

The Effect of Organizational Culture as A Mediator between Management Practices and Job Performance in Sharjah Government Entities

Anoud Ahmed Abdalla Alyassi¹ and Dr. Mad Ithnin bin Salleh²

¹PhD candidate in Business Management, Faculty of Business and Economics, Universiti Pendidikan Sultan Idris, Malaysia

²Lecturer, Faculty of Business and Economics, Universiti Pendidikan Sultan Idris, Malaysia

DOI: 10.46609/IJSSER.2026.v11i02.018 URL: <https://doi.org/10.46609/IJSSER.2026.v11i02.018>

Received: 3 January 2026 / Accepted: 18 February 2026 / Published: 28 February 2026

ABSTRACT

This study examines the effect of management practices on job performance in Sharjah government entities, with organisational culture as a mediating variable. Despite federal initiatives such as the UAE Government Excellence Program and Vision 2031, performance disparities persist across emirates, with Sharjah reporting only 62% citizen satisfaction compared to Dubai's 85% in 2023, though entities like Sharjah Police demonstrate excellence with 98% satisfaction. Grounded in an integrated theoretical framework combining the Resource-Based View and Organisational Culture Theory, this quantitative study employed a survey-based design with data collected from 300 employees selected through simple random sampling from Sharjah Customs. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to test the hypothesized relationships. The findings confirmed that management practices significantly influence job performance ($\beta = 0.695, p < 0.001$) and organisational culture ($\beta = 0.364, p < 0.001$). Organisational culture significantly affected job performance ($\beta = 0.235, p < 0.001$) and partially mediated the management practices-performance relationship (indirect effect = 0.085, $p < 0.001$), accounting for 10.9% of the total effect. The model explained 65.6% of the variance in job performance and 13.3% in organisational culture. The study contributes theoretically by extending the Resource-Based View to the UAE public sector and demonstrating how organisational culture operates as a transmission mechanism translating managerial inputs into performance outcomes. Practically, the findings provide evidence-based insights for policymakers in Sharjah to strengthen management development programs and cultivate supportive organisational cultures to bridge the service delivery gap with other emirates.

Keywords: Management practices, organisational culture, job performance, public sector, Sharjah, United Arab Emirates

1. Introduction

Effective governance relies on well-structured management practices that establish clear processes, performance standards, and accountability mechanisms (Hasinat et al., 2024). Equally important is the presence of an organisational culture that encourages accountability, innovation, and active employee engagement, enabling individuals at all levels to contribute meaningfully to institutional objectives (Denison et al., 2019; Borodako et al., 2023). In the United Arab Emirates, federal initiatives such as the Government Excellence Program and Vision 2031 have prioritised innovation and service excellence as national imperatives (UAE Government, 2023). Despite these efforts, performance outcomes remain uneven across emirates. While Sharjah Police achieved a remarkable 98% public satisfaction rating in 2025 (Gulf News, 2025), only 62% of Sharjah residents expressed satisfaction with local government services overall, compared to 85% in Dubai (Sharjah Government Media Bureau, 2023). This persistent gap underscores the need to examine the organisational factors shaping job performance within Sharjah's government entities, which have received limited scholarly attention relative to Abu Dhabi and Dubai. While existing research establishes that management practices positively influence job performance (Ali & Abas, 2022), the mechanisms through which this occurs remain underexplored, particularly the mediating role of organisational culture. This study addresses this gap by proposing an integrated model examining whether organisational culture mediates the relationship between management practices and job performance in Sharjah's public sector.

2. Background of the Study

Job performance is widely recognised as a cornerstone of public sector effectiveness, where efficiency, accountability, and citizen trust are essential for institutional legitimacy, with government-funded agencies playing a vital role in economic stability and social cohesion (Abdelmalek & Houfaiddi, 2023; Alateyyat et al., 2024). In the UAE, federal initiatives including the Government Excellence Program, Vision 2031, UAE Vision 2021, and the Centennial Plan 2071 have prioritised innovation, service excellence, knowledge-economy development, and leadership cultivation as national imperatives (UAE Government, 2023; Alkaabi & Romal, 2023; Bodolica et al., 2020).

The UAE's economy grew by 3.6% in 2023, driven by a robust 6.2% expansion in the non-oil sector, which now accounts for 74.3% of GDP, with key growth areas including the financial sector (14.3%), construction (8.9%), and real estate (5.9%), propelled by mega projects such as

Etihaad Rail and the Dubai 2040 Urban Master Plan (International Monetary Fund, 2023; Reuters, 2024; Barakat et al., 2024; UAE Ministry of Economy, 2022). Strategic initiatives like "Operation 300bn" further reflect the UAE's commitment to innovation-led growth (UAE Federal Competitiveness and Statistics Authority, 2022), placing demands on government entities to enhance service delivery. Within this context, Sharjah's economy expanded by 4.6% in 2023, projected to grow at 2.8% annually through 2027 through non-oil sectors central to its diversification agenda (Economy Middle East, 2023). However, despite national advancements, local government entities face significant challenges in meeting citizen expectations for service responsiveness, quality, and transparency (Ebtesham et al., 2011; National Committee on the Sustainable Development Goals, 2021).

