
**Influence of Organization Culture on Employee Learning: A Case Study of
Transport Company in the UAE**

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Received: Jan 13, 2022; Revised: Jan 3, 2023; Accepted: April 25, 2023

Abstract

There is a need to fill the gap between adopting the change in organizational culture and employees' readiness to adopt the organizational cultural differences. The present research investigates the effect of organizational culture on the learning tendencies of the workforce. The study adopted a cross-sectional study design. Whereas a self-administered questionnaire was employed to collect data from 100 Sharjah transportation authority employees. The hierarchical model is based on four variables; organizational leadership, the management of employees, success criterion, as well as learning encouragement. Results indicated that organizational leadership and management of employees positively affect the employees' readiness to change. Organizations with successful organizational cultures develop a high level of preparedness among employees. This domain remains a scarcely studied area for the transportation system, particularly in UAE, despite the vast literature on the subject.

Keywords: *Employee Learning, Employee Readiness, Organizational Culture*

Introduction

The instant changes organizations have to experience highlight today that their knowledge becomes archaic and does away with their current abilities. In this regard, organizations should be competent to continuously renew their learning and knowledge (Jeong et al., 2017). The role played by the organizational culture has been emphasized in that renewal. One of the causes why learning is essential for company success is that it allows the development of new processes and products. Organizational learning, its outcome, and knowledge are often undertaken as determinants of innovation (Narayana, 2017). The fundamental assumption here is that organizations stand an opportunity to understand the outcomes of the modifications in their environments and are better fitted compared to their competitors in responding instantly and effectively (Shah, Irani & Sharif, 2017). It is considered an influencing driver of innovation (Sengottuvel & Aktharsha, 2016; Samaranayake & Takemura, 2017). Organizational culture facilitates learning or is a significant hindrance factor as it relies on the values it stimulates. A plethora of studies have been researched to identify the determinants of learning at the workplace undertaking the association between innovation and organizational learning. While the

¹ <https://doi.org/10.51659/josi.22.163>

significance of these issues has been broadly approved, the associations between learning and organizational culture have barely been investigated collectively in the literature from an empirical perspective.

The corporate environment of modern transportation companies in the UAE is highly competitive, which promotes the adoption of innovative techniques to compete in a challenging market environment (Al Suwaidi & Rahma, 2019). The business performance of the transportation sector is significantly dependent on the organization's internal environment. The inability of the employees to adapt to the change in a business environment and organizational culture substantially affects business productivity and profitability (Brighton, 2015). Studies have observed that a competitive organizational culture fosters employee growth and learning (Bose, 2018; Al Suwaidi & Rahman, 2019). Employees that work in a highly dynamic organizational culture tend to learn more.

Rajput (2017) emphasized that various factors are required to acquire organizational culture changes to develop employee learning. Most studies indicate an influential organizational culture can only be promoted through employees' readiness to adopt it (Shah, Irani, & Sharif, 2017; Suwaryo, Daryanto, & Maulana, 2016). Quality of change, capacity, clarity of change, commitment, and effectiveness of change are some key factors that are considered for employees to adopt the newly developed organizational culture. In various large organizations, significant barriers and obstacles are involved in adopting the improvised organizational culture since organizations operating from multiple locations require more planning.

UAE has a large division of public sector organizations, including the transportation sector, where employee learning and knowledge management are held comprehensively (Al Suwaidi & Rahman, 2019). In UAE, dependency on foreign ability is significantly focused, resulting in the development of various new initiatives to increase the potential ability of employees to learn (Nghah, Tai & Bontis, 2016). Organizations that focus on employee learning potentially develop different ways to learn and grow. Organizations should always be ready to accept quality change, amidst the everchanging and volatile nature of contemporary businesses. There must be a greater acceptance of employees for change management to embrace the challenges in the meantime. Moreover, change management is practised through implementing change initiatives that are featured with anticipated plans and without emerging modifications in the routine's actions and tasks (Kawiana, Dewi, Martini, & Suardana, 2018). Previously studies that have been conducted on organizational culture and employee learning have mostly been centred on employee commitment (Suwaryo et al., 2016), job satisfaction (Syahputra, 2014), and knowledge management capabilities (Nghah et al., 2016), with none on employee readiness to change on UAE transportation system.

