# Chapter 5
# Results and Discussion of the Results

## ABSTRACT

*This chapter aims to share and discuss the data analysis results and relate them to previous studies. Some tentative proposals and arguments are put forward. The discussion is split into five sections. The first section covers the relationship between organizational culture types and customer results, the second the relationship between culture types and people results, the third society results, the fourth business results, and the final section the moderating role of ICT use on the relationships between organizational culture types and each business excellence criterion.*

# DESCRIPTIVE ANALYSIS

In total, 808 questionnaires were distributed to managers of nine companies selected from the population of 27 companies that had won SKEA diamond and golden awards in the last three cycles; 448 questionnaires were returned, of which 392 were considered complete and valid. In total, 32% of respondents were female, and 68% were male, with male respondents more common particularly in manufacturing companies, probably because of the nature of the business and the existence of more physically-demanding jobs. The national culture of the UAE and the wider Gulf region may also have had an influence, because men tend to be more likely to obtain managerial positions and leadership roles.

The average age of respondents was 37.8 years (SD = 0.84). Table 1 shows that 38% of the respondents were aged 40–48 years old, and 36% 30–39 years old. The high number of respondents from these two groups is because of the seniority of the targeted employees. Employees usually need several years of experiences before they are promoted to management or supervisory positions.

Table 2 shows that 54% of the respondents held bachelor degrees and 29% masters' degree. This is because of the high level of education needed to become a manager in most of the companies. Around 4% held doctorates; this low percentage was expected since top managers were excluded from this study. Top management positions often require higher academic qualifications like doctorate degrees.

Table 3 shows that around 37% of the respondents had spent between five and nine years with their current employers and 23% had spent less than four years there. These results indicate high turnover among managers in excellent companies in the UAE. In turn, this points to the dynamic nature of the UAE economy and active movement of workers between companies.

Table 4 shows the respondents' job level. Around 47% of respondents work at the supervisory level, 40% in middle management and 13% in senior management. This distribution reflects the standard 'pyramid' shape for organizations, with a wide base for the lower management positions, and fewer senior management roles.

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