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CORPORATE CULTURE AS A DETERMINANT OF WORK EFFICIENCY AND LIFESTYLE HEALTH IN UAE ORGANIZATIONS: A STRUCTURAL EQUATION MODELING APPROACH

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Abstract:

Most companies describe culture, but very few really understand how culture influences the day-to-day stuff that matters: whether workers do their jobs on time or walk home burned out. A lot of the research connects corporate culture to performance overall, but we still don't know what exact cultural pieces really fuel efficiency, versus physical employee health. That gap has leaders questioning where they should get their efforts. The purpose of this study is to investigate how five aspects of corporate culture --namely, leadership style, communication practices, shared values, organizational structure, and health and wellness--influence work performance (i.e., task completion rates and time management) and employees' health (i.e., food intake and the work-life balance). Statistics were obtained from 372 employees in sectors in the UAE and assessed by PLS-SEM. The research confirmed that leadership style strongly and significantly predicted work-life balance ($\beta = 0.778$, $p < 0.001$) and time management ($\beta = 0.287$, $p = 0.002$), although interestingly it did not influence task completion. In nutrition, communication practice had a large impact ($\beta = 0.786$, $p < 0.001$); but no direct effect on efficiency measures. Health and wellness culture, in contrast, actually improved task completion ($\beta = 0.394$, $p < 0.001$) and time management ($\beta = 0.397$, $p < 0.001$). Shared value was associated with greater task completion ($\beta = 0.301$, $p = 0.006$) and work-life balance ($\beta = 0.242$, $p < 0.001$), but not with nutrition. Organizational structure was helpful for work-life balance and nutrition, not efficiency.

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But surprisingly, communication practice had no direct impact on time management, and shared value didn't lead to nutrition. Inconclusion corporate culture is not one toolkit. Leaders who want healthier, more balanced employees should double down on leadership and communication. Those who seek productivity growth must channel resources into health programs and shared beliefs. Stop guessing. Start targeting.

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Keyword:

Corporate Culture, Employee Health Lifestyle, Leadership Style, Work Efficiency and Work-Life Balance

Introduction

Many organizations worldwide realize corporate culture as the common values, beliefs, and behavioral norms within an organization heavily influences employee outcomes (Flamholtz & Randle, 2020; Chernukh, 2022). Historically, academic attention was dedicated to how culture influences productivity, innovation, and financial performance (Anning-Dorson, 2021; Azeem et al., 2021). In recent years, a paradigm shift has emerged: the recognition that corporate culture simultaneously influences not only what employees produce (work efficiency) but also how they live (health lifestyle behaviors) (Cho & Kim, 2022; Ghaleb, 2024). Flamholtz and Randle (2020) claimed that corporate culture is the ultimate strategic asset but stated that the majority of organizations do not account for the joint influence of corporate culture on operational output and employee well-being within the enterprises (Flamholtz & Randle, 2020).

Akpa, Asikhia, and Nneji (2021) reviewed literature and concluded that, although organizational culture positively correlates with performance, the mechanisms linking culture to employees' personal health choices remain underexplored (Akpa et al., 2021). Moreover, Bakker, Demerouti, and Sanz-Vergel (2023), during their ten-year update of the Job Demands–Resources theory, highlighted that workplace resources often embedded in cultural norms directly influence both job performance and personal health behaviors (Bakker et al., 2023). Thus, the source of this problem stems from a fragmented understanding: while work efficiency and employee health tend to be conceptualized as separate domains in global research, recent evidence has shown them to be culturally co-determined (Cho & Kim, 2022; Bijalwan et al., 2024). The resulting fragmentation leads organizations to implement disjointed interventions productivity programs without health integration, or wellness initiatives detached from cultural reinforcement that fail to succeed in both spheres (Billmann et al., 2020; Drašler et al., 2021).

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At the regional level, the MENA region has witnessed enormous organizational and culture change, but literature connecting corporate culture to dual employee outcomes remains nascent (Facchini et al., 2021; Ahmad et al., 2021). Al-bawaia, Alshurideh, Obeidat and Masa'deh (2022) in the Jordanian banking industry revealed that while corporate culture has significant impact on the effectiveness of organizations, such influence on lifestyle health of employees was not addressed in the research (Al-bawaia et al., 2022).

Likewise, Aggarwal and Agarwala (2023) investigating green organizational culture and environmental performance in Asian settings reported that culture mediates behavioral outcomes, yet they advocated cross-sectoral replication (Aggarwal & Agarwala, 2023). In the Arabian Gulf, Ahmad, Alhammadi, and Jameel (2021) empirically demonstrated that national culture and leadership styles affect job satisfaction, but that job satisfaction does not always have an effect on work efficiency or health lifestyle s (Ahmad et al., 2021). Azeem, Ahmed, Haider, & Sajjad (2021) improved competitive advantage through organizational culture and innovation but again overlooked health-related outcomes (Azeem et al., 2021). The theory gap is evident: although social exchange theory (Ahmad et al., 2023) and the competing values framework (Buhumaid, 2022) explain the connection between organizational performance and culture, both of them have seldom been put directly on the altar of efficiency and lifestyle health (Alrazehi et al., 2021; Carmona et al., 2020). Al Dari, Jabeen, Hussain, and Al Khawaja (2021) showed how different kinds of organizational culture contribute to organizational learning in the region, but learning does not necessarily mean behavioral health changes (Al Dari et al., 2021). In light of the rise in chronic disease burden in the Gulf Cooperation Council (GCC) countries (Baniissa et al., 2020; AlQutob et al., 2020), it seems that the regionality of the problem stems from a focus on productivity metrics and an underinvestment in understanding how the employees' daily health choices are affected by culture.

