

Chapter 6

Implications, Limitations, and Future Research

ABSTRACT

This chapter aims to explain the different implications of the research results, including theoretical implications, and how the findings contribute to the body of knowledge, and the practical implications for managers and decision makers in organizations. These include how they could use the research findings to achieve better results in customer, employee, society, and overall performance areas by developing the right types of organizational culture and using the right ICT tools. This chapter also sets out the research limitations and provides recommendations for future research based on the findings and experience from this study.

IMPLICATIONS

This research has several implications at both theoretical and practical levels.

Theoretical Implications

This research had clear theoretical implications. As far as is known, no previous studies have examined the relationship between organizational culture and the four results criteria of business excellence, together with the moderating effect of ICT use. Most previous studies in different countries have focused only on the relationship between organizational culture and financial and non-financial performance, and none have been conducted in the UAE. A few previous studies have examined the relationships between one or more index of organizational culture type and one of the excellence results criteria, but dealt with those indices as standalone constructs and not part of an overall construct of organizational culture. This study considered business excellence criteria from a wider perspective than other studies. For example, customer results were considered in this study as the results of customer satisfaction and other internal customer-related KPIs used by companies to manage their customer services and related strategies. Many previous studies dealt with customer results from a customer satisfaction perspective only.

The results of this research also expand the body of knowledge about the influence of organizational culture, by showing that organizational culture types are differently related to business excellence criteria. For example, the adaptability, involvement, and mission cultures are positively related to customer results, but the relationships have different strengths, while the consistency culture has no relationship at all with customer results. The four organizational culture types are also related to employee results with different intensities, and society results are influenced only by the mission and involvement cultures. The study also proved that ICT use has a moderating role on the relationships between organizational culture and business excellence. Finally, the results confirmed the findings of the previous studies that a robust and balanced culture has a positive relationship with business performance.

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