INFLUENCE OF ORGANIZATIONAL CULTURE AND EMPLOYEES' JOB PERFORMANCE:AN EMPIRICAL STUDY OF ABU DHABI NATIONAL OIL COMPANY

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ABSTRACT
The aims of this study is to determine the organizational culture of Abu Dhabi National Oil Company and it is level of the employees' job performance. To determine the level of organizational culture and employee performance within Abu Dhabi National Oil Company ADNOC (this study was only focus on the main branch in Abu Dhabi). The data was gathered through survey questionnaire among middle manager with at least 2 years experiences and full time employees of ADNOC. The results shows that in overall, respondents perceive that the organizational culture of ADNOC was moderate. However, the results from job performance perspective it shows that there may be inconsistencies in the organizational practices of ADNOC.With a mean score of 2.29, middle managers perceived their job performance was low. Hence, the objective regarding the level of the organizational culture and the job performance of Abu Dhabi National Oil Company has been achieved.
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Keyword: Organizational Culture, Employees' Job Performance, Petrochemical Company.

1. INTRODUCTION
Organizational culture according to Denison (1996), is defined 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 behaviours that both exemplify and reinforce those basic principles. Denison (1996) conceptualizes organizational culture as composed of four major dimensions, including involvement, consistency, adaptability and mission. In addition, organizational culture is a system of shared meaning held by members which distinguish the organization from other organizations (Robbins et al., 2012 and Robbins et al., 2013). Thus, every organization has its own culture and has become unconsciously attached to its culture (Bedarkar et al., 2016). Hence, culture gives organizations its uniqueness and differentiates them from other organizations.

Likewise, organizational culture is important for organizations as it is an important component to develops an organization into an active and successful organization (Schein, 2010). Gruenert, and Whitaker, (2015)argued that culture in itself may appear meaningless when considered lightly, as it reveals the practices, traditions, and beliefs held by organizational members,

however when the role of organizational culture is considered vividly in an organization, its influence on organizational processes such as in the development of job satisfaction, job commitment, and organizational performance can be clearly seen. In addition, Rachelle and Rooyen (2017) argued that organizational culture is the pattern of basic assumptions that a group has created, discovered or developed in learning to cope with its problems, and that has developed into valid organizational processes.

Campbell (1990) described job performance as a set of activities carried out to achieve a goal. For Campbell, job performance is rather a complex activity than a single action performed (p. 704).According to Campbell et al. (1993), organizations performance is derived from employee performance and is considered an essential behaviour that can be classified and measured in terms of expertise and skills rather than results. In this study, Job performance is approached as a unidimensional construct using the Campbell (1990) job performance measures. Hence, performance can be described as the net effect of an employee's effort contingent on his/her abilities, roles and task perception (George, Jones, & Sharbrough, 1996). It is the result of people's work in their various organizations.

According to Buchanan and Bryman (2009), individual performance is generally determined by three factors, motivation-the desire to do the job; ability-the capacity to do the job; and the work environment, tools, materials and information required to do the job. If an employee lacks ability, the organization's leadership can provide further training through mentoring, workplace learning, coaching or some specialized training or rather choose to replace such employee. If on the other hand, there is an environmental problem, the organization's leader can also make adjustments that would promote higher performance. But if there was a lack of motivation from the employees, then the leader's task becomes even more challenging as he is faced with the challenge of determining what is responsible for the lack of motivation in his/her employees- which may be the result of the leadership style or behaviour of the leader. Thus, the organization leadership needs to be well structured by ensuring that leaders utilize appropriate leadership style and models – such as transformational leadership, to bring about the needed motivation and work environment as well as a culture which may, in turn, bring about effective job performance in the organization. It can be invariably concluded that effective leadership brings about effective employee performance, with some underlying factors mediating this relationship (Buchanan and Bryman, 2009).

Attaining a high degree of organizational performance is one of the primary goals of any organization, and this is measured by the collective performances of all employees within the organization. Thus, this implies that if organizations must perform optimally, their employees must also perform highly and optimally also. Khasawneh *et al.* (2012)state that individuals who are committed to the goals and values of their organizations tend to work harder, and are less likely to be absent from work, have lower intentions to quit and possess increased job satisfaction. This they attributed to the influence of their leader's leadership style and attributes. Consequently, it implies that leadership styles influence organizational processes and practices which may, inturn, influence employee job performance.