Despite notable progress in public sector reform, Sharjah's government entities continue to face persistent performance challenges. While certain institutions demonstrate strong outcomes, such performance is not consistently replicated across the emirate. For example, Sharjah Police achieved a public satisfaction rating of 98% in 2025, reflecting effective leadership and service innovation (Gulf News, 2025). However, such levels of excellence remain exceptional rather than representative of the broader public sector landscape. Evidence from the Sharjah Government Media Bureau (2023) indicates that only 62% of residents expressed satisfaction with the quality and speed of government services, a figure that contrasts sharply with Dubai's 85% satisfaction rate for comparable services during the same period. This performance gap is further underscored by benchmarking outcomes showing that Dubai government entities recorded an average customer satisfaction score of 93% and employee happiness levels of 88% in 2023 (Dubai Media Council, 2023).

The challenge facing Sharjah lies not in the absence of excellence, but in its uneven distribution across institutions, where some entities have progressed towards international standards while others remain constrained by fragmented management practices and organisational cultures that limit innovation and accountability, restricting the emirate's capacity to meet developmental objectives and sustain citizen trust comparable to its regional counterparts. Without parallel advances in management effectiveness and organisational culture, economic growth may not translate into institutional efficiency, presenting tangible risks including bottlenecks in critical public services, reduced investor confidence, and diminished attractiveness to international partners, as Dubai and Abu Dhabi continue setting high benchmarks in public service innovation. The implications of low job performance in government entities are significant, as ineffective performance undermines service efficiency, delays policy implementation, and erodes public confidence in government institutions (Alhosani & Yaakub, 2020). The economic impact of low job performance cannot be overstated, as inefficiencies in government operations lead to increased costs, slower project completion times, missed economic development opportunities,

delayed infrastructure projects, reduced investment attractiveness, and strained public finances requiring additional resource allocation (Alharbi et al., 2022; Soroya et al., 2022).

Beyond descriptive performance indicators, the disparities between emirates reflect deeper structural and institutional variations within the UAE's federated governance system. Prior research indicates that public sector effectiveness across emirates is shaped by differences in administrative maturity, leadership approaches, reform capacity, and internal organisational dynamics rather than by financial resources alone (Al Kaabi, 2022; Al Mansoori, 2023). This variation makes Sharjah a particularly valuable case for academic investigation rather than a statistical anomaly. Al Kaabi (2022) argues that while Dubai and Abu Dhabi benefited from early adoption of global benchmarking practices and aggressive public sector reform strategies, smaller emirates such as Sharjah have followed more gradual administrative trajectories. This divergence has produced distinct governance cultures, organisational practices, and implementation challenges that remain underrepresented in academic literature. Similarly, Al Mansoori (2023) emphasizes that performance differences across UAE emirates are best explained through internal organisational factors, including leadership practices, employee engagement, institutional culture, and accountability mechanisms.

Existing research has consistently shown that effective management practices contribute positively to job performance by enhancing efficiency, accountability, and employee outcomes (Ali & Abas, 2022; Wassan et al., 2022). However, much of this evidence is derived from private-sector settings or from larger emirates such as Dubai and Abu Dhabi, thereby limiting its applicability to Sharjah's public institutions. While organisational culture is widely acknowledged as an important determinant of performance (Denison et al., 2019; Borodako et al., 2023), relatively few empirical studies have examined its function as a mediating variable in public sector performance relationships, particularly within the context of Sharjah.

Organisational culture, which reflects the shared values and norms within an organization, is a critical factor that shapes how management practices are perceived and adopted by employees. Schein (2010) defines organisational culture as the pattern of shared basic assumptions, values, norms, and artefacts that shape how members of an organisation perceive, think about, and respond to their environment. Culture influences how employees interpret managerial actions, organisational expectations, and performance standards, thereby determining the degree to which management practices translate into actual behavioural outcomes. In organisations characterised by flexible, participatory, and adaptive cultures, employees are more likely to accept managerial systems, align individual behaviour with organisational objectives, and engage proactively with performance expectations. Such cultural environments encourage learning, collaboration, and innovation, thereby strengthening the positive effects of management practices on job performance.

Importantly, culture does not exist independently of management practices; rather, it is shaped and reinforced through consistent managerial actions, communications, and resource allocations. Management practices that emphasise accountability, employee development, participative decision-making, and performance feedback gradually shape cultural norms that support these values. Once established, these cultural norms influence employee behaviour in ways that extend beyond direct managerial oversight, creating self-reinforcing patterns of performance-oriented behaviour. These dynamic positions organisational culture as a mediating mechanism that translates managerial intent into sustained performance outcomes.

While organisational culture has been extensively studied in the private sector, little attention has been given to this factor in government organizations (Alshehhi et al., 2019; Idris, 2019a). In the UAE, studies on organisational culture are rare and mostly limited to the private sector. As industries evolve rapidly, government entities are increasingly required to modernize and focus on organisational development to enhance public service quality (AlShehail et al., 2022; Almansouri et al., 2023). Despite the importance of this issue, there is a noticeable gap in the research focused on job performance in Sharjah's government sector. While much attention has been given to the public sectors of Abu Dhabi and Dubai, Sharjah has received comparatively little scholarly attention (Al Hebsi & Wilkins, 2022; Alnahhal et al., 2022). This lack of research is surprising given Sharjah's strategic importance within the UAE, both as a cultural hub and as a growing economic center.

