Figure 4.4

The impact of organizational culture dimensions on employee engagement



Since (P-value=0.000) is less than 0.05**,** and (T statistics=3.877) is more than 1.96, the **(H2.a)** hypothesis is accepted. This means that involvement has a significant positive impact on employee engagement in MOT with a positive path coefficient that equals

(0.889). This implies that if involvement is adopted and enhanced, employee engagement among MOT employees increases significantly.

Testing the **(H2.b)** hypothesis shows that (P-value=0.000) is less than 0.05**,** and (T statistics=7.060) is higher than 1.96. Therefore, the hypothesis is accepted. This means that consistency has a significant positive impact on employee engagement in MOT with a positive path coefficient that equals (0.871). This implies that if consistency is higher in MOT, employee engagement increases within employees significantly.

(P-value=0.267) is higher than 0.05**,** and (T statistics=1.111) is less than 1.96 in the third sub-hypothesis which is **(H2.c).** So, this hypothesis is rejected. Rejection of this hypothesis means that adaptability has no significant positive impact on employee engagement among MOT employees with a positive path coefficient that equals (0.694).

Results of the **(H2.d)** hypothesis testing shows that (P-value=0.001) is less than 0.05**,** and (T statistics=3.183) is above 1.96. Thus, the hypothesis is accepted. This means mission has a significant positive impact on employee engagement in MOT with a positive path coefficient that equals (0.796). This result implies that if mission is instilled in employees and given due attention, employee engagement attains higher levels within MOT employees.

H3: Employee engagement has an impact on organizational performance in MOT.

The path coefficient results are calculated to test the above hypothesis and are represented hereafter.

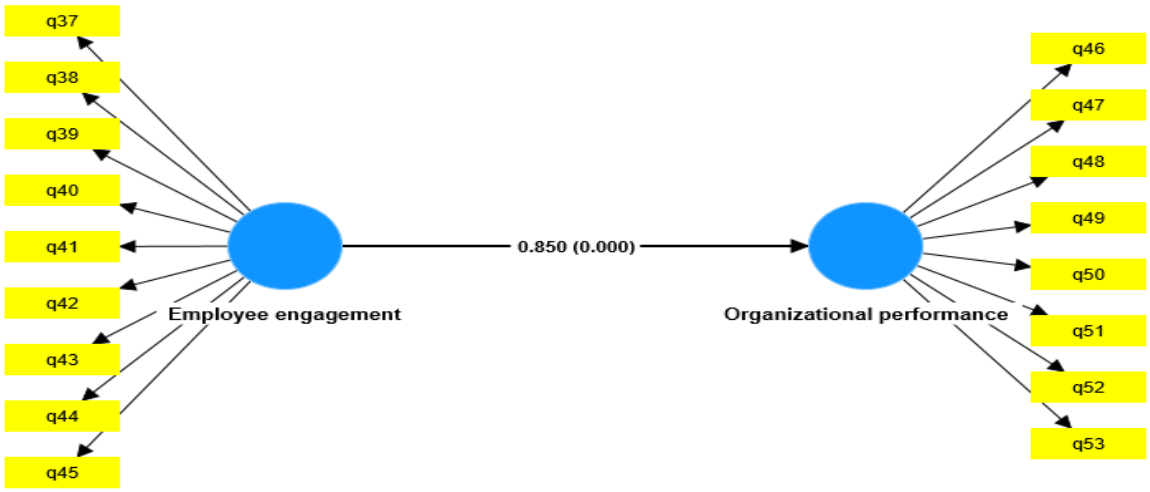
Table 4.14

Path coefficient result shows the impact of employee engagement on organizational performance

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Employee engagement -> Organizational performance	0.850	0.836	0.165	5.784	0.000

Figure 4.5

Model fit estimation shows impact of employee engagement on organizational performance



Since (P-value=0.000) is less than 0.05**,** and (T statistics=5.784) is above 1.96, the hypothesis is accepted. Therefore, employee engagement has a significant positive impact on organizational performance in MOT with a positive path coefficient equals (0.850). This implies that if employee engagement increases, organizational performance of MOT improves significantly.

H4: Employee engagement mediates the impact of organizational culture on organizational performance in MOT.

To test the above hypothesis, the path coefficient results are calculated and presented below.

First: Direct effect

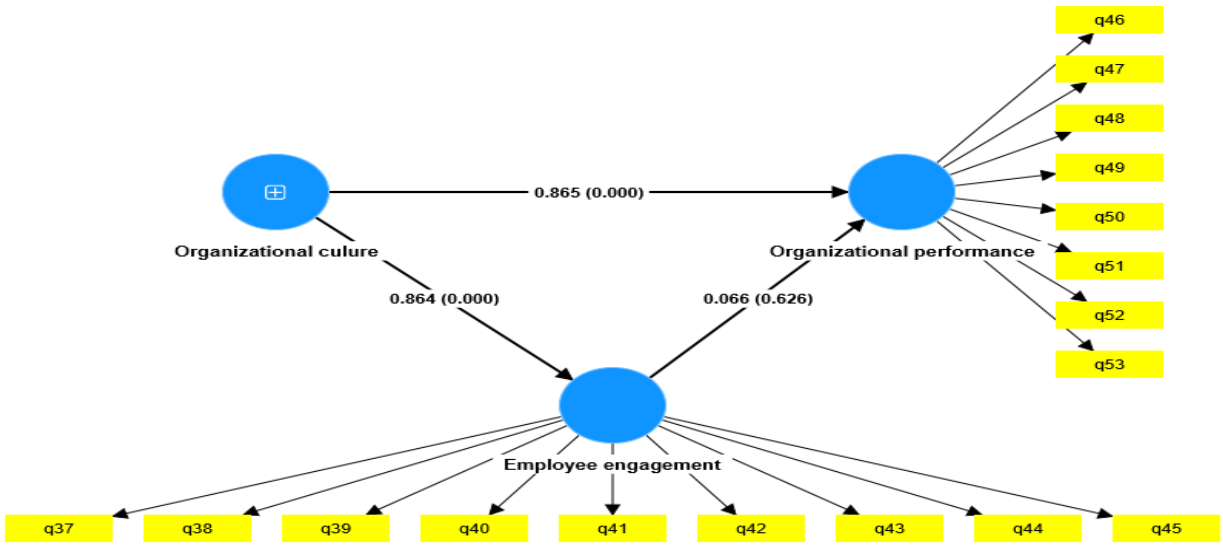
Table 4.15

Direct path coefficient results show employee engagement mediates the relationship between organizational culture and organizational performance

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational culture -> Employee engagement	0.864	0.852	0.102	8.489	0.000
Organizational culture -> Organizational performance	0.865	0.848	0.219	3.943	0.000
Employee engagement -> Organizational performance	0.066	0.045	0.136	0.487	0.626

Figure 4.6

Model fit estimation using the bootstrapping procedure



Based on Table 4.15 and Figure 4.6, a sub-hypothesis is derived from (H4) and tested.