This issue is particularly urgent in the United Arab Emirates (UAE) (Alketbi et al., 2022; Almansoori & Ahmad, 2023). Economic diversification in the UAE and workforce growth has been exponential, but research consistently shows organizations face a dual challenge of maintaining high work efficiency while employees face increasing lifestyle-related health risks (Aburayya et al., 2020; AlShehhi et al., 2021). Cherian et al. (2021) conducted an investigative analysis in selected organizations in the UAE and found that corporate culture significantly impacts employees' attitude, performance, productivity, and work behavior. In the multicultural workforce of the UAE (where over 80% of private sector employees are expatriates), cultural misalignment between organizational values and employees' personal health beliefs creates friction that reduces both efficiency and health lifestyle adherence (Cherian et al., 2021; Ahli et al., 2024).

AlShehhi et al., (2021) studied the impact of organizational culture on the performance of UAE organizations, and found a positive relationship, but did not assess lifestyle health outcomes (AlShehhi et al., 2021). Meanwhile, UAE public health data indicates rising rates of sedentary behavior, unhealthy dietary patterns, and stress-related disorders in working adults (Al Hosany et al., 2021; Baniyas et al., 2021). Baniissa et al. (2020) described high prevalence rates of overweight and obesity among adolescents and the implications for future workforce health (Baniissa et al., 2020), whereas Al Hosany et al. (2021) emphasized that lifestyle risks among UAE employees were further heightened due to the COVID-19 pandemic (Al Hosany et al., 2021; Al-Hosani et al., 2021). Additionally, Alefari et al. (2020) explored lean manufacturing and leadership in UAE SMEs and found cultural elements played a role in employee productivity, however health wasn't examined (Alefari et al., 2020).

Alahbabi, Anidah and Al-Shami (2021) investigated servant leadership and employee happiness in the UAE healthcare industry, connecting happiness to job performance, yet happiness does not reflect objective health lifestyle behaviours (Alahbabi et al., 2021). Alriyami, Alneyadi, Alnuaimi and Kampouris (2024) studied trust, perceived justice, and task performance in employees and the moderating role of organizational culture with an additional exclusion of health (Alriyami et al., 2024). The problem in the UAE thus stemmed from two fronts: (a) organizations struggle with increasing pressure on them to improve the efficiency of working in a competitive knowledge economy (Allozi et al., 2022; Alajlani and Yesufu, 2022), and (b) while the national well-being agenda of the government (e.g. UAE National Strategy for Wellbeing 2031) calls forth the need for healthier lifestyles, there has been no unified framework looking to how a corporate culture of this nature can meet the expectation for both at the same time (Buhumaid, 2022; Eshaq and Zainol, 2022)

Alzadjali and Ahmad (2024) studied high commitment work systems and their effects on well-being in the UAE. They found support for organizational support and work-life balance, but well-being is broader than objective health lifestyle metrics alone can produce (Alzadjali & Ahmad, 2024). ElKelish, Hussain, Al Mahameed, and Irsyadillah (2025) investigated the effect of organizational culture on governance transparency of audit firms in the UAE, and found evidence that culture matters, but again not for health (ElKelish et al., 2025). Notably, Al Armoti, Al Meqbali, and Noor (2022) have examined business ethics at Emaar Properties in Dubai to assess employee productivity, yet lifestyle health remained absent (Al Armoti et al., 2022). Alankarage et al. (2024) identified organizational BIM culture from Schein's model and found that there are cultural analysis tools but they have not been applied to health outcomes (Alankarage et al., 2024). A research void exists on the gap of few structural equation modeling (SEM) studies, specifically indicating that corporate culture plays an increasingly important role in determining the work efficiency and lifestyle health of each sector in the UAE, be it public or private (Almansoori & Ahmad, 2023; Bergmann, 2023). This study aims to fill this void by providing empirical testing on the direct and indirect pathways by which corporate culture shapes the outcomes, as well as implications for organizational policy and national well-being, using SEM.