Despite ongoing government reforms, Sharjah's government entities face performance variability. While management practices are crucial, empirical research lacks clarity on how organizational culture mediates their relationship with job performance. This knowledge gap is significant in the public sector performance literature, especially in the UAE. More critically, the interaction between management practices and organizational culture has not been adequately examined. While prior studies show that management practices improve job performance, they provide limited insight into the mechanisms behind this influence. Specifically, there's a lack of empirical evidence on whether organizational culture acts as a mediating pathway that translates managerial intent into consistent performance outcomes. This study investigates factors influencing job performance in Sharjah's government entities, focusing on management practices and organizational culture. It proposes that effective management practices enhance job performance directly and indirectly through their influence on organizational culture. By examining Sharjah's government entities, the study extends mediation perspectives in public administration research and addresses an underexamined institutional context. The research questions are:

1. What is the effect of management practices on job performance in Sharjah government entities?

2. What is the effect of management practices on organisational culture in Sharjah government entities?
3. What is the effect of organisational culture on job performance in Sharjah government entities?
4. Does organisational culture mediate the relationship between management practices and job performance in Sharjah government entities?

3. The Methodology

This study adopts a positivist approach, assuming that organizational phenomena can be objectively observed, measured, and analyzed using statistical procedures to identify causal patterns. As a quantitative, survey-based research design, it provides the necessary analytical precision and explanatory power for examining mediation effects within a multi-construct framework. The unit of analysis is individual employees within Sharjah Customs, part of the Sharjah Seaports, Customs, and Free Zones Authority. The target population comprises 1,038 employees across 11 customs centers. Using Krejcie and Morgan's (1970) sampling table, a minimum sample of 285 respondents is required for a 95% confidence level and 5% margin of error. Simple random sampling was employed, ensuring equal selection probability. The sampling frame was the complete employee database provided by the Human Resources Department. Each employee was assigned a unique number from 1 to 1,038, and computer-assisted randomisation tools were used to select 285 respondents.

Data were collected using structured questionnaires adapted from validated instruments. The Management Practices Scale (MPS) comprised 18 items across planning, organising, leading, and controlling dimensions (Bloom & Van Reenen, 2007). Organisational Culture was measured using adapted items from established organisational culture instruments, and Job Performance was measured using the Individual Work Performance Questionnaire (IWPQ). Content validity was assessed by a panel of experts using Content Validity Ratio (CVR) and Content Validity Index (CVI). A total of 36 questionnaire items were evaluated across three constructs: management practices (18 items), organisational culture (12 items), and job performance (6 items). The overall scale-level Content Validity Index (S-CVI/Ave) was 0.94, exceeding the recommended minimum value of 0.90 and confirming acceptable content validity (Polit & Beck, 2006). For management practices, all 18 items met the required thresholds, resulting in an S-CVI/Ave of 0.94. Job performance demonstrated robust validity with all six items producing an S-CVI/Ave of 0.95. For organisational culture, 11 of 12 items met the criteria; one item was revised based on expert feedback, achieving an acceptable S-CVI/Ave of 0.92.

A pilot study was conducted with 100 employees to test instrument validity and reliability. Reliability was assessed using Cronbach's Alpha, with values above 0.70 considered acceptable (Hair et al., 2021; Nunnally & Bernstein, 1994). All constructs demonstrated excellent reliability: Management Practices (0.97, 16 items), Organisational Culture (0.975, 10 items), and Job Performance (0.978, 6 items). The pilot study confirmed the psychometric soundness of the measurement instrument. Exploratory factor analysis enabled identification of weak or misaligned items, which were revised or removed to strengthen construct clarity and reliability. Following refinement, the finalised questionnaire was deemed suitable for full-scale data collection.

Partial Least Squares Structural Equation Modelling (PLS-SEM) was selected as the primary analytical technique due to its suitability for predictive modelling, mediation analysis, and complex structural frameworks involving multiple latent constructs (Hair et al., 2021). The analysis follows the standard two-stage PLS-SEM procedure: assessment of the measurement model (reliability, convergent validity, discriminant validity) followed by evaluation of the structural model (path coefficients, effect sizes, predictive relevance). Bootstrapping with 5,000 resamples will be employed to assess significance of path coefficients and indirect effects.

4. The Findings

4.1 Data Screening

Prior to main analysis, the collected dataset was subjected to comprehensive screening procedures to prepare for structural equation modelling. The screening process encompassed detection of missing values, assessment of response distributions, identification of outliers and influential cases, examination of linearity, and evaluation of multicollinearity (Flora, LaBrish & Chalmers, 2012; Haji-Othman, Yusuff & Md Hussain, 2024). A total of 320 questionnaires were distributed across 11 customs centres using simple random sampling, based on Krejcie and Morgan's (1970) recommendation of 285 respondents for a population of 1,038. Of these, 300 were returned fully completed, yielding an excellent response rate of 93.8%. A chi-square goodness-of-fit test confirmed that the sample distribution did not differ significantly from the population frame ($p > .05$), establishing representativeness. All 300 questionnaires were complete with no missing values. The dataset was imported into SPSS 29 for automated checks including duplicate entries, out-of-range values, and unengaged response patterns, followed by export to SmartPLS 4 for additional verification.