H4.a: Organizational culture has an impact on employee engagement in MOT.

(P value=0.000) is less than 0.05, and (T statistics=8.489) is above 1.96, so the hypothesis is accepted. This means that organizational culture has a significant positive impact on employee engagement in MOT with a positive path coefficient that equals (0.864). This implies that if the organizational culture is strong, employee engagement attains higher levels significantly among MOT employees.

H4.b: Organizational culture has an impact on organizational performance in MOT.

Since (P-value=0.000) is less than 0.05, and (T statistics=3.943) is more than 1.96, the hypothesis accepted. Therefore, organizational culture has a significant positive impact on organizational performance in MOT with a positive path coefficient that equals (0.865). This means that if the organizational culture becomes more positive and more effective in adopting its four traits, the organizational performance of MOT improves significantly.

H4.c: Employee engagement has an impact on organizational performance in MOT.

Depending on (P-value=0.626) which is above 0.05, and (T statistics=0.487) which is less than 1.96, the hypothesis is rejected. This means that employee engagement has no significant positive impact on organizational performance in MOT with a positive path coefficient that equals (0.066).

Second: Indirect effect

Table 4.16

Indirect path coefficient results

Hypothesis test	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational culture -> Employee engagement -> Organizational performance	0.057	0.039	0.118	0.484	0.628

Knowing that (P-value=0.628) is greater than 0.05, and (T statistics=0.484) is less than 1.96, the hypothesis is rejected. Employee engagement has no mediating role between organizational culture and organizational performance in MOT with a positive path coefficient that equals (0.057).

H5: There are statistically significant differences at the level of (α<=0.05) due to the variables of gender, age, education level, working experience in MOT, position, providing direct services to citizens, and number of subordinates in the mediating role of employee engagement in the relationship between organizational culture and organizational performance.

To test this hypothesis, the following sub-hypotheses need to be tested:

H5.a: There are statistically significant differences at the level of (α<=0.05) due to the mediating role of employee engagement with respect to gender.

To test the significance of this hypothesis, mean scores of the mediating role of employee engagement distributed by gender are presented.

Table 4.17

Significant differences means for independent variables among the participants according to gender

Dimensions	Gender	N	Mean	Std. Deviation	T Value	P Value
Organizational culture	Male	197	2.657	0.245	0.038	0.970
	Female	97	2.656	0.248		
Organizational performance	Male	197	2.676	0.331	-0.004	0.997
	Female	97	2.677	0.335		
Employee engagement	Male	197	2.575	0.552	0.221	0.825
	Female	97	2.560	0.558		

Based on these results, the hypothesis is rejected.

H5.b: There are statistically significant mean differences at the level of ($\alpha<=0.05$) due to the mediating role of employee engagement with respect to age.

To test the significance of this hypothesis, mean scores of the mediating role of employee engagement distributed by age are presented.

Table 4.18

Means and standard deviations of the level of the mediating role of employee engagement with respect to age

Dimensions	**level**	**N**	**Mean**	**Std. Deviation**
Organizational culture	Less than 25 years	21	2.62	0.18
	Between 25-35 years	89	2.69	0.31
	Between 36-45 years	94	2.63	0.19
	More than 45 years	90	2.66	0.23
Organizational performance	Less than 25 years	21	2.60	0.18
	Between 25-35 years	89	2.72	0.45
	Between 36-45 years	94	2.64	0.19
	More than 45 years	90	2.70	0.34
Employee engagement	Less than 25 years	21	2.51	0.45
	Between 25-35 years	89	2.61	0.67
	Between 36-45 years	94	2.54	0.49
	More than 45 years	90	2.58	0.51

(One Way ANOVA) is utilized to calculate the significant mean difference due to the mediating role of employee engagement distributed by age.

Table 4.19

Significant means differences for independent samples among participants according to age

Dimensions	Source of variation	Sum of Squares	d.f	Mean Square	F	Sig.(P)
Organizational culture	Between Groups	0.22	3	0.08	1.24	0.29
	Within Groups	17.45	290	0.06		
	Total	17.67	293			
Organizational performance	Between Groups	0.47	3	0.16	1.43	0.24
	Within Groups	31.86	290	0.11		
	Total	32.33	293			
Employee engagement	Between Groups	0.28	3	0.09	0.30	0.83
	Within Groups	89.28	290	0.31		
	Total	89.55	293			

Based on these results, the hypothesis is rejected.

H5.c: There are statistically significant mean differences at the level of ($\alpha<=0.05$) due to the mediating role of employee engagement with respect to education level.

To test the significance of this hypothesis, mean scores of mediating role of employee engagement distributed by education level are presented.

Table 4.20

Means and standard deviations of the level of the mediating role of employee engagement with respect to education level

Dimensions	level	N	Mean	Std. Deviation
Organizational culture	Less than diploma	52	2.64	0.21
	Diploma	32	2.67	0.28
	Bachelor degree	190	2.66	0.26
	Master or PhD	20	2.66	0.18
Organizational performance	Less than diploma	52	2.68	0.28
	Diploma	32	2.71	0.34
	Bachelor degree	190	2.68	0.36
	Master or PhD	20	2.63	0.16
Employee engagement	Less than diploma	52	2.56	0.47
	Diploma	32	2.67	0.63
	Bachelor degree	190	2.56	0.57
	Master or PhD	20	2.50	0.46

(One Way ANOVA) is used to find out the significant mean difference due to the mediating role of employee engagement with respect to education level.

Table 4.21

Significant differences means for independent samples among the participants according to education level

Dimensions	Source of variation	Sum of Squares	d.f	Mean Square	F	Sig.(P)
Organizational culture	Between Groups	0.03	3	0.01	0.19	0.91
	Within Groups	17.64	290	0.06		
	Total	17.67	293			
Organizational performance	Between Groups	0.09	3	0.03	0.26	0.86
	Within Groups	32.25	290	0.11		
	Total	32.33	293			
Employee engagement	Between Groups	0.44	3	0.15	0.47	0.70
	Within Groups	89.12	290	0.31		
	Total	89.55	293			

Based on these results, the hypothesis is rejected.

H5.d: There are statistically significant mean differences at the level of (α<=0.05) due to the mediating role of employee engagement distributed by working experience in MOT.

To test the significance of this hypothesis, mean scores of the mediating role of employee engagement distributed by working experience in MOT are presented and demonstrated in Table 4.22.