Similarly, in this current and modern business situation, every organization strives to manage its employees' job performance in a more comprehensive and productive manner in order to compete and overcome challenges that may jeopardize organizational success (Munisamy, 2013). To promote and enhance job performances in UAE oil and gas companies, especially in UAE largest, oil company, the Abu Dhabi National Oil Company there is the need to ensure that organizational plans are aligned with the organizations' strategic plans (Alzahmi, 2016). Likewise, managers, supervisors, and leader ought to ensure that they are executing a management style that leads to enhanced organizational performances as well as provides the opportunity for continued growth and development. Furthermore, the leaders' responsibilities to ensure that their workers have the right skill, knowledge andthe organization have the right equipment to pursue its strategy such that the preferred performance accrues. In order for organizations to increase their competitive advantage in both national and international markets, organizational leaders must systematically assess their employees' performance and identify the necessary resources to develop them accordingly (Yukl, 2008 and Bass et al., 2008; Sania et al., (2016).

The oil and gas sector is characterized by a countless number of activities ranging from research and development to production, marketing, technical operations, and so on. In order to successfully run the day-to-day operations of the various aspects of oil & gas organizations requires employees who have a particularskill set that is relevant to the attainment of organizational goal. As with all organizations which crave success, the organizational culture practised is critical for the outcomes they achieve. Similarly, the organizational culture practised in oil and gas companies is also crucial to the level of success they achieve. The implication is thus that organizational culture and leadership are just as key in oil and gas companies as they are with every other business organizations. Creative leaders innovate and lead their organizations to success by developing an organizational culture that consequently leads to enhanced job performance (Alsolami, Cheng, & Twalh, 2016; Woods *et al.*, 2018). Furthermore, the company allocates some of its top managers to foreign oil companies so they can work together with foreign personnel and gain relevant and recent information as well as acquire the most up-to-date knowledge from oversea expertise (Rai & Victor, 2012).

The Abu Dhabi National Oil Company also known as ADNOC is a state-owned oil company of the United Arab Emirates (UAE). The company was formally established in 1971. The headquarter of the organization is based in the Emirate of Abu Dhabi, where roughly 95% of the UAE's oil reserves are situated.The current performances of ADNOC employees are not particularly known as such data is held confidential by the organization (Rai and Victor, 2012). However, the performance of ADNOC employees can be inferred from several related variables in the organizations such as motivation, commitment, training and employee retention (Essays, 2018). ADNOC reportedly spends several billions of dollars on compensation, rewards and employee training, all in an effort to continuously keep employees motivated and committed to remain within the organization and give their best performances (Essays, 2018). This perhaps is an indication that ADNOC employees have not yet realized optimal performances and the top management of the organization expends a significant amount of money especially on training to keep employees well informed and knowledgeable in order to contribute towards the success of

the organization. However, the research literature has shown that while training is an important organizational factor, it is not solely responsible for boosting employee's performance. A more evident factor in the literature is the crucial role of leadership in influencing employee performance (Al-Tit, 2017; Boon *et al.*, 2012; Diamantidis and Chatzoglou, 2019; Kalaiarasi and Sethuram, 2018; Pandey, 2019; Zhang and Li, 2016).Hence, in this study, the Denison Organizational Culture Survey (DOCS) was adopted to measure the organizational culture of ADNOC.

LITERATURE REVIEW

Organizational Culture

The term culture has become an important part of all human societies. With the emergence of globalization, culture has taken on a broader meaning and has evolved into an indispensable dimension for organizations (Browaeys and Price, 2008). Culture, in its simplest form, is described as the way of life of a group of people (Foster, 1962). Hofstede (2011) defines culture "as the collective programming of the mind that distinguishes members of a group or category from others". Organizational culture on the other hand, may be defined as the collective programming of the minds of organizational members to hold certain beliefs, norms and values. In the words of Schein (2010); Abdullah, Shamsuddin, Wahab, & Hamid, (2014);Warrick (2017); Zhou (2017) and Mohamed (2016) organizational culture is described as comprising an underlying set of norms, values, and assumptions that members of an organization hold that depicts the organizations visions, missions and beliefs.