Univariate outliers were assessed using standardised z-scores with values exceeding ± 3.29 identified as potential outliers (Tabachnick & Fidell, 2019). Three cases (IDs 112, 178, and 241) had z-scores slightly exceeding this threshold. Following methodological recommendations that

mild deviations are expected in samples of $N \geq 300$ (Hair et al., 2022; Kline, 2016), all three cases were retained after examination confirmed response consistency. Multivariate outliers were identified using Mahalanobis Distance (D^2) with a chi-square critical value of 41.34 ($df = 18, p < .001$). Four cases (IDs 067, 112, 178, and 259) exceeded this value but were retained after inspection revealed no irregularities. Cook's Distance values were all below 0.03, far below the conservative threshold of 1.0, confirming the absence of influential cases (Hair et al., 2021). A leverage-residuals scatterplot showed all observations clustering within acceptable levels, supporting retention of all 300 cases.

Normality was assessed at both univariate and multivariate levels. All skewness values fell within ± 2 and all kurtosis values within ± 7 , complying with relaxed thresholds for behavioural research (Hair et al., 2022). Standardised z-values for skewness and kurtosis largely fell within ± 3.29 at $p < .001$ (Tabachnick et al., 2019). Mardia's multivariate skewness was significant ($p = .0007$), indicating mild multivariate asymmetry, while kurtosis was non-significant ($p = .101$), suggesting no excessive tail heaviness. This mild non-normality does not pose methodological concerns as PLS-SEM is robust to such conditions and all structural inferences are based on bootstrapping with 5,000 subsamples (Hair et al., 2021). The Normal P-P plot of regression standardised residuals showed points closely following the diagonal line, confirming approximate normality of residuals.

Linearity was assessed using a scatterplot of standardised predicted values against standardised residuals for job performance. Residuals were randomly and symmetrically scattered around the zero line with no systematic curvature, confirming linear relationships (Field, 2018; Tabachnick et al., 2019). Homoscedasticity was evaluated using both statistical testing and visual inspection. The Breusch-Pagan test yielded a chi-square statistic of 6.12 ($p = .19$), exceeding the .05 threshold, indicating constant residual variance. Scatterplot inspection revealed random, pattern-free dispersion of points with no funneling or clustering, confirming homoscedasticity. Multicollinearity was assessed using Variance Inflation Factor (VIF) values for all predictor constructs. Management practices (VIF = 1.22), quality assurance (VIF = 2.01), and organisational culture (VIF = 2.87) all fell well below both the standard threshold of 5.0 and the conservative benchmark of 3.3 (Hair et al., 2021), confirming that multicollinearity is not a concern and predictors capture conceptually distinct variance.

4.2 Assessment of Measurement Model

Prior to testing the structural relationships, the measurement model was assessed to evaluate the reliability and validity of the constructs. Following Hair et al. (2021), the assessment included examination of indicator loadings, internal consistency reliability, convergent validity, and discriminant validity. All outer loadings exceeded the recommended threshold of 0.70, indicating

that each item shared more variance with its construct than with measurement error. For job performance, loadings ranged from 0.862 to 0.889, with JP01 exhibiting the highest loading. Management practices loadings ranged from 0.806 to 0.858, with MP16 demonstrating the strongest loading. Organisational culture loadings ranged from 0.830 to 0.873, with OC02 loading most strongly. All loadings confirmed that each indicator reliably represented its respective construct.

Internal consistency reliability was evaluated using Cronbach's alpha and composite reliability. All constructs demonstrated excellent reliability, with values substantially exceeding the recommended threshold of 0.70. Job performance showed strong reliability (Cronbach's $\alpha = 0.936$, composite reliability = 0.950), as did management practices (Cronbach's $\alpha = 0.970$, composite reliability = 0.973) and organisational culture (Cronbach's $\alpha = 0.957$, composite reliability = 0.963). These values indicate that the items measuring each construct were internally consistent.

Convergent validity was assessed through Average Variance Extracted (AVE). All constructs achieved AVE values exceeding the 0.50 threshold. Job performance demonstrated the highest convergent validity (AVE = 0.758), indicating that 75.8% of the variance in its indicators was explained by the latent construct. Management practices (AVE = 0.690) and organisational culture (AVE = 0.721) also exhibited strong convergent validity.

Discriminant validity was confirmed using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. The square root of AVE for each construct exceeded its highest correlation with any other construct, satisfying the Fornell-Larcker criterion. The square root of AVE for job performance (0.871) exceeded its correlation with management practices (0.780) and organisational culture (0.488). For management practices (0.831), it exceeded its correlation with organisational culture (0.364), and for organisational culture (0.849), it exceeded its correlations with both job performance and management practices. All HTMT values were below the conservative threshold of 0.85, ranging from 0.374 to 0.817, providing strong evidence that each construct was empirically distinct from the others.