Table 4.22

Means and standard deviations of the level of the mediating role of employee engagement distributed by working experience in MOT

Dimensions	level	N	Mean	Std. Deviation
Organizational culture	Less than 5 years	52	2.69	0.31
	Between 5-10 years	65	2.67	0.27
	Between 11-20 years	87	2.63	0.20
	More than 20 years	90	2.66	0.23
Organizational performance	Less than 5 years	52	2.70	0.42
	Between 5-10 years	65	2.68	0.39
	Between 11-20 years	87	2.65	0.19
	More than 20 years	90	2.68	0.34
Employee engagement	Less than 5 years	52	2.62	0.68
	Between 5-10 years	65	2.56	0.58
	Between 11-20 years	87	2.55	0.51
	More than 20 years	90	2.57	0.51

To find out the significant mean differences due to the mediating role of employee engagement distributed by working experience in MOT, (One Way ANOVA) is utilized.

Table 4.23

Significant differences means for independent samples among the participants according to working experience in MOT

Dimensions	Source of variation	Sum of Squares	d.f	Mean Square	F	Sig.(P)
Organizational culture	Between Groups	0.12	3	0.04	0.66	0.58
	Within Groups	17.55	290	0.06		
	Total	17.67	293			
Organizational performance	Between Groups	0.13	3	0.04	0.38	0.77
	Within Groups	32.20	290	0.11		
	Total	32.33	293			
Employee engagement	Between Groups	0.16	3	0.06	0.18	0.91
	Within Groups	89.39	290	0.31		
	Total	89.55	293			

Based on these results, the hypothesis is rejected.

H5.e: There are statistically significant differences at the level of ($\alpha<=0.05$) due to the mediating role of employee engagement distributed by position.

Mean scores of the mediating role of employee engagement distributed by position are presented to test the hypothesis significance.

Table 4.24

Means and standard deviations of the level of the mediating role of employee engagement distributed by position

Dimensions	level	N	Mean	Std. Deviation
Organizational culture	Employee	159	2.66	0.25
	Division head	54	2.65	0.25
	Manager	60	2.67	0.27
	G.M/ A.D.M	21	2.64	0.07
Organizational performance	Employee	159	2.68	0.34
	Division head	54	2.69	0.35
	Manager	60	2.69	0.35
	G.M/ A.D.M	21	2.60	0.15
Employee engagement	Employee	159	2.57	0.56
	Division head	54	2.54	0.55
	Manager	60	2.61	0.62
	G.M/ A.D.M	21	2.54	0.23

To find out the significant mean difference due to the mediating role of employee engagement distributed by position, (One Way ANOVA) is used.

Table 4.25

Significant differences means for independent samples among the participants according to position

Dimensions	Source of variation	Sum of Squares	d.f	Mean Square	F	Sig.(P)
Organizational culture	Between Groups	0.02	3	0.01	0.10	0.96
	Within Groups	17.66	290	0.06		
	Total	17.67	293			
Organizational performance	Between Groups	0.17	3	0.06	0.50	0.68
	Within Groups	32.17	290	0.11		
	Total	32.33	293			
Employee engagement	Between Groups	0.19	3	0.06	0.21	0.89
	Within Groups	89.36	290	0.31		
	Total	89.55	293			

Based on these results, the hypothesis is rejected.

H5.f: There are statistically significant mean differences at the level of ($\alpha<=0.05$) due to of the mediating role of employee engagement distributed by providing direct services to citizens.

The significant differences means for independent samples is used to test this hypothesis.

Table 4.26

Significant differences means for independent variables among the participants according to providing direct services to citizens

Dimensions	providing direct services to citizens	N	Mean	Std. Deviation	T Value	P Value
Organizational culture	Yes	188	2.66	0.26	0.30	0.77
	No	106	2.65	0.22		
Organizational performance	Yes	188	2.69	0.35	0.94	0.35
	No	106	2.65	0.29		
Employee engagement	Yes	188	2.58	0.57	0.39	0.70
	No	106	2.55	0.52		

Based on these results, the hypothesis is rejected.

H5.g: There are statistically significant differences at the level of ($\alpha<=0.05$) due to the mediating role of employee engagement distributed by number of subordinates.

Mean scores of the mediating role of employee engagement distributed by number of subordinates is used to test the significance of this hypothesis.

Table 4.27

Means and standard deviations of the level of the mediating role of employee engagement distributed by number of subordinates

Dimensions	**Level**	**N**	**Mean**	**Std. Deviation**
Organizational culture	None	198	2.65	0.25
	Less than 5	46	2.67	0.27
	5 or more	50	2.66	0.23
Organizational performance	None	198	2.67	0.33
	Less than 5	46	2.70	0.39
	5 or more	50	2.66	0.29
Employee engagement	None	198	2.54	0.55
	Less than 5	46	2.66	0.58
	5 or more	50	2.62	0.53

To find out the significant mean differences due to the moderating role of employee engagement distributed by number of subordinates. (One Way ANOVA) is utilized.

Table 4.28

Significant differences means for independent samples among the participants according to number of subordinates

Dimensions	**Source of Variation**	**Sum of Squares**	**d.f**	**Mean Square**	**F**	**Sig.(P)**
Organizational culture	Between Groups	0.01	2	0.01	0.08	0.92
	Within Groups	17.66	291	0.06		
	Total	17.67	293			
Organizational performance	Between Groups	0.05	2	0.03	0.24	0.79
	Within Groups	32.28	291	0.11		
	Total	32.33	293			
Employee engagement	Between Groups	0.72	2	0.36	1.18	0.31
	Within Groups	88.83	291	0.31		
	Total	89.55	293			

Based on these results, the hypothesis is rejected.

Table 4.29

Summary of hypotheses testing results

Hypothesis	Hypothesis	Result
H1	Organizational culture has an impact on organizational performance in MOT	Supported
H1.a	Involvement has an impact on organizational performance in MOT	Supported
H1.b	Consistency has an impact on organizational performance in MOT	Not supported
H1.c	Adaptability has an impact on organizational performance in MOT	Not supported
H1.d	Mission has an impact on organizational performance in MOT	Supported
H2	Organizational culture has an impact on employee engagement in MOT	Supported
H2.a	Involvement has an impact on employee engagement in MOT	Supported
H2.b	Consistency has an impact on employee engagement in MOT	Supported
H2.c	Adaptability has an impact on employee engagement in MOT	Not supported
H2.d	Mission has an impact on employee engagement in MOT	Supported
H3	Employee engagement has an impact on organizational performance in MOT	Supported
H4	Employee engagement mediates the impact of organizational culture on organizational performance in MOT	Not Supported
H5	There are statistically significant differences due to the variables of gender, age, education level, working experience in MOT, position, providing direct services to citizens, and number of subordinates in the mediating role of employee engagement in the relationship between organizational culture and organizational performance.	Not supported

Chapter Five

Discussion and Conclusion

5.1 Introduction

The purpose of this study is to investigate the impact of organizational culture on organizational performance and the mediation role of employee engagement in MOT in Palestine. In addition to the literature review to collect secondary data on the constructs of the study, the study tool was based on a survey of MOT employees to collect primary data that reflect MOT employees' responses towards organizational culture dimensions. These responses represent MOT employees' opinions about management practices and behaviors that base on underlying assumptions, beliefs and values and enforce the four traits of organizational culture as identified in DOCS. This chapter introduces a holistic discussion of the study results and assesses their theoretical and practical implications. It also outlines recommendations, exposes limitations and makes suggestions for future research.