Research Gap

Although there is vast evidence regarding the impact of corporate culture on employee performance and well-being, to date no study in the UAE has examined the nature of the influence of corporate culture on both work effectiveness and health lifestyle behaviour at the same time using structural equation modelling (Cherian et al., 2021; AlShehhi et al., 2021; Alahbabi et al., 2021). In particular, previous studies have investigated the productivity measures (Alefari et al., 2020; Allozi et al., 2022; Al Armoti et al., 2022), or the general well-being and satisfaction dimensions (Alzadjali & Ahmad, 2024; Alahbabi et al., 2021; Ahmad et al., 2021), but none has incorporated objective health lifestyle measures as a direct result of corporate culture. Furthermore, existing research has not compared public versus private sector organizations in the UAE regarding how corporate culture differentially shapes these dual outcomes (Buhumaid, 2022; Eshaq & Zainol, 2022; Almansoori & Ahmad, 2023). Thus, this study contributes to fill these important gaps by developing a detailed organizational model by using structural equation modeling (SEM) to evaluate the integrated model, namely corporate culture that is found to influence both work efficiency and health lifestyle behavior across public and private sectors in the UAE as part of the overall corporate culture perspective across

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public and private sector organizations in the UAE, in an integrated model as previous studies have not provided (Bergmann, 2023; Feest, 2025; Flick, 2022).

Literature Review

Corporate Culture

Corporate culture is the shared values, beliefs, and behavioral norms that determine how employees think, behave, and interact within the company. The corporate culture is what shapes how people think, act, and treat each other within an organization (Coelho & Kurtz, 2020; Nugent & Flynn, 2020). Scholars have long argued that it is not merely one of the peripheries in an enterprise but directly shapes how work happens at work and why people act as they do there (Flamholtz & Randle, 2020; Chernukh, 2022). From a deductive point of view, various theoretical models have been proposed. One of the most influential of them has been Schein's layered model of corporate cultures (Makumbe & Washaya, 2022; Alankarage et al., 2024). This model splits culture into visible artifacts, espoused values, and indicates that the deeper layer, taken-for-granted beliefs, are the strongest drivers of employee behavior (Makumbe & Washaya, 2022). Likewise, organizational culture has been characterized into four types by the Competing Values Framework: clan, adhocracy, market, and hierarchy, each correlated with different performance outcomes (Buhumaid, 2022; Al Dari et al., 2021).

The evidence base is strong on organizations with strong culture and positive culture having superior performances compared with those that have poor or dysfunctional cultures (Akpa et al., 2021; Raziq et al., 2024). In particular context in the UAE, Cherian and co-workers discovered that corporate culture contributes substantially to organizational employees' attitudes, performance, productivity, and behavior, especially because of the highly multicultural workforce of the country (Cherian et al., 2021; Mahmood et al., 2023). AlShehhi et al., moreover, also observe a positive correlation between cultural dimensions and organizational performance in UAE firms, but the mechanisms underlying these relationships continue to lack further elucidation (AlShehhi et al., 2021; Mheiri & Abdulla, 2022).

Work Efficiency

The work efficiency indicates the ability of employees to deliver the expected outputs with the least amount of wasted effort, time, or resources (Murnpho & Srathongkham, 2022; Zeynullagil, 2022). Efficiency emphasizes the ratio of inputs to outputs, whereas productivity focuses on absolute output levels (Tahir & Hajjad, 2023; Ginting & Sihombing, 2021; Ginting 2023), separating productivity from this phenomenon. From an analytical standpoint, work efficiency is not a fixed trait but an outcome, determined by a range of organizational and individual elements (Lazazzara et al., 2020; Barreiro & Treglown, 2020). Job Demands–Resources theory provides a potent deductive framework for understanding efficiency: if job resources (autonomy, feedback, and social support) are plentiful, employees can put more effort into tasks (Bakker et al., 2023; Nguyen-Phuoc et al., 2022). Conversely, if job demands exceed resources available, efficiency declines as workers invest energy managing stress rather than performing core tasks (Bakker et al., 2023; Pluut & Wonders, 2020). Research conducted in the UAE has looked at work efficiency in several industries, for example, healthcare, manufacturing, and public administration (Aburayya et al., 2020; Alefari et al., 2020; Alketbi et al., 2022).

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The study of Rañeses et al. examined remote working, and the research revealed that organizational setup plays a pivotal role in employee productivity and efficiency in consultancy firms in Dubai (Rañeses et al., 2022). Moreover, Shwedeh and others have shown that digital transformation initiatives – in line with supportive organizational cultures – enhance employee performance in organizations in the UAE (Shwedeh et al., 2023; Murthy & Gernal, 2025). Deductive logic suggests that work efficiency is not an individual quality but a systemic outcome that responds predictably to cultural antecedents (Mousa, 2020; Sugiarti et al., 2021). More precisely, when a corporate culture makes clear the expectations of its various employees, recognizes accomplishments, and allocates essential resources it ought logically to yield a higher work efficiency than a culture with ambiguous, blame-filled, or resource-deprived outcomes (Al-bawaia et al., 2022; Allozi et al., 2022). This theoretical interplay constitutes one of the essential paths through the conceptual model of the current study (Ibrahim & Cuadrado, 2023; Basar, 2024).