Organizational culture can also be described as a complex set of assumptions, ideas, values, and symbols that describe how organizations carry out their activities. Organizational culture existsand plays an essential role in shaping the conduct of the entire organization (Longman et al., 2018). Organizational culture is also described as the key to organizational excellence (Schein, 1984; Louis, 1983). It is believed to be responsible for organizational efficiency and productivity (Barney, 1986). As a result, Ansari et al. (2010), argues that the organizational culture of an organization is reflected in their day to day activities which is the basis for organizational practices which members of the organization have come to imbibe. A number of empirical studies on organizational culture supports the assertion that the willingness and potential to fail while attempting new things are part of the ways of improving organizational culture (Vetterli et al., 2016; Rauth et al., 2015; Yoo& Kim, 2015; Buijs and Williams, 2014; Michlewski, 2008).

Furthermore, Petersens and Ibsen (2013) "describe organizational culture as the glue which binds geographically dispersed units together".The concept of organizational culture can be summarized as commonly shared beliefs, values, assumptions and traditions reflected in the day to day practices of a group of individuals who are associated by means of an organization. Hence, the culture of a given organization as a social institution is represented by the overall image or picture of the organization reflected in the practices and traditions of organizational members. Studies thus suggest that an organizational culture is a viable tool that allows the

describing of the various sociocultural systems within the organization (Kokina and Ostrovska, 2014).

Denison (2000) proposed four cultural characteristics that organizations must have in order to stimulate and produce organizational efficiency; these cultural characteristics include; involvement, consistency, adaptability and mission.Involvement seeks to recognize whether humans are aligned, engaged, and successful in developing the potential to function under the conditions of autonomy and working collaboratively towards organizational goals. Involvement here advocates for members of an organization to be well integrated into the organization such that they are able to effective and innovative members of the organization contributing to organizational goals and objectives (Ahmady, Nikooravesh, & Mehrpour, 2016; Rajaei and Arghavani, 2016; Wahyuningsih *et al.*, 2019).

Consistency refers to the integration of activities, coordination, and control, and creating an internal system of governance which is rooted in stability and an internal orientation **and aligns with Control Culture (Denison, 2000; Denison and Mishra, 1989).** Consistency is founded on organizations answering the question "do we have the systems, values and processes in place to execute organizational goals? It is achieved when organizations define the values and systems that are the foundations of the culture within the organization (Ahmady *et al.*, 2016; Hartnell *et al.*, 2011; Wahyuningsih *et al.*, 2019).

Mission gives purpose and meaning to the organization by defining a meaningful long-term direction for the organisation. It answers the question "do we as an organization, know where we are going?" Ahmady *et al.* (2016)regard mission as the most important characteristics or feature of organizational culture. They argued that organizations that do not have clearly defined mission (i.e. an account of where they are going), as well as their current situation, are usually unsuccessful.

Denison (2000) defined adaptability as an organization's ability to understand and adapt to the external environment, such as to a customer's expectations and competitive market forces. Organizations that are vastly adaptable continuously search for new, innovative and better ways to do their work; and do so by responding quickly and effectively to customer feedback, as well as by recognizing the strengths and weaknesses of their competition Denison and Mishra (1989).

Campbell's Theory of Job Performance

According to Campbell (1990), job performance is a set of activities done to achieve a specific goal. He further explains that job performance is a complex activity rather than a single action performed (p. 704).Campbell *et al.* (1993) mentioned that performance is behaviour. When defining performance as a behaviour, Campbell allowed for exceptions. For example, he explained that performance does not have to be directly observable actions of an employee. However, it can consist of mental productions, such as answers or decisions. Hence, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioural. Furthermore,Campbell *et al.* (1993) added that performance is something

that is carried out by an employee, and it differs in every way from the outcome. He further clarified that outcomes are the result of an individual's performance. Hence, performance determines outcomes and how productive an individual employee is or has been over a period of time or in a specific task. Job performance is goal relevant; that is, it must be directed towards an organization's goals, specific job or task. Campbell *et al.* (1993) further highlighted some factors that impact effective employee performance in any organization, they include;

a. Clear job expectations
b. Clear and immediate performance feedback
c. Adequate physical environment, including the necessary tools, materials and workspace.
d. Motivation and incentives to perform as expected
e. Skills and knowledge required for carrying out the required job adequately.