Therefore, to bridge this gap, this study investigates the influence of organizational culture on inculcating readiness towards the initiation of the change project. It focuses on creating change readiness while highlighting the essential components that are important in developing change readiness among employees. The idea is examined in Sharjah Transport's authority, which serves as a groundwork for recognising the vitality of organizational culture in addition to its interconnectedness with change management in the UAE's transportation sector. The preliminary stage of a change project has a paramount importance to build readiness for change where the central focus of the present research lies.

The study is highly beneficial for transportation companies in UAE, as, through the provided knowledge, companies may change their existing organizational culture to enjoy maximum benefits. The idea is crucial and guides both organizations and employees regarding the

effectiveness of organizational culture and policy changes. Also, the transportation companies' policymakers can benefit significantly from the study, as it helps provide valuable information concerning organizational culture and employees' readiness. Academic institutes can also instigate changes in academic understanding and a curriculum to improve employee competence and help adopt changes for establishing a conducive learning environment.

Literature Review

Research has explained that transferring learning from training programs becomes complicated as it encompasses several effects and factors. The trainee may be more encouraged to transfer knowledge to the workplace if the transfer environment is favourable in the organization (Nusari et al., 2018). Several studies have attempted to identify their core determinants undertaking the significance of organizational learning to improve technical innovation in firms (Sangperm and Jemsittiparsert, 2019). Among these determinants, the role of information technologies, organizational design, organizational culture, human resources management, and firm strategy is emphasized in the literature because individuals are the core aspect of knowledge development (Chatterjee, Pereira and Bates, 2018). Organizational culture is characterized by principles and conventions commonly observed among the organizational workforce.

These beliefs, assumptions, and values affect behaviours, which are essential to the organizational learning process, either improving it or acting as a limitation. Organizational learning is influenced in four different ways; (1) employees' assumptions, (2) individual knowledge, (3) new knowledge processes, and (4) context for social interaction. In particular, organizational learning will have different effects when considering different organizational cultures (Al Shehri et al., 2017).

Awasthi (2012) argued that management and change leaders are essential in impacting employees' perceptions of organizational learning. It emphasized considering employees on board before implementing organizational cultural changes. Gabriel (2015) pinpointed that current culture and employees' mindsets also impact cultural change. In a learning culture, organizations favour supporting developmental changes. Organizational factors have different levels of commitment to the company. Wiener (2016) indicated that the employee's readiness to change is directly related to his commitment level. It suggests that employees who have a higher level of commitment, possess passion and acceptance to embrace new challenges and tasks at the workplace. Consequently, their actions add up the effectiveness and efficiency in the processes where there is a lower or no resistance to change is observed (Novitskaya and Rajput, 2014). Gabriel (2015) underscored the fact that typically any initiation of change in the contemporary practices or system causes discomfort among the employees and they find themselves insecure about their job, organizational culture, and career development.

Wiener (2016) indicated that committed and pioneering workers welcome organizational changes in the culture and do not express any confrontation. They possess enough information they process and make themselves relaxed in the present culture, and they express excellent resistance to cultural changes. Numerous studies have pinpointed the effect of organizational culture on organizational performance (Brighton et al., 2015; Suwaryo et al., 2016; Kawiana et al., 2018). Organizational changes are essential to meet the competitive requirement of businesses. The underlying reasons behind shaping organizational culture include supporting optimized degrees of growth and goodwill so that they could churn out profits with efficient usage of resources (Brighton et al., 2015).

Kawiana et al. (2018) emphasized that companies are in dire need of increasing agility and flexibility in their workforce to enable them to adapt. The main focus of every profitable entity is

to maintain its competitive edge. Similarly, Nesbit and Lam (2014) explored the relationship between organizational change and adaptive culture. The study observed a significant change in the learning process of individuals at the team level. Novitskaya and Rajput (2014) suggested some important organizational culture dimensions that are significant in creating readiness for embracing change. If a culture of an organization is not aligned with the recognised proportions, the function or role of change management should aim to recreate them (Syahputra, 2014). Suderman (2012) employed the organizational culture assessment instrument (OCAI), a psychometric tool. Using this tool, organizations may distinguish their preferred and current organizational cultures.