Collinearity assessment using VIF showed all values ranging from 2.248 to 3.417, well below the threshold of 5, indicating that collinearity among indicators was not a concern. Model fit was excellent, with SRMR of 0.033 below the recommended 0.08 threshold and NFI of 0.94 exceeding the 0.90 threshold. Predictive relevance was confirmed with job performance exhibiting a Q^2 value of 0.493 (moderate predictive relevance) and organisational culture showing a Q^2 value of 0.093 (weak but acceptable predictive relevance).

4.3 Assessment of Structural Model

Following confirmation of the measurement model's reliability and validity, the structural model was assessed to test the hypothesized relationships. Management practices explained 13.3% of the variance in organisational culture ($R^2 = 0.133$), representing moderate explanatory power. Together, management practices and organisational culture explained 65.6% of the variance in job performance ($R^2 = 0.656$), representing substantial explanatory power.

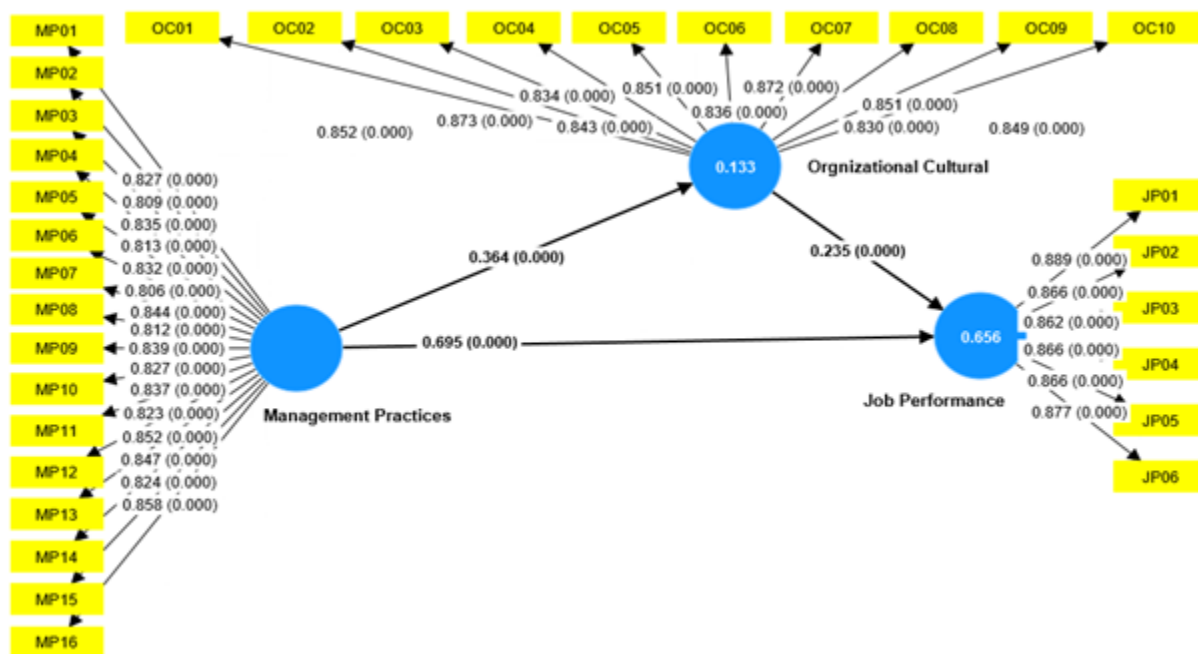
Effect sizes indicated that management practices had a large effect on job performance ($f^2 = 1.217$), a medium effect on organisational culture ($f^2 = 0.153$), and organisational culture had a medium effect on job performance ($f^2 = 0.139$).

Path Coefficients and Hypothesis Testing

Table 1: Path Coefficients and Hypothesis Testing

Hypothesis	Path	Coefficient	T Statistics	P Values	Decision
H ₁	Management Practices → Job Performance	0.695	21.925	0.000	Supported
H ₂	Management Practices → Organisational Culture	0.364	7.245	0.000	Supported
H ₃	Organisational Culture → Job Performance	0.235	6.776	0.000	Supported

Figure 1: Structural Model with Path Coefficients



Hypothesis 1 proposed that management practices positively influence job performance. The path coefficient was positive and significant ($\beta = 0.695$, $t = 21.925$, $p < 0.001$), providing strong statistical support for H_1 . The t-value substantially exceeded the critical value of 1.96, confirming that effective management practices significantly enhance job performance. The large effect size ($f^2 = 1.217$) indicates substantial practical significance.

Hypothesis 2 proposed that management practices positively influence organisational culture. The path coefficient was positive and significant ($\beta = 0.364$, $t = 7.245$, $p < 0.001$), confirming that management practices are a meaningful determinant of organisational culture. The medium effect size ($f^2 = 0.153$) indicates practical significance.

Hypothesis 3 proposed that organisational culture positively influences job performance. The path coefficient was positive and significant ($\beta = 0.235$, $t = 6.776$, $p < 0.001$). The medium effect size ($f^2 = 0.139$) confirms that organisational culture contributes meaningfully to job performance.