5.2 Discussion of Results

Study results are discussed from the viewpoint of the literature review in Chapter Two and the results of the primary data analysis in Chapter Three and Four.

Results of the theoretical and empirical review as discussed comprehensively in Chapter two can be summarized in the following highlights:

1. Organizational culture is a core component of the organization's internal environment and is reflected in the interaction between employees in that organization and their relation

to it. An organization's culture is derived from employees' shared values and beliefs and its policies and practices which base on these values and beliefs.

2. Organizational culture is important for organizational success and effectiveness.

3. A strong organizational culture boosts organizational trust, identity, ethical behavior and positive attitudes among its members and this leverages organizational performance. A strong organizational culture involves and empowers employees, and develops their capacities. It also encourages teamwork, attends to consistency, adapts to changes, and instills its mission and vision in its employees. A weak organizational culture does the opposite.

4. Employee engagement, whether considered an attitude or a behavior, is vital for organizations to achieve success and effectiveness. Several studies have substantiated a solid and frequent result that employee engagement positively affects performance on the individual and organizational levels.

5. Organizational culture is an antecedent of employee engagement and it can leverage it. In case an organization's culture adopts such policies as employee empowerment, capacity development, and teamwork, and in case that organization ensures alignment of its values and goals with those of its employees, it will increase its employees' positive attitudes and behaviors including employee engagement, in particular.

6. Employee engagement plays a mediating role in the relationship between organizational culture and organizational performance as shown in some studies that are different from this study in regard to study population and context.

The study also introduced results of the primary data analysis. These results and their implications are discussed hereafter.

As the first step was to determine the extent to which the study dimensions are adopted in MOT, it was necessary to identify the level of organizational culture, employee engagement and organizational performance in MOT to answer the first research question. The study found that the level of each of the four dimensions of organizational culture as identified in DOCS (Involvement, Consistency, Adaptability and Mission) is medium in MOT. So, the total average of organizational culture as shown in Table 4.2 is medium. Also, the total average of organizational performance Table 4.3 and employee engagement (Table 4.4) are medium in MOT.

According to DOCS, Involvement encompasses three sub-dimensions (empowerment, team orientation and capacity development). The lowest mean in the sub-dimension of team orientation is related to the statement “Work is organized so that each person can see the relationship between his or her job and the goals of the organization,” and the statement “People work like they are part of a team” respectively. These two statements belong to team orientation which is defined as the cooperative work to achieve common goals which each employee in the team feels accountable for. This implies poor identification of job tasks and goals for employees and poor teamwork in MOT. Another significant indicator is reflected in the highest mean of the statement “The "bench strength" (capability of people) is constantly improving” which belongs to the sub-dimension of capacity development. This is logical as employees accumulate experience over time and acquire knowledge day after day to cope up with job duties which are very vital for citizen services. This is consistent with findings of Haleem et al. (2023) which substantiated the role training and skill development play in organizational performance and how they enable

employees to cope with job requirements and the changing needs and expectations of stakeholders.

The highest mean in the dimension of consistency comes from the statement "People from different parts of the organization share a common perspective" while the lowest mean is for the statement "The leaders and managers practice what they preach". This implies that leaders are hardly considered "role models" who can influence their subordinates to adopt organization's core values that help foster agreement and integration among employees. Since leaders are the most important source for organizational culture and their values are almost disseminated to employees (Robbins & Judge, 2023; Schein, 2004, 2010, 2017), MOT employees' negative opinion about their leaders and managers can be detrimental to MOT performance.

Adaptability is also medium in prevalence in MOT. All statements of the dimension are medium. This dimension comprises other sub-dimensions which are creating change, customer focus and organizational learning. These elements are requirements for any organization that aspires to adapt to changes and contingencies. The political situation and ever-changing conditions imposed by the Israeli occupation such as obstruction of roads and military operations as well as pandemics or strikes require that MOT change its routine operations and attend to citizens' needs and expectations to respond to external factors.

The fourth dimension which is mission includes three sub-dimensions which are strategic direction and intent, goals and objectives and vision. The statement "There is a clear strategy for the future" has the lowest mean and belongs to strategic direction and intent. Other low means come from the statement "We continuously track our progress against our stated goals" and the statement "Leaders set goals that are ambitious, but

realistic" respectively. These two statements belong to goals and objectives. This implies that MOT employees believe that setting goals and following up the accomplishment of these goals is weak.

The level of organizational performance was medium. However, the lowest mean was for the statement "MOT is committed to integrity, fairness and transparency in its operations" and the statement "MOT achieves its preset goals effectively". The highest mean comes from the statement "MOT uses technology and automation in its services and operations". The lowest mean statement shows how MOT has weak performance in terms of transparency and fairness. These values and practices are of great importance for any public organization to attain citizen satisfaction and trust. MOT's inability to achieve its preset goals poses serious questions on the degree to which this organization is successful and effective. However, the high mean mentioned above is logical since MOT has automated many services such as driving licenses, importation licenses, driver and vehicle inspections…etc.

Employee engagement has also a medium prevalence in MOT. All of the nine statements measuring this construct are medium in level except for the statement "When I get up in the morning, I feel like going to work". However, the mean scores of all statements of employee engagement are closer to the low level score (2.33) than to the maximum of the medium level score (3.66). This means that although employee engagement is medium, it is not in a good place in the medium score range. This level is relatively acceptable and compatible with the findings of employee engagement surveys on the global and local levels which show low levels of employee engagement as detailed in Chapter one.

The results of hypotheses testing showed that some hypotheses were accepted or supported while others were rejected or not supported as shown in Table 4.29.

While the study hypothesized that there is an impact of organizational culture on organizational performance, data analysis supported this hypothesis. This means that the stronger the organizational culture at MOT is, the higher is its performance. This result is in line with results of Aboramadan et al. (2020), Alemu (2020), Alshamari (2017), Cherian et al. (2021), Nikpour (2017) and Saad and Abbas (2018). However, four sub-hypotheses were proposed assuming an impact of each of the organizational culture dimensions on organizational performance. Results showed that two of the dimensions (involvement and mission) have a significant positive impact on organizational performance while the other two dimensions (consistency and adaptability) have no significant positive impact on organizational performance.