Sengottuvel and Aktharsha (2016) identified that organizational culture had gained significant focus since its emergence in the 1960s. The study further elaborated that cultures and social values are interchangeable when referring to the concept of organizational culture. Cameron and Quinn (2011) found a significant statistical association between organizational culture and its sense of uniqueness, including; aims, values, goals, and organizational challenges that help form a shared culture. However, in various organizations, such beliefs are taken for granted and have not been complied with at a greater level (Sengottuvel and Aktharsha, 2016).

Organizational members implement the practices of Hofstede (2013) to form the organizational culture. A significant difference between a national and organizational culture reinforces that the organizational culture is not deeply rooted in a set of values and is often flexible with maximum possibilities for intervention. Hofstede (2013) pinpointed that these differences are powerful enough to impact daily organizational operations. Moreover, an individual's level of acceptance, interpretation, and modification of organizational culture are all significant elements of the given phase.

Holt et al. (2007) discussed the formation and evaluation of a systematic item development framework that can stimulate readiness to adopt organizational cultural changes at an individual level. Novitskaya and Rajput (2014) indicated that organizational culture is positively related to the employees' willingness to embrace the given transformations. The dynamic world demands the organizational ability to adopt organizational cultural changes. Suwaryo et al. (2015) indicated that the existing organizational culture is positively related to organizational commitment and is negatively associated with employees' readiness to adopt changes.

Organizations that work through set goals and objectives are often ambitious in the competitive market through improved organizational culture and a competitive work environment. In such organizations, employees work through a common view of employing new and creative practices for employee learning. Kassem, Ajmal, and Khan (2017) identified a significant positive association between business growth and organizational culture. Such organizations operate through a mission culture, where employees represent organizational core values. Promoting and sharing knowledge, common organizational perspectives, and project coordination are organizational culture characteristics that encourage organizational learning. Brighton et al. (2015) stated that the successful implementation of culture is through the adoption of the fundamental changes that can track an organization's success. The partial or unsuccessful culture change may negatively affect the organizational environment.

Change Management Model and Strategy

Aiming to maintain a competitive edge, is a prerequisite for organizations to continuously adapt to changes (Kotter, 2012). Change management serves as an essential strategy that helps organizations to take decisions as change initiatives that are centrally aligned with the main goal

or vision of the organization at every phase. Similarly, a positive perspective is formed due to the impression and efforts for change management and it is taken as an opportunity to take for betterment (Alfaro Solano and Preuß, 2019). Consequently, the change model serves as a leadership move that may vary following the gender and the way of visioning which is different based on communication (Sahin et al., 2017). The facts can be derived from the aforementioned facts Kotter (2012)'s approach to leadership dynamics. Regardless of the approach of a leader towards change management, the entire process flows as per the tested model aiming to initiate the desired changes within an organization. Currently, the adopted frameworks for change management being practised in small to medium companies (SMEs) are based on traditional frameworks and comprise expert endorsement having legal perspectives to carry out a complete procedure of change management in an efficient manner (Raja and Ganesan, 2017). Moreover, an attempt to amend the contemporary frameworks is necessary to accelerate change management where the key decision-makers and personnel with leadership roles will find it easy to not only communicate their vision but also practice with ease. Conducting comparative research with the inclusion of various case studies of businesses and accounting for the experiences of leaders concerning managing change are suggestions for improving this model.

Required Leadership roles for the attainment of transformational change

Below are the five leadership strategies to be worked on in change management along with the probable outcomes (Blanchard, 2012);

1. An increase in the influence and involvement

The inclusion of stakeholders in the process of decision-making regarding change is an important factor in the success of implementing that change. The participation of the stakeholder reduces the likelihood of resistance.