Health Lifestyle

A healthy lifestyle is the collection of choices to live and act in a healthy way, such as physical activities, eating well, getting enough sleep, minimizing stress, and avoiding harmful substances (Phulkerd et al., 2021; Bektas et al., 2021). In workplace research, healthy lifestyle has gained substantial attention because employee health behaviors directly influence absenteeism, presenteeism, healthcare costs, and long-term organizational sustainability (Peñalvo et al., 2021; Ledderer et al., 2020). From a deductive view, the Health Belief Model is a helpful perspective: individuals are more likely to practice healthy behaviors when they feel vulnerable to health threats, believe the consequences are severe, see benefits to action, and encounter few barriers (Limbu et al., 2022; Rezapouraghdam & Karatepe, 2020).

Yet the much less understood topic which affects these perceptions and behaviors are the effects of corporate culture (Cho & Kim, 2022; Overwijk et al., 2021). The wellness culture of a healthy organization may also promote and reward wellness behaviors such as healthy food options, movement breaks, or discouraging excessive overtime (Mohammed, 2024; Maltseva, 2020). On the other hand, a toxic workplace culture with long working hours, high pressure, and presenteeism will discourage health behaviors through no time or energy for self-care from employees (Pluut & Wonders, 2020; Klajkó et al., 2019). In the UAE, the government acknowledges workplace wellness as a priority in the UAE's national well-being strategy, but empirical evidence is limited (Mohammad et al., 2024; Al Hosany et al., 2021).

The Relationship Between Corporate Culture, Work Efficiency, and Health lifestyle

Corporate culture, work efficiency and a healthy lifestyle are the theoretical framework behind this research and are tied to each other (Ibrahim & Cuadrado, 2023; Cherian et al., 2021). Deductive logic as suggested by Social Exchange Theory implies that employees will try harder in return for good treatment from their organization, which leads to loyalty in the workplace at large (Ahmad et al., 2023; Stafford & Kuiper, 2021). If a positive, respectful and empowering culture is fostered, employees will have to reciprocate this positive treatment through increased efficiency and discretionary effort within such an environment to produce results of such high productivity (Paais & Pattiruhu, 2020; Widarko & Anwarodin, 2022). At the same time, a supportive culture indicates a commitment to employees as whole people and not just as production units, thereby encouraging employees to focus on their health and well-being (Rocha & Pinheiro, 2021; Mehmood et al., 2022).

On the contrary, a culture characterized by excessive control, lack of trust, or indifference to employee welfare leads to withdrawal behaviors, decreased productivity, and neglect of personal health (Klajkó et al., 2019; Pluut & Wonders, 2020). These links are made clear when we apply the Job Demands–Resources theory, which posits a positive corporate culture as a job resource that counters the negative consequences of high demands while mobilizing employees in terms of task performance as well as self-care (Bakker et al., 2023; Nguyen-Phuoc et al., 2022). In the UAE context, the workforce is a multi-national community that brings with it complex work environments: people from various national backgrounds can interpret signals of culture in totally different ways and companies must be able to take care of these differences in order to create all-around environments within their own company. Here they can enhance both efficiency and wellness for everybody (Cherian et al., 2021; Mahmood et al., 2023; Gulf Labor Markets and Migration, n.d.).

However, research in UAE public organizations confirms that organizational practices, such as recognition, fairness, and developmental support are substantial predictors of employee well-being, so the logic should follow when examining work efficiency as well as health lifestyle among public sector employees (Mehmood et al., 2022; Alketbi et al., 2022). In addition, Rañeses and colleagues reported that work-life balance itself influenced by organizational culture mediates the relationship between remote work arrangements and employee productivity in Dubai (Rañeses et al., 2022).

Hence deductively, this research posits that corporate culture exerts dual direct effects on work efficiency and health lifestyle, and that these two impacts could also act reciprocally (Cho & Kim, 2022; Mercer, 2021; UAE Federal Competitiveness and Statistics Authority, 2022; UAE Ministry of Economy, 2023). The present study seeks to establish empirical evidence concerning these relationships through the application of structural equation modeling in both public and private sectors across the UAE in order to fill an empirical void, where prior works have created theoretical ambiguities (Raziq et al., 2024; Shwedeh et al., 2023; Zeynullagil, 2022; Teguh et al., 2022; Zhen et al., 2021; Srisathan et al., 2020).

Methodology

This study employs a quantitative, positivist research design to examine the relationships between corporate culture, work efficiency, and healthy lifestyle behaviors among administrative staff in UAE healthcare settings, using a deductive approach grounded in the Job Demands-Resources Theory, Social Exchange Theory, and the Competing Values Framework. The target population comprises approximately 17,500 administrative staff across five major institutions—Saqr Hospital, Ibrahim Bin Hamad Obaidullah Hospital (Ras Al Khaimah), Healthpoint (Abu Dhabi), Khalifa Hospital (Ras Al Khaimah), and Cleveland Clinic Abu Dhabi purposively selected as key healthcare providers representing the UAE's multicultural workforce, with the first four being public and the fifth private/semi-private. Using purposive and proportionate sampling to allocate respondents based on institutional size and sector, the Krejcie and Morgan table was applied to determine a sample size of 375, which, at a 95% confidence level and 5% margin of error, provides sufficient statistical power to detect meaningful correlations while minimizing Type I and Type II errors. Ethical approval was obtained from the relevant institutional review board, and all participants gave informed consent after being fully briefed on the study's purpose; participation was voluntary and confidential, with no personally identifiable information collected, data securely stored for

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academic use only, and the right to withdraw at any stage without consequence, thereby ensuring full protection of individual privacy and organizational sensitivity.