Hypothesis 4 proposed that organisational culture mediates the relationship between management practices and job performance. Mediation was assessed by examining the significance of the indirect effect through bootstrapping procedures with 5,000 resamples (Preacher & Hayes, 2008).

Table 2: Specific Indirect Effect

Path	Coefficient	T Statistics	P Values
Management Practices → Organisational Culture → Job Performance	0.085	5.061	0.000

Table 3: Total Effects

Path	Coefficient	T Statistics	P Values
Management Practices → Job Performance	0.780	32.851	0.000
Management Practices → Organisational Culture	0.364	7.245	0.000
Organisational Culture → Job Performance	0.235	6.776	0.000

Management practices positively and significantly influenced job performance through organizational culture ($\beta = 0.085$, $t = 5.061$, $p < 0.001$). The confidence interval excluded zero, confirming mediation. The total effect ($\beta = 0.780$, $t = 32.851$, $p < 0.001$) consisted of direct ($\beta =$

0.695) and indirect ($\beta = 0.085$) components, confirming complementary mediation (Zhao et al., 2010). The variance accounted for (VAF) was 10.9%, indicating partial mediation. Organizational culture significantly transmitted the influence of management practices, but a substantial direct effect remained.

The measurement model assessment confirmed that all constructs met established criteria for reliability, convergent validity, and discriminant validity. The structural model assessment revealed significant support for all hypothesized relationships. Management practices positively affected job performance ($\beta = 0.695$, $p < 0.001$) and organizational culture ($\beta = 0.364$, $p < 0.001$). Organizational culture positively affected job performance ($\beta = 0.235$, $p < 0.001$). The model explained 65.6% of job performance variance and 13.3% of organizational culture variance. Mediation analysis confirmed that organizational culture partially mediates the relationship between management practices and job performance (indirect effect = 0.085, $p < 0.001$), with 10.9% of the total effect transmitted through organizational culture. These findings provide robust empirical support for the proposed theoretical framework and highlight organizational culture's mediating role in translating management practices into enhanced job performance within Sharjah government entities.

4. The Conclusion and discussion

This study examined the effect of management practices on job performance in Sharjah government entities, with organisational culture as a mediating variable. The findings confirmed that management practices significantly influence job performance both directly ($\beta = 0.695$, $p < 0.001$) and indirectly through organisational culture (indirect effect = 0.085, $p < 0.001$), with the model explaining 65.6% of the variance in job performance. These results align with the Resource-Based View (Barney, 1991), which conceptualizes management practices as strategic organisational resources, and Organisational Culture Theory (Schein, 2010), which explains how shared values transmit managerial effects into performance outcomes.

The findings are consistent with previous UAE research demonstrating the importance of management practices and organisational culture in public sector performance. Alhosani and Yaakub (2020b) found that organisational culture mediated the relationship between TQM practices and school performance in Abu Dhabi, while Alhamd (2023) confirmed that culture mediates TQM-performance relationships at ADAFSA. Similarly, AlHammadi (2022) demonstrated that organisational culture significantly moderates workplace learning and employee performance relationships in the UAE public sector. The partial mediation observed (10.9%) suggests that while culture transmits managerial effects, a substantial direct effect remains, consistent with Ali and Abas (2022), who found that employee motivation partially mediated HRM practices and job performance in UAE banks.

The practical implications for Sharjah government entities are clear: strengthening management practices should be complemented by deliberate efforts to cultivate supportive organisational cultures. As Sharjah Police demonstrates with its 98% satisfaction rating (Gulf News, 2025), excellence is achievable when strong leadership and innovation are embedded in organisational culture. However, replicating such success across the emirate requires systematic attention to both managerial capabilities and cultural development, particularly given Sharjah's gradual administrative trajectory compared to Dubai and Abu Dhabi (Al Kaabi, 2022; Al Mansoori, 2023). By addressing these interconnected factors, Sharjah's government entities can work toward bridging the performance gap reflected in citizen satisfaction disparities (Sharjah Government Media Bureau, 2023) and contribute to the UAE's broader national visions for public sector excellence.

References

- [1] M. Abdelmalek and A. Houfaïdi, "Public sector efficiency and economic stability in the GCC," *International Journal of Public Administration*, vol. 46, no. 4, pp. 289-305, 2023.
- [2] K. Alateyyat, S. Ahmad, and M. Hassan, "TQM and organizational performance across sectors: A systematic review," *Total Quality Management & Business Excellence*, vol. 35, no. 1, pp. 78-102, 2024.
- [3] O. Aldarmaki, M. Sohail, and M. Qureshi, "The effect of TQM practices on organizational performance at Fujairah Asia Power Company," *International Journal of Quality & Reliability Management*, vol. 36, no. 8, pp. 1345-1363, 2019.
- [4] S. Alhamd, "The effect of TQM on organisational culture and performance in the Abu Dhabi Agriculture and Food Safety Authority," *Public Administration Review*, vol. 83, no. 4, pp. 892-908, 2023.
- [5] F. AlHammadi, "The moderating effect of organisational culture on the relationship between workplace learning and employee performance in the UAE," *Journal of Workplace Learning*, vol. 34, no. 3, pp. 267-284, 2022.
- [6] A. Alharbi, M. Khan, and R. Yusof, "Public sector inefficiencies and economic development," *Journal of Public Budgeting, Accounting & Financial Management*, vol. 34, no. 3, pp. 345-362, 2022.
- [7] S. Al Hebsi and S. Wilkins, "The influence of New Public Management on employee behaviors in Abu Dhabi: Work-life balance and organisational commitment," *International Journal of Public Sector Management*, vol. 35, no. 3, pp. 289-307, 2022.