2. Elaborating the cause and objective of change

It is adopted to make everyone cognizant of the rationale and needs for change. Thus, all the stakeholders have knowledge and information about the purpose of change.

3. Collaborative Implementation

The inclusion of the stakeholders concerned increases collaboration where they help each other to make the right choices and the right use of resources to be used in the change process.

4. A sustainable change

The main focus of any change should be sustainability in the form of training skills, procuring tools or replacement of any alternative process. The change process must have a systematic process of evaluation of performance metrics and progress for greater accountability.

5. Discover possibilities

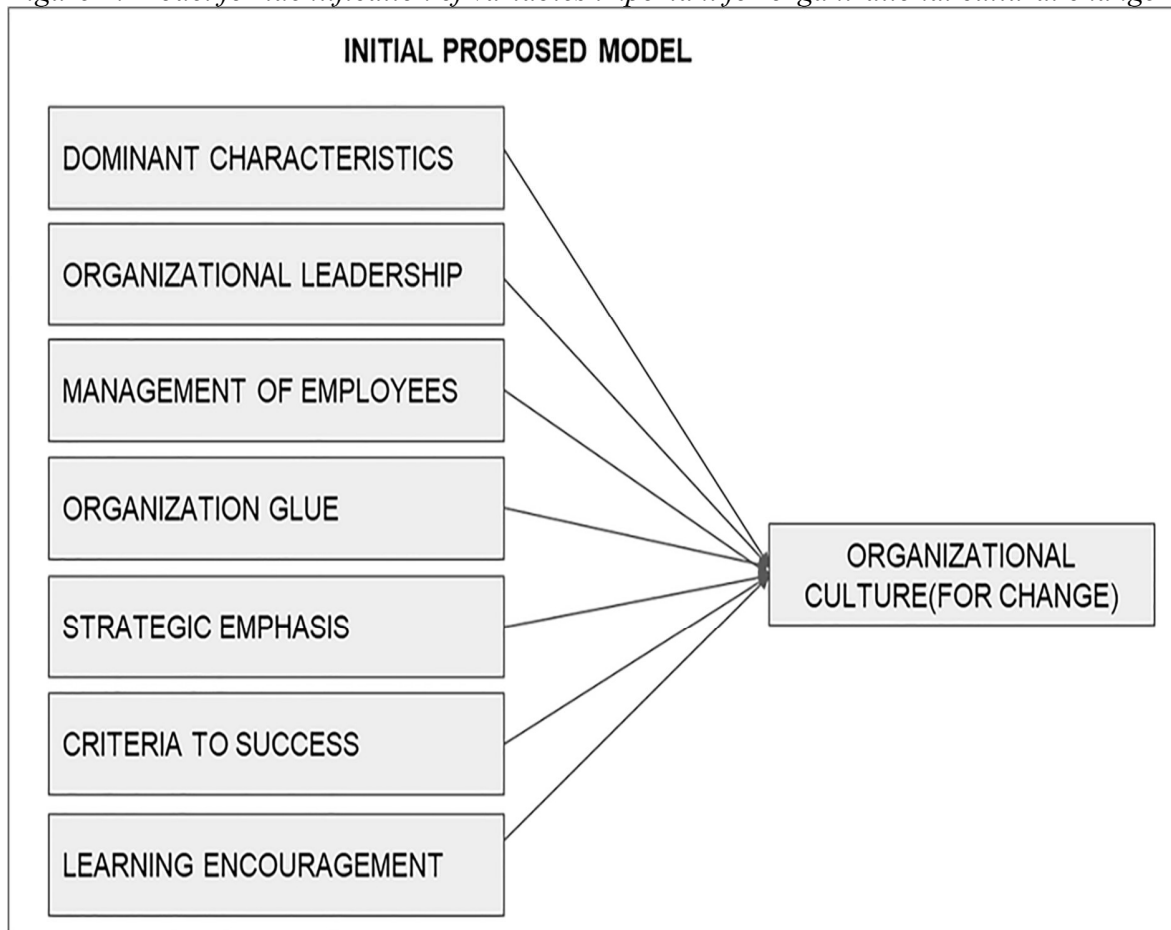
Before plan change, every single possibility must be mediated and deliberated upon which would help to reduce the concerns related to poor research or obsolete practices that are no longer in use. Therefore, substantial time must be given to figuring out the change management process.