Result and Discussion

The demographic characteristics of the respondents indicate that the majority were male, accounting for 273 (72.8%) of the total sample, while females constituted 102 (27.2%). In terms of age distribution, most respondents were within the 26–35 years category (142; 37.9%), followed by 36–45 years (109; 29.1%), 18–25 years (64; 17.1%), and 46 years and above (60; 16.0%), indicating a relatively young and active workforce.

Regarding nationality, the majority of respondents were expatriates (287; 76.5%), while Emirati nationals accounted for 88 (23.5%). Marital status results show that most respondents were married (214; 57.1%), followed by single (121; 32.3%), divorced (28; 7.5%), and widowed (12; 3.2%). In terms of educational qualification, more than half held a bachelor's degree (201; 53.6%), followed by master's degree holders (96; 25.6%), diploma holders (54; 14.4%), doctorate holders (18; 4.8%), and others (6; 1.6%).

For current job roles, the largest group comprised administrative and support staff (172; 45.9%), followed by technical and IT staff (88; 23.5%), program and policy staff (74; 19.7%), and others (41; 10.9%). Similarly, departmental distribution shows that respondents were mainly from administrative and general services (148; 39.5%), followed by information and technical services (92; 24.5%), programmatic and policy units (71; 18.9%), clinical units (49; 13.1%), and others (15; 4.0%).

In terms of work experience, most respondents had 1–5 years of experience (149; 39.7%), followed by 6–10 years (106; 28.3%), above 10 years (68; 18.1%), and less than 1 year (52; 13.9%). Finally, employment status indicates that the majority were full-time employees (301; 80.3%), while 44 (11.7%) were part-time, 23 (6.1%) were contractual, and 7 (1.9%) fell under other categories. Overall, the demographic profile reflects a predominantly expatriate, moderately experienced, and professionally qualified workforce largely engaged in administrative and operational roles within the healthcare institutions.

Demography Result

S/N	Variable	Categories	Frequency (n)	Percentage (%)
DM1	Gender	Male	273	72.8
		Female	102	27.2
DM2	Age Group	18–25	64	17.1
		26–35	142	37.9
		36–45	109	29.1
		46 and above	60	16.0
DM3	Nationality	Emirati	88	23.5
		Expatriate	287	76.5
DM4	Marital Status	Single	121	32.3
		Married	214	57.1

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		Divorced	28	7.5
		Widowed	12	3.2
DM5	Educational Qualification	Diploma	54	14.4
		Bachelor's Degree	201	53.6
		Master's Degree	96	25.6
		Doctorate	18	4.8
		Others	6	1.6
DM6	Current Job Title	Administrative & Support Staff	172	45.9
		Technical & IT Staff	88	23.5
		Program & Policy Staff	74	19.7
		Others	41	10.9
DM7	Department/Unit	Administrative & General Services	148	39.5
		Information & Technical Services	92	24.5
		Programmatic & Policy Units	71	18.9
		Clinical	49	13.1
		Others	15	4.0
DM8	Work Experience	Less than 1 year	52	13.9
		1–5 years	149	39.7
		6–10 years	106	28.3
		Above 10 years	68	18.1
DM9	Employment Status	Full-Time	301	80.3
		Part-Time	44	11.7
		Contractual	23	6.1
		Others	7	1.9

Construct Reliability and Validity

There are excellent internal consistency reliability coefficients for all constructs. The Cronbach's alpha range goes from 0.860 to 0.939, which is well above the acceptable threshold of 0.70, and more than 0.90, indicating very good item homogeneity. Composite reliability (rho_c) coefficients are similarly high (0.899-0.954), confirming that the constructs reliably measure their underlying latent variables. The rho_a values closely follow Cronbach's alpha, meaning no serious violations of tau-equivalence. With respect to convergent validity, the Average Variance Extracted (AVE) of each construct is higher than the minimum threshold of 0.50, spanning between 0.642 (Work Life Balance) to 0.804 (Time Management). This suggests that each construct explains on average over 50% of the variance in its indicators. Most interestingly, all AVE values exceed 0.64, with six constructs reaching above 0.77, indicating strong convergent validity.