Campbell (1990) argues that effectiveness is when an organization is able to differentiate between performance and the results of performance. If a manager, for example, unveils stellar performance behaviours, profits might increase or may remain the same. Therefore, in order to achieve high productivity, every organization needs to provide strong support to their employees as their individual effort is a crucial determinant for organizational success and overall organizational performance. Table1 shows an overview of the determinants of Campbell's job performance.

Table 1:Campbell's Determinants of Job Performance

Component	Description
Job specific task proficiency	Core technical tasks
Non-job-specific task proficiency	Tasks not specific to a given job
Written and oral communication proficiency.	Preparing written materials or giving oral presentations.
Demonstrating effort.	Exerting extra effort; willing to work under adverse conditions.
Maintaining personal discipline.	Avoid negative or adverse behaviours (e.g., substance abuse).
Facilitating peer and team performance.	Support and assist peers; reinforce participation.
Supervision and leadership.	Influence; setting goals; rewarding and punishing.
Management and administration	Organize people and resources; monitor progress; problem-solve.

Source: Campbell et al. (1990)

Campbell (1990) proposed eight job performance indicators which include: job-specific task proficiency, non-job specific task proficiency, written and oral communication proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, as well as management and administration. These indicators were proposed as job performance indicators that can be generalized to a range of occupations or jobs.

They provide comprehensive insights into the measure of an employees' job performance. Furthermore, Campbell's model represents the major factors that describe a specific domain of job performance for organizations. Hence, Rotundo and Rotman (2002) stressed that the direct observation of job performance behaviour is the exact measure of job performance rather than the actual results. For example, in a service sector, an employee's behaviour with regards to how they behave with customers in order to maximize sales target can be used to determine their job performance. Campbell's model specifies three aspects;

1) Organizations are more concerned about variables such as effectiveness, productivity, turnover etc., rather than outcome variables such as job satisfaction and job performance.
2) Training curriculums help to enhance the individual's skill as well as the information provided in terms of performance in the selection system to assist the organization in achieving high performance, while taking into consideration the employee's interest assessment, using ability and personality, for instance, in order to develop the individual's career option.
3) At the individual level, the fair and equitable treatment of employees should constitute the key aspects of an organizations' strategy, as employees are important aspects to the success of an organization (Campbell, 1990).

In a study carried out by Sonnentag et al. (2008), finding reveals that job performance facilitates and provides high performance in organizational contexts. Also, Pushpakumari (2008) determined from his study based on performance using a sample consisting of three groups of employees: professionals, managers, and non-managers from 20 private firms and 5 industries, revealed that satisfied employees tend to create a pleasant work environment within the organization as a result of high-performance level. The result of the analysis showed that there exists a positive and significant relationship between job satisfaction and the individual performance of employees. The job performance measure for this study was adapted from the job performance questionnaire developed by the University of the Fraser Valley in line with Campbell's 1990 job performance meaurement dimesnions. Although the job performance scale covers various aspects of performance evaluation, such as productivity, efficiency, timeliness and so on, these aspects were integrated and measuread as a unidimesnional construct, given that the researcher wanted to depict job performance as overall employee job performance and not necessarily in terms of the various dimesnions of performance.

Furthermore, Boon *et al.* (2012) carried out a study to ascertain the factors affecting employees' performance in organizations. Using a sample of 169 adults in Malaysia, they sought to determine whether income, reward and incentives, workplace environment, work-family factors and personality had any significant impact on an employees' performance. Findings from the study revealed that only two factors, work-family factors and personality had significant impacts on the job performance of working adults.In addition, Diamantidis and Chatzoglou (2019) sought to determine the factors that affects employees' performance by examining the interrelations between firm/environment related factors (training culture, management support, environmental dynamism, and organizational climate), job related factors (job environment, job autonomy and job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment and their impact on employee

performance. The results from the study show that job environment and management support had the strongest impact (both direct and indirect) on employee job performance, while adaptability and intrinsic motivation directly affects job performance. The findings of the study confirm that organizational variables such as job, environment, management support, intrinsic motivation and adaptability were critical factors affecting employee performance within organizationsDiamantidis and Chatzoglou (2019).