- [8] A. Alhosani and K. B. Yaakub, "Public service delivery and citizen satisfaction in the UAE: Challenges and opportunities," *International Journal of Public Administration*, vol. 43, no. 14, pp. 1221-1234, 2020.
- [9] A. Alhosani and K. B. Yaakub, "The relationship between total quality management practices and organizational performance with the mediating effect of organizational culture in UAE schools," *International Journal of Academic Research in Business and Social Sciences*, vol. 10, no. 3, pp. 456-472, 2020.
- [10] A. Ali and Z. Abas, "HRM practices and employee performance: The mediating role of employee motivation in UAE banking sector," *Journal of Human Resources Management*, vol. 25, no. 3, pp. 112-128, 2022.
- [11] A. Alkaabi and K. Romal, "UAE Vision 2021 and public sector transformation: Progress and challenges," *Journal of Gulf Studies*, vol. 5, no. 1, pp. 78-95, 2023.
- [12] A. Al Kaabi, "Administrative maturity and public sector performance in the UAE: A comparative analysis across emirates," *Journal of Gulf Studies*, vol. 4, no. 2, pp. 112-134, 2022.
- [13] M. Almansouri, A. Salman, and R. David, "Quality assurance adoption in government organizations: Challenges and drivers," *International Journal of Public Sector Management*, vol. 36, no. 2, pp. 178-195, 2023.
- [14] S. Al Mansoori, "Institutional variations and reform capacity in UAE government entities," *Public Administration and Development*, vol. 43, no. 1, pp. 45-62, 2023.
- [15] M. Alnahhal, M. Al Shamsi, and S. Al Shehhi, "Research trends in UAE public sector performance: A bibliometric analysis," *Arab Gulf Journal of Scientific Research*, vol. 40, no. 1, pp. 56-78, 2022.
- [16] O. AlShehail, M. Khan, and M. Ajmal, "Total quality management and sustainability in the public sector: A systematic review," *Sustainability*, vol. 14, no. 4, p. 2198, 2022.
- [17] A. Alshehhi, M. Alshurideh, and B. Al Kurdi, "The effect of organizational culture on organizational performance: A systematic review," *International Journal of Business Excellence*, vol. 19, no. 3, pp. 345-367, 2019.
- [18] H. Alweteed, "The effect of TQM on organizational performance: Evidence from public and private organizations," *International Journal of Business and Management*, vol. 13, no. 6, pp. 112-125, 2018.

- [19] M. Barakat, F. Al Hosani, and S. Al Nuaimi, "Mega projects and economic transformation in the UAE: The role of Etihad Rail and Dubai 2040 Urban Master Plan," *Middle East Economic Review*, vol. 42, no. 1, pp. 78-95, 2024.
- [20] J. Barney, "Firm resources and sustained competitive advantage," *Journal of Management*, vol. 17, no. 1, pp. 99-120, 1991.
- [21] N. Bloom and J. Van Reenen, "Measuring and explaining management practices across firms and countries," *Quarterly Journal of Economics*, vol. 122, no. 4, pp. 1351-1408, 2007.
- [22] V. Bodolica, M. Spraggon, and A. Zaidi, "Centennial Plan 2071: Strategic directions for UAE's future," *Middle East Policy*, vol. 27, no. 3, pp. 112-128, 2020.
- [23] K. Borodako, J. Berbeka, and M. Rudnicki, "Organizational culture and innovation performance: The mediating role of knowledge management," *Journal of Organizational Change Management*, vol. 36, no. 1, pp. 89-107, 2023.
- [24] J. Cohen, *Statistical power analysis for the behavioral sciences*, 2nd ed. Lawrence Erlbaum Associates, 1988.
- [25] D. R. Denison, L. R. Nieminen, and L. Kotrba, "Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys," *European Journal of Work and Organizational Psychology*, vol. 23, no. 1, pp. 145-161, 2019.
- [26] Dubai Media Council, *Dubai government customer satisfaction and employee happiness report 2023*, Dubai Media Council, 2023.
- [27] M. Ebtesham, T. Hussain, and M. Sajid, "The relationship between organizational culture components and performance management practices," *Interdisciplinary Journal of Contemporary Research in Business*, vol. 3, no. 5, pp. 789-801, 2011.
- [28] Economy Middle East, "Sharjah economic outlook 2023-2027: Diversification and growth," *Economy Middle East*, vol. 15, no. 3, pp. 34-42, 2023.
- [29] A. Field, *Discovering statistics using IBM SPSS statistics*, 5th ed. Sage Publications, 2018.
- [30] D. B. Flora, C. LaBrish, and R. P. Chalmers, "Old and new ideas for data screening and assumption testing for exploratory and confirmatory factor analysis," *Frontiers in Psychology*, vol. 3, p. 55, 2012.