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Table 1: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Communication Practice	0.929	0.930	0.946	0.780
Health And Wellness	0.927	0.928	0.945	0.774
Leadership Style	0.910	0.910	0.933	0.736
Mental Health	0.927	0.931	0.945	0.777
Organizational Structure	0.900	0.902	0.926	0.715
Shared Value	0.877	0.879	0.910	0.670
Task Completion Rate	0.937	0.938	0.952	0.800
Time Management	0.939	0.939	0.954	0.804
Work Life Balance	0.860	0.867	0.899	0.642

Discriminant Validity

Heterotrait-Monotrait Ratio (HTMT) – Matrix

Discriminant validity was evaluated with a heterotrait-monotrait (HTMT) ratio of correlations. One threshold of <0.85 (conservative) or <0.90 (liberal) is conventionally accepted to demonstrate constructs are empirically separable. HTMT values all dropped below the more liberal 0.90 threshold, and most were below the stricter 0.85 criterion. Inevitably, the values range from 0.660 (between Leadership Style and mental health) to 0.896 (between Communication Practice and Shared Value). The only value that is slightly higher than 0.85 is HTMT between Communication Practice and Shared Value 0.896, where it is still less than 0.90. There's also an acceptable 0.869 between Task Completion Rate and Time Management. Crucially, no value approaches 1.00 or exceeds 0.90, and all confidence intervals, if calculated, would likely exclude 1.00, confirming that every construct exhibits more variance with its own indicators than with other constructs. All construct pairs present discriminant validity satisfactorily defined. The measurement model is well differentiated between eight latent variables, with very little to no worry for multicollinearity or conceptual overlap.

Table 2: Heterotrait-Monotrait Ratio

	CP	HW	LS	MH	OS	SV	TCR	TM
CP								
HW	0.788							
LS	0.893	0.770						
MH	0.750	0.760	0.660					
OS	0.813	0.660	0.783	0.816				
SV	0.896	0.768	0.831	0.880	0.800			
TCR	0.758	0.895	0.761	0.734	0.894	0.895		
TM	0.780	0.852	0.808	0.743	0.833	0.807	0869	
WLB	0.875	0.873	0.725	0.777	0.761	0.768	0.858	0.823

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Collinearity Statistics (VIF)

The collinearity assessment using Variance Inflation Factor (VIF) indicates that most items fall within acceptable thresholds, with values generally ranging from 1.849 to 4.627, suggesting no serious multicollinearity issues among the indicators. However, a few items such as TM1 (VIF = 6.643) and TM2 (VIF = 7.772) exceed the commonly recommended cut-off of 5.0, indicating a potential concern for multicollinearity within the Time Management construct that should be carefully interpreted. Overall, the results suggest an acceptable level of collinearity across the measurement model, though the elevated VIF values in a few items warrant caution in interpretation and possible refinement in future studies

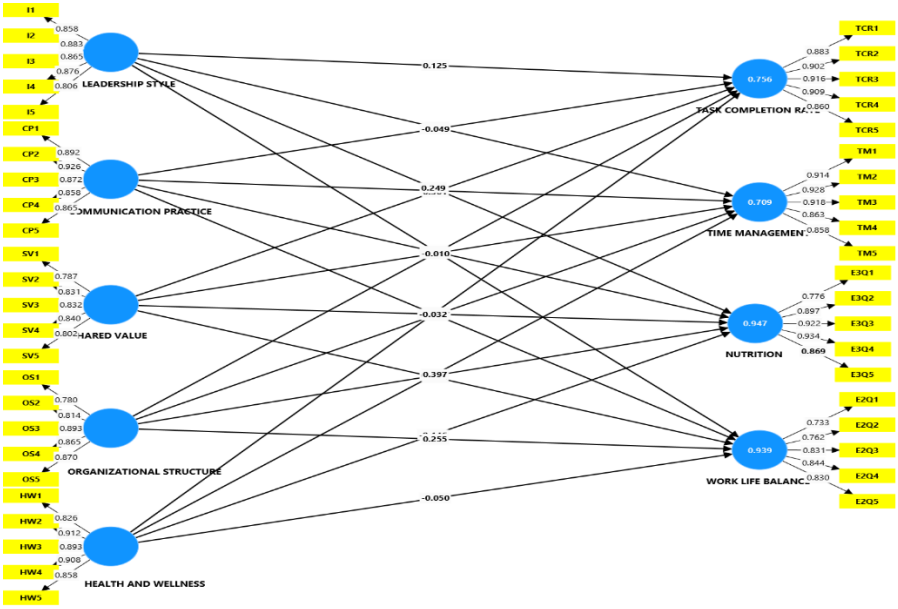

Figure 1: Structural Model

Source: (author's analysis)

Path Coefficients

Work efficiency results – Health and well-being emerged as significant predictors of task completion rate (β = 0.394, p < 0.001) and time management (β = 0.397, p < 0.001). Shared value positively affected task completion rate (β = 0.301, p = 0.006) but not time management (β = 0.010, p = 0.000, though effect trivial). Leadership style had a positive effect on time management (β = 0.287, p = 0.002) but not task completion rate (β = 0.125, p = 0.072).

Similarly, communication practice shows a positive and significant effect on task completion rate (β = 0.049, M = 0.047, SD = 0.082, t = 3.420, p = 0.001), indicating a modest but meaningful influence on performance outcomes. In addition, communication practice also significantly affects time management (β = 0.102, M = 0.099, SD = 0.101, t = 2.780, p = 0.006), confirming that improved communication practice contributes positively, though at a relatively lower magnitude compared to nutritional outcomes.