The study also posed a question about the impact of organizational culture on employee engagement in MOT. This hypothesis was tested and results showed that organizational culture has a significant positive impact on employee engagement. This result is also widespread in previous studies conducted by Abdullahi et al. (2021), Abduraimi et al. (2023), Dessie and Tensay (2023), Mohanty and P (2021) and Putri et al. (2021). Four sub-hypotheses were proposed assuming an impact of each of the organizational culture dimensions on employee engagement. Results showed that involvement, consistency and mission have a significant positive impact on employee engagement while adaptability has no significant positive impact on employee engagement. This implies how important organizational culture is in enhancing employee engagement. Organizational culture and shared values have constantly been mentioned as pivotal

antecedents of employee engagement (Imperatori, 2017; Jayasena et al., 2023; Rich et al., 2010; Saks, 2022).

The third research question was about the impact of employee engagement on organizational performance. The hypothesis on this impact was tested and result showed that employee engagement has a significant positive impact on organizational performance in MOT. This result is in harmony with the results of other studies (Hasan et al., 2021; Ismail et al., 2019; Muller et al., 2018; Singh et al., 2021; Sungmala & Veramat, 2022; Zahari & Kaliannan, 2023). This implies that if employee engagement increases, organizational performance of MOT improves significantly.

The results of the first and second hypotheses lend credence to SET and J-DR theory which are explained in Chapter two. Based on SET, employees reciprocate desirable behavior like employee engagement for positive organizational culture. Similarly, J-DR theory proposes that job resources such as autonomy, role clarity, job security, participation, organizational support, performance feedback are necessary for employees to accomplish organizational goals and to minimize job demands and their consequences.

The fourth hypothesis on the mediating role of employee engagement in the relationship between organizational culture and organizational performance was tested using the direct effect and the indirect effect methods. In the direct effect method, three sub-hypothesis were derived from the main hypothesis. Results demonstrated that organizational culture has a significant positive impact on employee engagement, and it also has a significant positive impact on organizational performance in MOT while employee engagement has no significant positive impact on organizational performance in MOT. In indirect effect test, results demonstrated that employee engagement has no

mediating role between organizational culture and organizational performance in MOT. This implies the strong impact of organizational culture on organizational performance. This result is inconsistent with most previous research results as in the study by Abdullahi (2021).

Study results showed that there are no statistically significant differences due to the variables of gender, age, education level, working experience in MOT, position, providing direct services to citizens, and number of subordinates in the mediating role of employee engagement in the relationship between organizational culture and organizational performance. This implies that MOT employees almost have similar opinions about the constructs of the study without any significant role of the demographic variables. Knowing that an important source for organizational culture is leaders of the organization and that their values impact employees (Robbins & Judge, 2023; Schein, 2004, 2010, 2017), MOT employees' opinions and responses are similar regardless of their demographic differences.

5.3 Conclusion

Organizational culture is crucial for organizational performance. Over the last few decades, organizational leaders and researchers have intensively focused on the pivotal role organizational culture plays in organizational effectiveness and performance. Employee engagement has also received excessive emphasis and was linked to high levels of individual and organizational performance. Due to the importance of these concepts and behaviors, numerous theories, models and measurement instruments have been proposed to explore them. While prior research on these constructs noticeably focused on the private sector, little attention has been paid to public sector organizations, particularly in Arab and Palestinian public sector contexts. Therefore, the impetus for this study is the dearth of

previous studies that examined organizational culture, organizational performance and the mediation of employee engagement and the existence of general indicators of poor performance in the Palestinian public sector, particularly in MOT. The importance of organizational culture and employee engagement in leveraging organizational performance provided ground for this study.

This study explored these constructs in theory and investigated them in practice. The study reviewed a wide range of studies on the relevant variables in different contexts and populations. Chapter two displayed the theoretical review focusing on the theories and various viewpoints on the evolution, definition, and academic research over the study concepts. It also exposed empirical studies that addressed the relationships among this study's variables in different times, areas and industries.

Depending on this review and to achieve research objectives, this study posed questions and hypothesized that organizational culture has an impact on organizational performance and on employee engagement, and that employee engagement mediates this impact.

As the study collected secondary and primary data, analysis of this data revealed that the levels of organizational culture, organizational performance and employee engagement is medium in MOT. Level in some survey statements was low while in others was medium and high. An explanation for low and high levels was introduced. In addition, the study results showed that organizational culture has a direct positive impact on organizational performance and on employee engagement. The study also found out that employee engagement has a significant positive impact on organizational performance in

MOT and that employee engagement has no mediating role in the relationship between organizational culture and organizational performance.

The study faced some obstacles which limited the horizons of the study in terms of time, design, population, and data sources. The study provided recommendations for MOT leaders and managers and also recommendations for academicians for future research.

5.4 Limitations of the Study

While this study presents significant results that are applicable in theory and practice, it faced some limitations or obstacles. First of all, the study has a cross-sectional design, so its results only provide an idea about the level of linkage between variables, and never offers any causal explanation of the direction of the relationships. Time constraint, as a limitation, entails this kind of cross-sectional study since longitudinal studies require long periods in terms of time horizon. Secondly, the results of the study can hardly be generalized to all governmental organizations in Palestine since its population is limited to MOT. Thirdly, lack of consensus on performance dimensions in the case of public sector organizations led to focus on nonfinancial performance dimensions and eliminated other performance dimensions that are common in literature and also applicable to governmental organizations. Fourthly, the study population was limited to MOT employees working in the Palestinian northern governorates (the West Bank) only due to the Israeli-imposed geographical separation between the northern governorates and the southern governorates (Gaza Strip). Finally, there is dearth of studies on this study topic in the public sector in general and in the Palestinian environment, in particular. Very few studies were found on the independent variable in the Palestinian context and they addressed organizational

culture from perspectives that are different from this study or used tools not appropriate for this study. Therefore, limitedness of secondary data was another limitation for the study.

5.5 Recommendations

Based on the results of the study, this study outlines some recommendations for leaders and managers at MOT to ensure higher organizational performance which reflects citizen satisfaction, employee satisfaction, innovation, quality of services and efficient investment of resources. They should:

1. Strengthen its organizational culture to improve its performance due to the positive role organizational culture has on organizational performance.

2. Involve employees by empowering them both psychologically to motivate them to perform their tasks in a free work environment and structurally to give them the power to take decisions.

3. Develop employees' capacities and ensure continuous investment in their skills.

4. Pay attention to teamwork among employees so that they cooperate and work together as a team and each employee becomes aware of the goals to be achieved.