METHODOLOGY

A questionnaire as described by Kothari (2004) is the best method for obtaining data for statistical analysis. In this study, a structured questionnaire was used for data gathering. The population is middle manager staff of Abu Dhabi Oil National Company. The identified population for this study are full-time employees from Abu Dhabi National Oil Company, who have served for at least 2 years in the organization. Contract and casual employees were excluded from the study. Likewise, Kothari(2004) stated that the sample is important as it enables researchers to make vivid inference and generalizations about a given population.

Hence, it is a technique for acquiring data from a specific population using only a few units of that population in an effort to make valid inference and conclusions regarding the entire population. For this research, the sample selection was basedKrejcie& Morgan (1970) sample selection table. The total population of employees at ADNOC is 3700, hence the calculated sample size for the study is 456 distributed.However in anticipation possible invalids and wrong completion of questionnaire, (450) questionnaires were conveniently distributed among the sampled company (ADNOC). A total of 450 questionnaires were retrieved amounting to (98.68%) response rate. In addition, the research instrument is a structured questionnaire that includes information on both personaldetails of the respondent and questions on dependent and independent variable. Therefore, the data collected was analyzed to identifythe middle managers level of the organizational culture and the employees' job performance of Abu Dhabi National Oil Company; using the SPSS Version 23.

RESULTS

In order to successfully describe the level of organizational culture, and job performance of ADNOC middle managers, the mean was used. Several remarks regarding the interpretation of mean values have been reported in the literature. According to Masa'deh (2016), the mean values can be interpreted using three levels of measurement. Mean values between 1.00 - 2.33 depicts a low level of the variable measured; mean values between 2.34 - 3.67 are interpreted as moderate level of the measured variable; while mean values between 3.68 – 5.00 as regarded as high level of the measured variable. Alternatively, Masa'deh (2016) also established five levels for mean score interpretation which ranges from 4.21 – 5.00 very high, 3.21 – 4.20 high, 2.61 – 3.20 moderate, 1.81 – 2.60 low while 1.00 – 1.80 very low. However, in this study, the approach proposed by Obeidat *et al.* (2016) was used. Obeidat *et al.* (2016) posit that the range for interpreting mean scores can be obtained by using the formula; highest point in the Likert Scale minus the lowest point in the Likert scale divided by the number of the levels, hence, since the researcher intends to classify the mean values into three levels of low, moderate and high, the

required range becomes; (5-1)/3 = 1.33. hence Table 1 provides a summary of the mean score interpretation as used in this study.

Table 1 : Mean Score Interpretation

Mean Score	Level
3.68 – 5.00	High
2.34 - 3.67	Moderate
1.00 - 2.33	Low

Adapted from Obeidat *et al.* (2016)

Table 2 shows a summary of the descriptive statistics for Organization Culture,including the means, minimum, maximum, standard deviation, skewness, and kurtosis values. The minimum point of 1 and the maximum point of 5 for all the items, which represents the minimum and maximum data points in the questionnaire Standard deviation values of all the variables measured ranged from 1.03 to 1.155, except a few of the items which were less than 1; while the mean values ranged between 2.42 – 4.21. In addition, the skewness and kurtosis values presented in Table 2 are all within the recommended and satisfactory range of normal distribution.

Table 2: Descriptive statistics for Organization Culture

Organizational culture	Code	N	Mean	SD	Skewness	Kurtosis	Remark
	C1	450	2.61	.939	1.186	1.568	Moderate
	C2	450	2.42	1.021	.675	-.137	Moderate
Mission	C3	450	3.92	1.087	1.427	1.473	High
	C4	450	2.40	1.019	.473	-.152	Moderate
	C5	450	3.10	1.116	1.220	.887	Moderate
	C6	450	2.82	1.199	.120	-1.302	Moderate
Total			**2.87**				Moderate
	C7	450	2.56	1.071	.622	-.455	Moderate
	C8	450	2.81	1.044	1.175	.838	Moderate
Consistency	C9	450	2.79	1.233	.236	-1.153	Moderate
	C10	450	2.43	.912	.680	.639	Moderate
	C11	450	2.73	.816	1.781	4.664	Moderate
	C12	450	2.60	.948	1.262	1.625	Moderate
Total			**2.65**				Moderate
	C13	450	2.84	.878	1.553	3.175	Moderate
	C14	450	3.33	.911	1.602	3.071	Moderate
Involvement	C15	450	3.19	1.030	1.186	.961	Moderate
	C16	450	3.19	.959	1.335	1.736	Moderate
	C17	450	3.32	1.002	1.018	.781	Moderate
	C18	450	2.91	1.064	1.362	1.175	Moderate
Total			**3.13**				Moderate