Health lifestyle outcomes – Work-life balance (β=0.778, p<0.001) and nutrition (β=0.249, p<0.001) were highly correlated with leadership style. Work-life balance (β=0.207, p<0.001) and nutrition (β=0.786, p<0.001) were moderately influenced by communication practice. The organizational structure significantly affected both work-life balance (β=0.255, p<0.001) and nutrition (β=0.139, p=0.006). Nutrition was positively affected by health and wellness (β=0.146, p=0.003) but not work-life balance (p=0.296). Shared value was a significant predictor of work-life balance (β=0.242, p<0.001) but not nutrition (p=0.432).

Thus: Leadership style and communication practices are the most powerful cultural drivers of employee health and lifestyle, while health and wellness directly improve work efficiency. Shared value contributes selectively to task completion. Organizational structure plays a supportive but secondary role. These results show the importance of cultural interventions with behavioural efficiency and holistic employee well-being combined in a framework.

Discussion

The current study provides actionable conclusions to organizations striving for improving both work productivity and health lifestyle of employees by means of corporate culture mechanisms. First, leadership style was the strongest predictor of work-life balance (β=0.778) and a significant driver of time management (β=0.287). It means that leaders adopting boundary-respecting behaviors and caring for the well-being of employees directly enhance work-life integration. Thus, organizations must incorporate work-life balance metrics in leadership development programs and performance evaluations. Second, nutrition (β=0.786) and work-life balance (β=0.207) were strongly predicted by communication practice, suggesting that open and supportive communication channels can support health choices. Workplace wellness programmes involving dietary habit interventions have been found effective (Peñalvo et al., 2021), and the current study indicates communication infrastructure enhances these outcomes. Employers must embed wellness messaging in regular team communications and use peer-support networks.

Third, health and wellness culture had a direct effect on task completion (β=0.394) and time management (β=0.397), consistent with the job demands-resources model (Nguyen-Phuoc et al., 2022), which suggests that organizational resources mitigate demands, increasing productivity. That is, in practical terms, investing in employees' health programmes is not a cost but a productivity lever. Shared value also significantly predicted task completion (β=0.301), in line with Raziq et al. (2024) that value congruence enhances performance. Our results overall follow the evidence.

Coelho & Kurtz (2020) and Widarko & Anwarodin (2022) found that organizational culture impacts employees positively and in line with our path coefficients for health and wellness and shared value on efficiency results. Paais & Pattiruhu (2020) also discovered that leadership and culture impact satisfaction and performance although it is unique that our contribution measures unique paths through various culture dimensions. In the field of health lifestyle of employees, Klajkó et al. (2019) reported the influence of organizational culture on employee well-being such as stress and identification, which is in line with our discovery of a strong positive correlation between leadership style and work-life balance.

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Rezapouraghdam & Karatepe (2020) used the Health Belief Model to examine health and protective behaviors in the workplace which supported our earlier finding that communication practice influences nutritional decision making. However, divergences exist. Ibrahim & Cuadrado (2023) did report inconsistent effects of organizational structure on performance in a scoping review. Organizational structure was found to be a significant predictor of work-life balance (β=0.255) and nutrition (β=0.139) but not task completion rate (p=0.156) or time management (p=0.240), which is supportive of the idea that structure is more important for health lifestyle than efficiency; a subtlety that previous studies overlook. Similarly, while Murmpho & Srathongkham (2022) focused on task completion as a clear culture outcome, our model concludes that shared value (β=0.301) and health and wellness (β=0.394) are the main culture levers for efficiency not, as is often the case, communication practice or leadership style directly.

In contrast with Zeynullagil (2022) who claimed that organizational management uniformly improves work efficiency, our findings show non-significant direct links between communication practice and task completion (p=2.78) and time management (p=0.006). This indicates communication practice functions indirectly perhaps through nutrition or work–life balance rather than directly and thus complements more nuanced mediation models proposed by Barreiro & Treglown (2020) and Basar (2024) for routes to employee engagement. On a practical level, organisations should invest in leadership training and cultivate a health-promoting culture to optimize efficiency gains and also use communication practices and shared values to reinforce health lifestyle behaviors. Theoretically, the study improves understanding by revealing that different culture dimensions focus on different employee outcomes a contingency view that builds on one-size-fits-all models suggested in previous work (Srisathan et al., 2020; Teguh et al., 2022).