5. Enhance consistency and agreement among employees and different units in MOT and instill core values in them, so they can coordinate projects across different units of MOT. This entails that MOT leaders be role models and transformational leaders.

6. Improve adaptability to external factors and contingencies by encouraging and rewarding innovation and risk taking and focusing on citizens' needs and expectations and organizational learning.

7. Attend to MOT mission by formulating a clear strategy that gives meaning for employees' work and helps them achieve definite and preset goals.

8. Improve employee engagement by adopting policies and practices that reflect a strong and positive organizational culture.

5.6 Future Research

An important contribution for this study is that it raises a variety of intriguing questions for future study. Therefore, promising directions for future research are suggested. First of all, longitudinal research design to investigate the constructs of this study is useful for the examination of causal relationships as the cross-sectional design of this study was unable to do this. Secondly, future research may employ some of the most common models and tools to assess both constructs since there is a wide range of theories and models on both organizational culture and employee engagement. While this study employed DOCS to measure organizational culture and UWES to measure employee engagement, many other models and tools can be employed. Thirdly, this study investigated the mediating role of employee engagement, so future research can examine the mediating role of other constructs, particularly behavioral constructs such as organizational citizenship behavior, innovative work behavior...etc. Similarly, future research can measure employee performance as a dependent variable. Fourthly, this study is limited to MOT, so future research may investigate the same constructs in other governmental organizations in Palestine. Finally, despite the very hideous political and geographical separation between the West Bank and Gaza Strip, future research may compare organizational culture of MOT in both wings of Palestine. Although such research may be difficult, it is still possible and worth doing.

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Appendix 1

Research Questionnaire in English

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

A Survey on

The Impact of Organizational Culture on Organizational Performance, the Mediating role of Employee Engagement: The Case of the Ministry of Transportation

Dear MOT Employees,

This questionnaire is designed to collect information on the impact of organizational culture on organizational performance and the mediating role of employee engagement in the Ministry of Transportation to fulfill the requirements of Master degree in Human Resource Management at the Arab American University.

To this end, you are kindly requested to complete the following questionnaire. It will take no longer than 10 minutes of your time. Your cooperation in completing this questionnaire is pivotal to the success of this research, and is highly appreciated.

The results of this questionnaire will be utilized for research purpose only. Confidentiality of survey information will be preserved at all times.

Thank you in advance for your cooperation

Saed Kamel Jaber

HRM Student

E-mail: s.jaber10@aaup.student.edu

Section A: Personal Information

Please tick (✓) in the appropriate box

1. Gender: Male ☐ Female ☐

2. Age: Less than 25 years ☐ 25 - 35 years ☐

36 - 45 years ☐ above 45 years ☐

3. Education: Less than Diploma ☐ Diploma ☐

Bachelor degree ☐ Master or PhD ☐

4. Working Experience at MOT:

Less than 5 years ☐ 5 - 10 years ☐

11 – 20 years ☐ more than 20 years ☐

5. Position: Employee ☐ Division Head ☐

Manager ☐ G.M./ A.D.M. ☐

6. Do you provide direct services to citizens? YES ☐ NO ☐

7. Number of Subordinates

None ☐ Less than 5 ☐ 5 or more ☐

Section B: Independent Variable: Organizational Culture: "the underlying values, beliefs, and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles."

Please tick (✓) in the appropriate box

1. Involvement: building human capability, ownership, and responsibility.						
1.1 Empowerment						
No	**Statements**	**Strongly agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
1	Decisions are usually made at the level where the best information is available.					
2	Information is widely shared so that everyone can get the information he or she needs when it's needed.					
3	Business planning is ongoing and involves everyone in the process to some degree.					
1.2 Team Orientation						
4	Cooperation across different parts of the organization is actively encouraged					
5	People work like they are part of a team					
6	Work is organized so that each person can see the relationship between his or her job and the goals of the organization					
1.3 Capacity Development						
7	Authority is delegated so that people can act on their					
8	The "bench strength" (capability of people) is constantly improving.					
9	There is continuous investment in the skills of					
2. Consistency: defining the values and systems that are the basis of a strong culture						
2.1 Coordination and Integration						
10	People from different parts of the organization share a common perspective					
11	It is easy to coordinate projects across different parts of the organization					
12	There is good alignment of goals across levels					
2.2 Agreement						
13	When disagreements occur, we work hard to achieve "win-win" solutions.					
14	It is easy to reach consensus, even on difficult issues.					

No	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
15	There is a clear agreement about the right way and the wrong way to do things.					
2.3 Core Values						
16	The leaders and managers "practice what they preach."					
17	There is a clear and consistent set of values that governs the way we do business.					
18	When people ignore core values, they are held accountable.					
3. Adaptability: translating the demands of the workplace environment into action.						
3.1 Organizational Learning						
19	We view failure as an opportunity for learning and improvement.					
20	Innovation and risk taking are encouraged and rewarded.					
21	Learning is an important objective in our day-to-day work.					
3.2 Customer Focus						
22	Customer comments and recommendations often lead to changes					
23	Customer input directly influences our decisions					
24	All members have a deep understanding of customer wants and needs					
3.3 Creating Change						
25	The way things are done is very flexible and easy to change					
26	New and improved ways to do work are continually adopted.					
27	Different parts of the organization often cooperate to create change.					
4. Mission: defining a meaningful long-term direction for the organization						
4.1 Strategic Direction and Intent						
28	There is a long-term purpose and direction.					
29	There is a clear strategy for the future					
30	There is a clear mission that gives meaning and direction to our work					
4.2 Goals and Objectives						
31	There is widespread agreement about goals.					

No	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
32	Leaders set goals that are ambitious, but realistic					
33	We continuously track our progress against our stated goals					
4.3 Vision						
34	We have a shared vision of what the organization will be like in the future					
35	Our vision creates excitement and motivation for our employees.					
36	We are able to meet short-term demands without compromising our long-term vision.					

Section C: Mediator: Employee Engagement: "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption."

No	Statements	Always	Often	Sometimes	Rarely	Never
1	At my work, I feel bursting with energy					
2	At my job, I feel strong and vigorous					
3	When I get up in the morning, I feel like going to work					
4	I am enthusiastic about my job					
5	My job inspires me					
6	I am proud of the work that I do					
7	I get carried away when I am working					
8	I feel happy when I am working intensely					
9	I am immersed in my work					

Section D: Dependent Variable: Organizational Performance: "the organization's ability to attain its goals by using resources in an efficient and effective manner."