	Code	N	Mean	SD			Remark
	C19	450	2.52	.909	1.379	1.943	Moderate
	C20	450	2.54	.848	1.604	3.186	Moderate
Adaptability	C21	450	3.12	.862	1.741	3.734	Moderate
	C22	450	3.56	1.110	.586	-.737	Moderate
	C23	450	4.34	.864	1.802	4.155	High
	C24	450	4.21	.864	1.802	4.155	High
Total			**3.38**				Moderate
Overall		**24**	**3.01**	**0.98**			**Moderate**

To determine the organizational culture of Abu Dhabi National Oil Company as perceived by middle managers. The mean was used to summarize and describe respondents' perception of the organizational culture in Abu Dhabi National Oil Company. Findings show that respondents perceived the organizational culture of ADNOC as moderate with an overall mean score of (3.01). Similarly, regarding the organizational culture dimensions measured in this study, respondents perceived that the level of involvement in ADNOC was moderate with a mean score of 3.13. and 3.38 for adaptability. Furthermore, respondents perceived the level of consistency at ADNOC was also moderate with a mean of 2.65, while the level of mission was also perceived as moderate with a mean of 2.87. The results show that in overall, respondents perceive that the organizational culture of ADNOC was moderate, perhaps because employees do not feel involved more within the organization, as the level of involvement reported from the analysis was moderate. The results possibly indicate that respondents may not fully understand the mission of ADNOC also.

Table 3: Descriptive statistics for Job Performance

Code	N	Minimum	Maximum	Mean	SD	Skewness	Remark
JP1	450	1	5	2.60	1.363	.558	Moderate
JP2	450	1	5	2.90	1.452	.127	Moderate
JP3	450	1	5	2.90	1.417	.100	Moderate
JP4	450	1	5	2.86	1.442	.137	Moderate
JP5	450	1	5	2.91	1.474	.107	Moderate
JP6	450	1	5	3.21	1.421	-.180	Moderate
JP7	450	1	5	2.27	1.056	.544	Low
JP8	450	1	5	2.07	.917	1.287	Low
JP9	450	1	5	2.15	.832	1.112	Low
JP10	450	1	5	3.93	.883	1.128	Low
JP11	450	1	5	3.92	.894	1.107	Low
JP12	450	1	5	3.91	.812	1.505	Low
JP13	450	1	5	2.84	.823	1.555	Low
JP14	450	1	5	3.69	.901	1.920	Low
JP15	450	1	5	3.72	.914	1.889	Low

JP16	450	1	5	1.70	.961	1.772	Low
	Overall			**2.29**	**1.17**		**Low**

The Job Performance descriptive statistics is presented in Table 3, a means, minimum, maximum, standard deviation, skewness, and kurtosis values of the indicators of job performance.All items have the minimum point 1 and maximum point 5, which are the minimum and maximum data points in the survey questionnaire. This indicates that the sample presents a high variation of job performance practices items. Thus, the majority of the standard deviation values for job performance were between 1.05 to 1.5, while the rest were close to 1; for mean values, the majority of items were between 2.15 to 2.9. Skewness and kurtosis values are all within the recommended acceptable range of a normal distribution. Hence the data is normally distributed. The here to investigate middle managers level of job performance at Abu Dhabi National Oil Company. With a mean score of 2.29, middle managers perceived their job performance was low.