Conceptual Model

A theoretical model is designed to provide valuable knowledge regarding the factors that are important while implementing changes in the organizational culture. The theoretical model is based on seven different variables, where the first includes dominant characteristics of the organizational culture. The second component is organizational leadership, which helps develop a successful organizational culture, while the third is employee management. Organizational glue refers to the fourth essential component of the model, effectively holding organizational culture

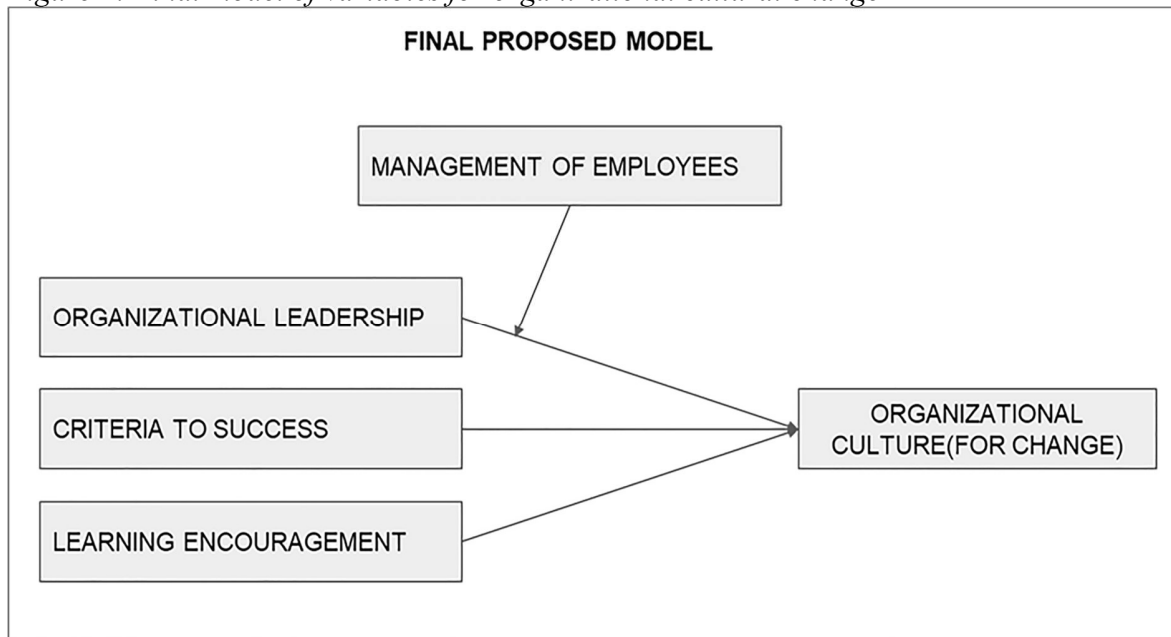
and employees together (Johansson, Åström, Kauffeldt, Helldin, and Carlström, 2014). The fifth component is the strategic emphasis, which refers to the strategic role of management in creating value. The final components of the model include organizational criteria for success and learning encouragement (Figure 1).

Figure 1: Model for identification of variables important for organizational cultural change



The model was further filtered through stepwise regression techniques. Two explanatory variables, including success and learning encouragement, were identified. The strategic implementation of hierarchical regression proposed two new variables, i.e., management style and management leadership, which effectively provide minor improvement in the model. The interaction between management leadership and style resulted in the use of a moderator resulting in the association between management leadership and organizational cultural change. The analysis resulted in the ultimate model, Figure 2.