No	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	MOT attends to employee satisfaction					
2	MOT attends to citizen satisfaction					
3	MOT provides high quality services & outputs					
4	MOT encourages innovative work behavior					
5	MOT achieves its preset goals effectively					
6	MOT uses technology and automation in its services and operations					
7	MOT enhances resource utilization					
8	MOT is committed to integrity, fairness and transparency in its operations					

Appendix 2

Research Questionnaire in Arabic

الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

الزملاء الأعزاء في وزارة النقل والمواصلات

تحية طيبة و بعد،

آمل التكرم بالإجابة على فقرات هذه الإستبانة البحثية في إطار دراسة بعنوان **"أثر الثقافة التنظيمية على الأداء التنظيمي والدور الوسيط للارتباط الوظيفي: دراسة حالة وزارة النقل والمواصلات"** وذلك استكمالاً لمتطلبات درجة الماجستير في تخصص إدارة الموارد البشرية في الجامعة العربية الأمريكية.

تهدف هذه الدراسة إلى تحديد تأثير الثقافة التنظيمية على الأداء التنظيمي ودور الارتباط الوظيفي كمتغير وسيط في هذه العلاقة، وتتمثل أهمية الدراسة في مساهمتها في إثراء البحث العلمي والمعرفة النظرية في مجالات الدراسة وإمكانية المساهمة في تحسين مستوى الأداء التنظيمي في الوزارة من خلال الإهتمام بعناصر الثقافة التنظيمية وسلوك الارتباط الوظيفي والاستفادة من نتائج وتوصيات الدراسة.

لذا، ولثقتي الكبيرة بتعاونكم في تحقيق أهداف الدراسة، وحرصكم على خدمة البحث العلمي، آمل الإجابة على الإستبانة بدقة لما لذلك من دور هام في نتائج الدراسة علماً بأن البيانات التي سيتم جمعها في هذه الاستبانة ستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

مع فائق الاحترام والتقدير،،

الباحث: سائد كامل جبر

بريد الكتروني: s.jaber10@student.aaup.edu

الجزء الأول: البيانات الشخصية

الرجاء وضع علامة (✓) في المكان المناسب لكل من الآتي:

1. **الجنس:** ☐ **ذكر** ☐ **أنثى**

2. **العمر:** ☐ **أقل من 25 سنة** ☐ **من 25 إلى 35 سنة**
   ☐ **من 36 إلى 45 سنة** ☐ **أكثر من 45 سنة**

3. **المؤهل العلمي:** ☐ **أقل من دبلوم** ☐ **دبلوم**
   ☐ **بكالوريوس** ☐ **ماجستير فأعلى**

4. **سنوات الخدمة:** ☐ **أقل من 5 سنوات** ☐ **5 - 10 سنوات**
   ☐ **11 - 20 سنة** ☐ **أكثر من 20 سنة**

5. **المسمى الوظيفي:** ☐ **موظف** ☐ **رئيس قسم**
   ☐ **مدير دائرة** ☐ **مدير عام/وكيل مساعد**

6. **أقدم خدمات مباشرة للجمهور في عملي:** ☐ **نعم** ☐ **لا**

7. **عدد الموظفين الذين تشرف عليهم:**

☐ **لا أحد** ☐ **أقل من 5 موظفين** ☐ **5 موظفين فأكثر**

القسم الثاني: متغيرات الدراسة

1.المتغير المستقل: الثقافة التنظيمية: "القيم والمعتقدات والمبادئ الأساسية التي تشكل أساسا لنظام إدارة المؤسسة، وكذلك مجموعة الممارسات الإدارية والسلوكيات التي تجسد وتدعم تلك المبادئ الأساسية، وهذه المبادئ والممارسات تبقى قائمة لأنها تحمل معنى لأعضاء المؤسسة وتمثل استراتيجيات للبقاء أثبتت نجاعتها في الماضي وستثبتها في المستقبل"

الرجاء وضع علامة (✓) أمام الإجابة التي تعبر عن رأيك

الرقم	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
البعد الأول: المشاركة: بناء قدرات الموظفين وتمكينهم وتعميق شعورهم بالمسؤولية والعمل الجماعي.						
أ: تمكين الموظفين						
1	تؤخذ القرارات عادة على مستوى تتوفر فيه أفضل المعلومات.					
2	تتم مشاركة المعلومات بشكل واسع بحيث يستطيع كل موظف					
3	التخطيط للأعمال يتم باستمرار ويشمل الجميع إلى حد ما					
ب: التوجه للعمل كفريق						
4	يتم تشجيع التعاون بين الأقسام المختلفة في الوزارة بشكل حثيث					
5	يعمل الموظفون معاً كفريق في الوزارة					
6	العمل منظم ويدرك كل موظف العلاقة بين وظيفته وأهداف الوزارة					
ج: تنمية القدرات						
7	يوجد تفويض للصلاحيات يتيح للموظفين التصرف بأنفسهم					
8	تتحسن قدرات موظفي الوزارة بشكل مستمر					
9	هناك استثمار متواصل في تطوير مهارات الموظفين					
البعد الثاني: الاتساق: تحديد القيم والأنظمة التي تشكل أساس الثقافة القوية وترفع مستوى التوافق والتكامل بين الموظفين.						
أ. التنسيق والتكامل						
10	لدى الموظفين في جميع الوحدات الإدارية رؤيا مشتركة					
11	من السهل تنسيق الأعمال عبر مختلف الوحدات الإدارية في الوزارة					
12	هناك توافق على الأهداف على جميع المستويات					
ب: التوافق						
13	تقدم الوزارة دائماً حلولاً مرضية للجميع عند اختلاف آراء الموظفين					
14	من السهل الوصول لإجماع في الرأي حتى في القضايا الشائكة.					
15	هناك اتفاق واضح حول الطريقة الصحيحة والخاطئة للقيام بالأعمال					
ج: القيم الأساسية						
16	المدراء والمسئولون في الوزارة هم قدوة لنا					
17	لدى الوزارة قيم أساسية واضحة وثابتة تحكم طرق عملنا					
18	عندما ينحرف الموظف عن القيم الأساسية، فإنه يخضع للمساءلة					