- [31] C. Fornell and D. F. Larcker, "Evaluating structural equation models with unobservable variables and measurement error," *Journal of Marketing Research*, vol. 18, no. 1, pp. 39-50, 1981.
- [32] S. Geisser, "A predictive approach to the random effect model," *Biometrika*, vol. 61, no. 1, pp. 101-107, 1974.
- [33] Gulf News, "Sharjah Police achieves 98% public satisfaction rating in 2025," *Gulf News*, 2025.
- [34] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A primer on partial least squares structural equation modeling (PLS-SEM)*, 3rd ed. Sage Publications, 2021.
- [35] J. F. Hair, J. J. Risher, M. Sarstedt, and C. M. Ringle, "When to use and how to report the results of PLS-SEM," *European Business Review*, vol. 31, no. 1, pp. 2-24, 2019.
- [36] J. F. Hair, M. Sarstedt, C. M. Ringle, and S. P. Gudergan, *Advanced issues in partial least squares structural equation modeling (PLS-SEM)*, 2nd ed. Sage Publications, 2022.
- [37] Y. Haji-Othman, N. A. Yusuff, and M. N. Md Hussain, "Data screening and preliminary analysis in quantitative research: A practical guide," *International Journal of Academic Research in Business and Social Sciences*, vol. 14, no. 2, pp. 456-472, 2024.
- [38] A. Hasinat, M. Sulaiman, and A. Ahmad, "Governance and management practices in the public sector: A systematic review," *Public Administration Review*, vol. 84, no. 2, pp. 312-329, 2024.
- [39] J. Henseler, C. M. Ringle, and M. Sarstedt, "A new criterion for assessing discriminant validity in variance-based structural equation modeling," *Journal of the Academy of Marketing Science*, vol. 43, no. 1, pp. 115-135, 2015.
- [40] L. T. Hu and P. M. Bentler, "Cutoff criteria for fit indexes in covariance structure analysis," *Structural Equation Modeling*, vol. 6, no. 1, pp. 1-55, 1999.
- [41] F. Idris, "Quality management in the UAE public sector: Current state and future directions," *International Journal of Quality & Reliability Management*, vol. 36, no. 8, pp. 1345-1363, 2019a.
- [42] International Monetary Fund, *United Arab Emirates: Selected issues*, IMF Country Report No. 23/45, International Monetary Fund, 2023.

- [43] R. B. Kline, *Principles and practice of structural equation modeling*, 4th ed. Guilford Press, 2016.
- [44] R. V. Krejcie and D. W. Morgan, "Determining sample size for research activities," *Educational and Psychological Measurement*, vol. 30, no. 3, pp. 607-610, 1970.
- [45] National Committee on the Sustainable Development Goals, *UAE SDG progress report 2021*, National Committee on the Sustainable Development Goals, 2021.
- [46] J. C. Nunnally and I. H. Bernstein, *Psychometric theory*, 3rd ed. McGraw-Hill, 1994.
- [47] D. F. Polit and C. T. Beck, "The content validity index: Are you sure you know what's being reported?," *Research in Nursing & Health*, vol. 29, no. 5, pp. 489-497, 2006.
- [48] K. J. Preacher and A. F. Hayes, "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models," *Behavior Research Methods*, vol. 40, no. 3, pp. 879-891, 2008.
- [49] Reuters, "UAE non-oil sector drives economic growth in 2023," *Reuters Business News*, Jan. 15, 2024.
- [50] E. H. Schein, *Organizational culture and leadership*, 4th ed. Jossey-Bass, 2010.
- [51] Sharjah Government Media Bureau, *Sharjah citizen satisfaction survey 2023: Final report*, Sharjah Government Media Bureau, 2023.
- [52] S. Soroya, K. Mahmood, and M. Ameen, "Job performance and organizational outcomes in public sector," *Public Organization Review*, vol. 22, no. 2, pp. 289-306, 2022.
- [53] M. Stone, "Cross-validatory choice and assessment of statistical predictions," *Journal of the Royal Statistical Society*, vol. 36, no. 2, pp. 111-147, 1974.
- [54] B. G. Tabachnick and L. S. Fidell, *Using multivariate statistics*, 7th ed. Pearson, 2019.
- [55] UAE Federal Competitiveness and Statistics Authority, *Annual economic report 2022*, UAE Federal Competitiveness and Statistics Authority, 2022.
- [56] UAE Government, *UAE Government Excellence Program: Annual report 2023*. UAE Government, 2023.
- [57] UAE Ministry of Economy, *UAE economic diversification strategy: Progress and outlook*, UAE Ministry of Economy, 2022.

[58] A. Wassan, S. Memon, and M. Mari, "Management practices and employee outcomes in public sector organizations: A systematic review," *Public Sector Management Review*, vol. 15, no. 3, pp. 267-284, 2022.

[59] X. Zhao, J. G. Lynch, and Q. Chen, "Reconsidering Baron and Kenny: Myths and truths about mediation analysis," *Journal of Consumer Research*, vol. 37, no. 2, pp. 197-206, 2010.