Figure 2: Final model of variables for organizational cultural change



According to the path diagram, four key variables are identified;

- **Employees' Management:** The flexibility of employees is taken into consideration for easing the adaptability of change. In this instance, the role of managers is highly important to not only increase the level of adaptability in the teams but also to implement the change at the grassroots level with positive reinforcement and projections (Krymkowski, 1988).
- **Organizational Leadership:** It is a crucial element that paves the way for developing resilience and preparedness for change as the final model of change (Krymkowskis, 1988). The formulation of internal strategies is monumental to align with the market trends and value.
- **Success Criteria:** Success hinges on the degree of adaptability towards changes at the organization as well as on the contributions made by employees. By upgrading the skills of employees, companies expand their productivity. For example, the Sharjah transport authority has unprecedented growth due to offering viable profits.
- **Learning Inspiration:** Creating inspiration for learning by investing in the domains of research and development can help organizations to level up their competencies. Knowledge sharing among employees and subordinates expedites benefits. The survival of an organization is possible only when employees are resilient to learn. The factor is essential as it helps in competing with its rivals. All these factors determine the organization's culture for change (Krymkowski, 1988).

Methodology

The study follows a cross-sectional design and is quantitative. The study population includes individuals employed in the transportation sector of Sharjah. The number of employees in Sharjah transportation authority is around 250-500. A sample of 100 individuals working in the Sharjah transportation authority was selected through a random sampling method. Individuals working in the transportation sector were only included. Characteristics of the individuals include those who are either ready or not ready to adopt the organizational culture changes in new projects. In

contrast, employees from any other organizational sector except transportation were excluded. Also, employees working in a company other than the Sharjah transportation authority were excluded.

A self-administered questionnaire was used for data collection purposes which comprised three segments. The first collected the demographic details of participants such as; gender, education level, and employee's work experience. The second part was related to the characteristics and environment of the Sharjah transportation authority. The final part collected information about the leadership qualities that help foster the employees' readiness attitude. The data is collected through a 5-point Likert Scale, where 1 dented disagree strongly whereas 5 refers to strongly agree. Informed consent was provided to participants before collecting data. Information related to participants' demographics and views about the company would be kept confidential to ensure ethical practices.

Study experts attained the validity of the questionnaire before the collection of data. For the data analysis, IBM Statistical Package of Social Sciences (SPSS) v. 23.0 was employed. Information and data in the study were framed through a developed model. The analysis of the gathered information is based on four selected variables, including the organizational leadership style of employee management, developed criteria for success, and learning encouragement. Results of the study were provided through the cross-tabulation method.

Results

The following results proposed to examine the influence of organizational culture on building readiness among employees. Table 1 indicates that most participants (56%) were male, while 44% were females. Findings indicated that 15.0% of participants went to high school, 58% were undergraduates, 20% held a master's degree, and only 7% of respondents were at a PhD level. It also showed that 73% of participants had experience of less than 5 years, 20% had an experience level of more than 5 years, whereas only 7% of participants worked for more than 10 years.

Table 1: Demographic details of the Participants

	Frequency	Per cent
Gender		
Male	56	56%
Female	44	44%
Education		
High school	15	15.0%
Undergraduate	58	58.0%
Masters	20	20.0%
Ph. D	7	7.0%
Experience		
<5 years	73	73.0%
>5 years	20	20.0%
>10 years	7	7.0%

Table 2 provides detailed knowledge regarding the recorded responses to questions related to the organizational characteristics. Most participants (41%) agreed, "The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves." Whereas only 2% of respondents strongly disagreed with the idea. Responses regarding "the organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks" indicated that most of the respondents (47%) agreed with the given idea. At the same time, 20% of individuals disagreed with the idea. Also, 35% of the participants favoured that "the leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk-taking,"; whereas only 16% of respondents were not in favour of the idea.