DISCUSSION AND CONCLUSION

The first objective sought to determine the organizational culture of Abu Dhabi National Oil Company. Middle managers were asked to rate their perception of the organizational culture at ADNOC. Findings from the data analyzed revealed that in overall, respondents perceived that the Abu Dhabi National Oil company has a weak organizational culture (see Table 2). Using the four dimensions of Denison's Organizational culture model, respondents' perception of ADNOC's organizational culture was defined in terms of involvement, consistency and mission. Findings reported in Table 2 shows that respondent's perception of involvement culture at ADNOC was moderate, consistency was perceived as moderate, adaptability was also perceived as moderate, likewise the mission was perceived as moderate.

According to Denison (2000), involvement recognizes whether humans are aligned, engaged, and successful in developing the potential needed to function under the conditions of autonomy and in working collaboratively towards achieving organizational goals. Involvement here advocates for members of an organization to be well integrated into the organization such that they are able to become competent and innovative members of the organization, thereby contributing to organizational goals and objectives (Ahmady, Nikooravesh, &Mehrpour, 2016; Rajaei and Arghavani, 2016; Wahyuningsih et al., 2019). A moderateinvolvement culture thus signifies that respondents perceive that ADNOC employees are partially aligned and negated to the level that they are now considered an innovative member of the organization.

In terms of consistency, which was perceived to be at a moderate level by the respondents of this study, this implies that respondents do not believe that the organizational culture of ADNOC was well coordinated and coherent. Consistency refers to the integration of activities, coordination, and control, and creating an internal system of governance which is rooted in stability and an internal orientation that aligns with control culture (Denison, 2000; Denison and Mishra, 1989). Consistency is founded on organizations answering the question "do we have the systems, values and processes in place to execute organizational goals? Hence, a moderate level

of consistency at ADNOC implies that the organization, to some extent, has the systems, values and processes needed to achieve organizational goals, but not adequately.

Similarly, Denison (2000) defined adaptability as an organization's ability to understand and adapt to the external environment, such as to a customer's expectations and competitive market forces. Vastly adaptable organizations continuously search for new, innovative and better ways to do their work; and do so by responding quickly and effectively to customer feedback, as well as by recognizing the strengths and weaknesses of their competition (Denison and Mishra, 1989). Organizations with adaptive cultures are responsive to change in the market as well as consumer needs and are usually considered to be more innovative than those without adaptive cultures. Hence a moderate level of adaptive culture implies that ADNOC is substantially able to adapt to its external environment.

Furthermore, a Denison (2000) explains that Mission gives purpose and meaning to the organization by defining a meaningful long-term direction for the organization. It answers the question "do we as an organization, know where we are going?" Ahmady et al. (2016) regard mission as the most important characteristics or feature of organisational culture. They argued that organizations that do not have clearly defined mission (i.e. an account of where they are going), as well as their current situation, are usually unsuccessful. Mission provides the drive, through which employees work together to achieve desired goals for the business enterprise (Denison et al., 2012). The organizational members can recognize which direction the organization is moving towards (Pirayeh et al., 2011).Consequently, with a clear direction well defined, organizational members have a direct sense of motive to accomplish the organizational goals and strategic objectives. Hence, a moderatemission thus implies that respondents partially adequately understand the purpose and meaning of the organization. Therefore, the organizational leaders must do more to effectively communicate the mission and strategic goals of the organization to members.

The second objective sought to ascertain the level of job performance of Abu Dhabi National Oil Company middle managers. The job performance of ADNOC middle managers was measured using self-report scale adapted from (Campbell et al., 1993). Job performance as measured as a unidimensional construct in this study. Hence, findings from the analysis revealed that respondents rated the performance of ADNOC middle managers as moderate. Respondents rated their performance in terms of timeliness, meeting specified target deadlines, problem identification and resolution, prioritizing tasks and working with minimum supervision as moderate, whereas in area such as demonstrating initiative and practical leadership skills, collaborating effectively with colleagues as well as being able to handle sensitive information appropriately, respondents rated their performance low. This thus implies that respondents believe that there are aspects of their job performance, which can be improved enormously, as revealed by the ratings on their job performance in Table 3.

CONCLUSION

In this of study, the researchers aim to investigate the overall level of organizational culture and

the employee's job performance with the indication from Abu Dhabi National Oil Company among middle managers. Therefore, survey questionnaire was developed and distributedtocollect the data. The objectives has been achieved; the level of the job performance and organizational culture were determined based on middle manager perspective in Abu Dhabi National Oil Company.

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