الرقم	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
البعد الثالث: القدرة على التكيف: ترجمة متطلبات بيئة العمل إلى أفعال من خلال إجراء التغيير اللازم وتعميق التعلم ومراعاة متلقي الخدمة						
أ: التعلم التنظيمي						
19	تنظر الوزارة إلى الفشل كفرصة للتعلّم والتحسين					
20	تشجع الوزارة الموظفين على الإبداع والمخاطرة وتكافؤهم على					
21	تشجع الوزارة الموظفين على التعلم في كل يوم من أيام العمل					
ب: التركيز على الجمهور						
22	تؤدي آراء المواطنين وتوصياتهم إلى إجراء تغييرات في					
23	هناك تأثير مباشر لملاحظات المواطنين على قرارات الوزارة					
24	الوزارة بموظفيها على دراية تامة بمتطلبات واحتياجات					
ج: إحداث التغيير						
25	تتميز طرق العمل في الوزارة بالمرونة وسهولة التغيير					
26	تتبنى الوزارة باستمرار أساليب حديثة ومتطورة في انجاز أعمالها					
27	تتعاون الوحدات الإدارية في الوزارة مع بعضها لإحداث تغيير					
البعد الرابع: الرسالة: تحديد توجهات وأهداف ذات معنى وطويلة الأمد للوزارة.						
أ: التوجه الإستراتيجي						
28	لدى الوزارة أهداف وتوجهات طويلة الأمد					
29	لدى الوزارة استراتيجية واضحة للمستقبل					
30	لدى الوزارة رسالة واضحة تعطي معنى وتوجهاً لأعمالنا					
ب: الأهداف الإستراتيجية						
31	لدى موظفي الوزارة توافق واسع النطاق حول أهداف الوزارة					
32	يراعي المستوى القيادي في الوزارة وضع أهداف طموحة					
33	يتابع الموظفون باستمرار تقدمهم في تحقيق الأهداف المحددة					
ج: الرؤيا						
34	لدينا رؤيا مشتركة لما ستكون عليه المنظمة في المستقبل					
35	رؤيا الوزارة تثير حماس الموظفين وتحفزهم للعمل					
36	الوزارة قادرة على تلبية المتطلبات على المدى القصير دون التأثير على الرؤيا المستقبلية على المدى الطويل					

2. المتغير الوسيط: الارتباط الوظيفي: حالة ذهنية إيجابية مرتبطة بالعمل ومرضية للموظف، ويمكن وصفها من خلال ثلاثة عناصر هي الحيوية، والتفاني والاستغراق.

الرقم	الفقرة	دائماً	غالباً	أحياناً	نادراً	مطلقاً
1	أشعر بالطاقة والنشاط أثناء أداء عملي					
2	أشعر بالقوة والحيوية أثناء أداء عملي					
3	أشعر باللهفة للذهاب للعمل عندما أستيقظ صباحاً					
4	أشعر بالحماس تجاه أداء عملي					
5	عملي مصدر إلهام لي					
6	أشعر بالفخر بالعمل الذي أقوم به					
7	أكون في حالة ذهنية رائعة عندما أقوم بعملي					
8	أشعر بالسعادة عندما أعمل بشكل مكثف					
9	أنا منغمس في عملي					

3. المتغير التابع: الأداء التنظيمي: قدرة المنظمة على استخدام مواردها بشكل كفؤ وفعال وقدرتها على تحقيق أهدافها.

الرقم	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
1	تحرص الوزارة على رضا موظفيها					
2	تحرص الوزارة على رضا المواطنين عن خدماتها					
3	تقدم الوزارة خدمات وأعمال ذات جودة عالية					
4	توفر الوزارة البيئة المناسبة والداعمة للموظفين لتقديم أفكار إبداعية					
5	تحقق الوزارة أهدافها المحددة بشكل فعال					
6	تحرص الوزارة على استخدام التقنيات الحديثة في خدماتها					
7	تعمل الوزارة على الاستخدام الأمثل لمواردها					
8	تلتزم الوزارة بمعايير النزاهة والعدالة والشفافية في أعمالها					

Appendix 3

List of Questionnaire Evaluators

Name	Academic Rank	Affiliation
Dr. Majdi Alkhalili	Associate Professor	Arab American University
Dr. Majeed Mansour	Associate Professor	Arab American University
Dr. Raed Iriqat	Assistant Professor	Arab American University
Dr. Saleh Amarneh	Assistant Professor	Arab American University

ملخص

هدفت الدراسة إلى التعرف على أثر الثقافة التنظيمية على الأداء التنظيمي والدور الوسيط للارتباط الوظيفي في وزارة النقل والمواصلات الفلسطينية. ولتحقيق هذا الهدف، جمعت الدراسة البيانات من مصادر ثانوية، كما جمعت البيانات الأولية باستخدام الاستبانة من (294) موظفاً في وزارة النقل والمواصلات باستخدام طريقة العينة العشوائية البسيطة. استخدمت الدراسة مسح دينيسون (DOCS) التي يتكون من 36 فقرة حول أربعة أبعاد ثقافية (المشاركة والاتساق والقدرة على التكيف والرسالة) لقياس الثقافة التنظيمية، و 8 فقرات من أداة أوتريخت (UWES) لقياس الارتباط الوظيفي و 8 فقرات لمقاييس غير مالية (رضا الموظفين، ورضا المواطنين، والابتكار والكفاءة) لقياس الأداء التنظيمي. تم تحليل البيانات باستخدام برنامج التحليل الإحصائي (SPSS, 28) بالإضافة إلى برنامج (SMARTPLS4) . أظهرت نتائج الدراسة بأن مستوى إدراك الموظفين في وزارة النقل والمواصلات لأبعاد الثقافة التنظيمية والارتباط الوظيفي والأداء التنظيمي متوسطاً، وأن للثقافة التنظيمية تأثير إيجابي على الارتباط الوظيفي وكذلك على الأداء التنظيمي. كما أن للارتباط الوظيفي تأثير إيجابي ذو دلالة على الأداء التنظيمي. كما بينت النتائج أن الارتباط الوظيفي لا يلعب دوراً وسيطاً في تأثير الثقافة التنظيمية على الأداء التنظيمي. وتوصلت الدراسة إلى عدم وجود فروق ذات دلالة إحصائية تعزى للجنس، والعمر، والمستوى التعليمي، والخبرة، والمسمى الوظيفي، وتقديم الموظف خدمات مباشرة للمواطنين، وعدد المرؤوسين في العلاقة بين متغيرات الدراسة. وبهذا بينت الدراسة الدور الهام الذي تلعبه الثقافة التنظيمية في أداء وزارة النقل والمواصلات ووحدة الرأي والموقف لدى موظفي الوزارة تجاه الثقافة التنظيمية السائدة فيها. أوصت الدراسة القادة والمدراء في الوزارة بتعزيز الثقافة التنظيمية من خلال الاهتمام بالمشاركة الوظيفية والاتساق داخل الوزارة وتحديد استراتيجيات وأهداف واضحة وواقعية. وقد اقترحت الدراسة أن تتناول الدراسات مستقبلاً أبعاد وأدوات الثقافة التنظيمية الأخرى، ودراسة الدور الوسيط لمتغيرات أخرى في العلاقة ما بين الثقافة التنظيمية والأداء التنظيمي.

الكلمات المفتاحية: الثقافة التنظيمية، المشاركة، الاتساق، القدرة على التكيف، الرسالة، الأداء التنظيمي، الارتباط الوظيفي.