Table 2: Responses related to organizational characteristics

S.No	Questions	Response									
		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree	
		F	%	F	%	F	%	F	%	F	%
1.	The organization is like a personal dwelling as a family where a lot is shared among its people.	2	2.0	22	22.0	4.0	4.0	41	41	31	31.0
2.	The organization acts in the capacity of an ever-changing place for carrying out entrepreneurial activities. People are not risk-averse.	4	4.0	20	20.0	7	7%	47	47.0	26	26.0
3.	The role of leadership in the organization is deemed to inculcate innovation, risk mitigation, and entrepreneurship.	4	4.0	16	16.0	19	19.0	35	35.0	26	26.0

Other responses related to the organizational characteristics of the Sharjah transport authority are provided in Table 3. Table 3 shows that 42% of respondents agreed with the statement, “The organization is very result-oriented. A major concern is with getting the job done. People are getting the job done. People are very competitive and ac”. While 22% of respondents disagreed with the idea. Next, “The organization is a very controlled and structured place. Formal procedures generally govern what people do”, to which 44% of respondents showed their agreement. Whereas 17% of respondents disagreed with the idea. For the statement, “The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus,” 43% of respondents showed their agreement, while only 13% were not in favour of the idea.

Table 3: Responses related to the Sharjah transport authority

S.No	Questions	Response									
		Strongly Disagree		Disagree		Neutral		Agree		Strongly agree	
		F	%	F	%	F	%	F	%	F	%
1.	The organization is sparked by producing result-oriented actions. Completions of the job roles and progressive actions are the main concerns while maintaining a competitive edge.	2	2.0	22	22.0	4	4.0	42	42.0	30	30.0
2.	The organization has an organized boundary with predefined structures and formal procedures for regularizing behaviours and actions.	3	3.0	17	17.0	12	12	44	44	24	24.0
3.	Organizational leadership is typically responsible for demonstrating non-aggressive practices with a central concentration on results.	3	3.0	13	13.0	15	15.0	43	43.0	26	26.0

Discussion

The present study demonstrated the influence of organizational culture in stimulating readiness among employees. The investigations are held through a theoretical model that is focused on organizational leadership, management of employees, criteria for success, and learning management. Findings indicated that organizational characteristics are essential in encouraging employees to adapt to changing organizational culture. In addition, organizational characteristics also provided significant value in the given framework. This is in line with previous studies. Such as Soumyaja, Kamlanabhan, and Bhattacharyya (2011) argued that other than effective leadership, management's knowledge regarding the employees' readiness to change is effective in developing valuable strategies to implement the change in an organization.

Whereas, Samaranayake and Takemura (2017) provided contradicting results regarding the organizational role of shaping culture in influencing the employees' agility and preparedness for change. A positive correlation was found between factors including; employees' trust in management and peers, organizational commitment, and willingness of employees to adapt to useful organizational changes. Shah (2014) presented that employees' trust and organizational commitment are significant in developing employees' readiness to adopt change in Srilankan manufacturing firms. In contrast, Soumyaja, Kamlanabhan, and Bhattacharyya (2015) provided valuable insights regarding the employees' attitudes towards adopting change. A mediating effect was developed between employees' valuable commitment to change and its impact on their readiness to adopt changes. An insignificant relationship was found between the normative commitments of employees towards the readiness for change. Besides, the affective commitment to change is important in mediating the relationship between employees' creative behaviour and willingness to adopt changes in the past to create readiness for change in an organization.

There is an increased role of managers and leaders in the organization to plan and implement change. However, before implementing the change, it is necessary to evaluate carefully whether the desired change is aligned with the corporation's goals. Through creating change readiness and learning encouragement, the change management process will be steady and beneficial for the employees and the organization as a whole (Jalagat, 2016). In case of resistance to change, negative reactions may erupt that hinder the process of goal attainment at every level of the organization as well as its sustainability. For instance, negative effects may include reduced job satisfaction, reduction in organizational effectiveness, loss of motivation among employees and organizational setbacks (Darmawan & Azizah, 2020).

Kirrane et al. (2017) provided another perspective of a similar idea through structural equation modelling. The relationship between employees' readiness and management's support was studied through psychological perspectives. The study's findings indicated that employees' psychological perspectives influence their ability to adopt significant changes. Besides, the psychological resources of an individual are essential in maintaining the organizational environment. Gondo, Patterson, and Palacios (2013) suggested the idea through another perspective, where individual mindfulness is of greater importance in developing a readiness to change. The above-illustrated results are not parallel to the present results, according to which employee management, organizational leadership, the organization's criteria for success, and learning encouragement are significant organizational characteristics that influence employees' readiness to change.

Hao and Yazdanifard (2015) emphasize the value of adopting organizational changes that are important to meet the business requirements of the present era. The long-term survival of organizations is majorly dependent on the idea of how far changes have been adopted. The study further emphasized that an organization cannot evolve relevant improvements without leadership.

Choi (2011) outlined the necessary conditions to stimulate individual readiness for the growing change. The study highlighted that at the time of change, the organization becomes more effective in terms of its learning culture, which helps in moulding individuals to adopt the readiness for change.

Samaranayake and Takemura (2017) emphasized the value of individual readiness integrated through practical intelligence and individual intelligence to change. This indicated that individuals that are willing to accept the change show maximum readiness towards the change. A similar perspective was provided by Hameed, Khan, Sabharwal, Arain, and Hameed (2017), according to which effective communication is essential in influencing employees for change readiness in any organization. The relationship is discussed through structural equation modelling. A constant and evolving change is essential to keep an organization abreast of the concurrent evolutions and advancement and stabilize its position in the highly volatile environment for steady growth. There is a greater role for leaders to adopt macro strategies to eliminate strategic or systematic hurdles to bring change and maintain quality. The decisions of the leaders are significant to derive a positive attitude of the workforce concerning the changing dynamics of the organization. The economy of the UAE is oil-driven for the past two decades; thus, transformative changes at national levels are on the rise to be implemented aiming to diversify the economy of the country while unleashing new doors and arenas of progress and well-being. In this perspective, the Sharjah transport authority serves as the best example to illustrate exemplary progress in building an all-encompassing and advanced system of transportation.

Implications

The study's findings contribute to and enrich the literary knowledge in the UAE. The results help transportation companies to adopt cultural changes at the organizational level. These results significantly reflect an organization's key attributes and leadership in developing employees' readiness to change. This will end the employees' struggle to mould themselves in the newly formed changes, resulting in competitive performance and favourable organizational culture. This study effectively develops a new organizational culture and applies it to increase preparedness and agility for change. Also, this study stipulates the necessity of change management in creating resilience and preparedness within an organizational boundary.

Companies through the discussed strategies may form an effective organizational environment to foster the growth of the organization. Transportation companies in the UAE must ensure effective policies regarding organizational culture. Also, transportation organizations must employ the mentioned strategies to ensure employees' readiness to adopt changes. There is a strong need to develop robust mindsets of employees regarding organizational culture and the involved changes. This could only be achieved through a firm demonstration of benefits that can be attained through cultural change intervention in an organization.

Organizations need to design and manage mechanisms to transfer learning and manage the perception of organizational culture from employees' perspectives. This can be fulfilled by encompassing employees in organization-wide strategies, having a shared vision, being flexible to modifications, being agile, innovative, and adaptable, and developing a cohesive solid sense. Employees will then be encouraged to transfer learning. The perception of senior managers can play an essential role in learning transfer, precisely due to organizational culture. The UAE has different dynamics in a capacity of a developed nation which is yet progressing toward the attainment of an innovative and knowledge-based economy. Thus, there is no fit-for-all strategy

to apply to developed and underdeveloped countries. Future researchers are suggested to provide fundamental developments while collecting data from any other state and industry.

Furthermore, to propose effective results, researchers are suggested to study a large sample to provide a better understanding. It further suggested that future studies involve samples of organizational employees, managers, and leaders to develop a powerful understanding of different perceptions. Other than this, expanded research may be conducted to provide a comparative analysis of the two organizations that are frequently implementing organizational cultural changes due to the needs of the present business market.

Conclusion

The study thus concludes that Sharjah transport authority employees need to extend their understanding regarding the value of the culture within the organization and the changes involved in it. The idea is crucial in developing a strong corporate environment that values a high level of productivity for employees and the organization both. Organizational leaders should also employ effective techniques that help develop a knowledge-sharing attitude and adopt the newly formed culture. Despite detailed knowledge, this study involves certain limitations. Firstly, the concept of this research cannot apply to all industries as it is related to the transport industry. Also, the UAE's transport system is very innovative and modernized.

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