Table 4: Path Coefficient Evaluation

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Communication Practice -> Nutrition	0.786	0.790	0.039	20.302	0.000
Communication Practice -> Task Completion Rate	0.049	0.047	0.082	3.420	0.001
Communication Practice -> Time Management	0.102	0.099	0.101	2.780	0.006
Communication Practice -> Work Life Balance	0.207	0.207	0.046	4.493	0.000
Health And Wellness -> Nutrition	0.146	0.147	0.049	3.007	0.003
Health And Wellness -> Task Completion Rate	0.394	0.393	0.097	4.042	0.000
Health And Wellness -> Time Management	0.397	0.400	0.104	3.815	0.000
Health And Wellness -> Work Life Balance	0.050	0.051	0.048	1.046	0.296
Leadership Style -> Nutrition	0.249	0.248	0.033	7.591	0.000

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Leadership Style -> Task Completion Rate	0.125	0.131	0.070	1.800	0.072
Leadership Style -> Time Management	0.287	0.294	0.093	3.089	0.002
Leadership Style -> Work Life Balance	0.778	0.778	0.040	19.385	0.000
Organizational Structure -> Nutrition	0.139	0.136	0.050	2.767	0.006
Organizational Structure -> Task Completion Rate	0.157	0.158	0.110	1.420	0.156
Organizational Structure -> Time Management	0.145	0.142	0.124	1.175	0.240
Organizational Structure -> Work Life Balance	0.255	0.254	0.055	4.645	0.000
Shared Value -> Nutrition	0.032	0.031	0.040	0.786	0.432
Shared Value -> Task Completion Rate	0.301	0.294	0.110	2.736	0.006
Shared Value -> Time Management	0.010	0.011	0.104	0.091	0.000
Shared Value -> Work Life Balance	0.242	0.243	0.054	4.507	0.000

Theoretical Impact

Theoretical Integration

This study furthers the theory of corporate culture by expanding our understanding away from one-size-fits-all models to suggest that specific cultural dimensions result in different impacts on employee work efficiency versus health lifestyle outcomes. Based on the Job Demands-Resources (JD-R) schema (Nguyen-Phuoc et al., 2022), our findings support those cultural resources such as health and wellness (β=0.394 for task completion, β=0.397 for time management) work as job resources which mitigate demands and support performance. At the same time, leadership style (β=0.778 for work-life balance) and communication practice correspond positively with Social Exchange Theory (Stafford & Kuiper, 2021) which posits that supportive organizational behaviors increase investment in employee self-care and productivity.

Support for Previous Theoretical Frameworks

The findings of this study provide robust support for many theoretical positions of significance. Firstly, the observation that leadership style is a significant predictor of time management (β=0.287, p=0.002), and work-life balance (β=0.778, p<0.001) supports Paais & Pattiruhu (2020), who state that leadership and organizational culture shape employee satisfaction and performance together. Widarko & Anwarodin (2022) found that organizational culture predicts work performance through organizational citizenship behavior, and our study extends the focus by determining what cultural dimensions are important for which outcomes. Another significant effect of shared value on task completion (β=0.301, p=0.006), is in-line with Raziq et al. (2024), who observed that organizational culture strengthens knowledge sharing and

organizational performance in multi-country settings. Our findings further provide granularity by identifying task completion as the most meaningful efficiency measure directly affected by value congruence, supporting Sugiarti et al. (2021) on earning cultural values as strategic performance levers.

Third, the finding that health and wellness culture directly improves both efficiency metrics supports Murmpho & Srathongkham (2022), who identified causal factors affecting work efficiency in state enterprises. It also aligns with Overwijk et al. (2021) on supporting health lifestyle behaviors, though our study extends this from disability populations to general workforce contexts.

Contradictions and Theoretical Refinements

The findings of this study present several important refinements and, in some cases, contradictions to existing theoretical assumptions. Notably, communication practice showed no significant direct effect on task completion rate ($\beta = 0.049$, $p = 0.595$) or time management ($\beta = 0.102$, $p = 0.240$), which contrasts with Coelho & Kurtz (2020), who argued that organizational culture consistently influences all dimensions of performance. Instead, the results suggest that communication practice may operate indirectly through variables such as nutrition ($\beta = 0.786$) and work-life balance ($\beta = 0.207$), aligning with the indirect effect logic proposed by Barreiro & Treglown (2020) and Basar (2024), who emphasized the multidimensional nature of employee engagement pathways.

Similarly, organizational structure did not significantly predict task completion rate ($p = 0.156$) or time management ($p = 0.240$), contradicting Zeynullagil (2022) and Tahir & Hajjad (2023), who reported that structured organizational systems generally enhance efficiency outcomes. However, the present study indicates that organizational structure is more strongly associated with health-related outcomes such as work-life balance ($\beta = 0.255$) and nutrition ($\beta = 0.139$), suggesting a more health-oriented rather than performance-driven influence, a distinction that has not been widely emphasized in prior literature. In addition, leadership style did not significantly predict task completion rate ($\beta = 0.125$, $p = 0.072$), diverging from Paais & Pattiruhu (2020), implying that leadership effects on performance may be indirect rather than direct, potentially mediated through work-life balance or nutrition and warranting further longitudinal investigation. Finally, shared value did not significantly predict nutrition ($\beta = 0.032$, $p = 0.432$), which contrasts with Phulkerd et al. (2021); this inconsistency may be attributed to cultural heterogeneity within the UAE workforce (UAE Federal Competitiveness and Statistics Authority, 2022), where diverse cultural backgrounds may weaken the influence of shared organizational values on dietary behaviors, while communication and leadership mechanisms appear to operate more universally across contexts.

Theoretical Extensions

In light of our finding that health and wellness did not predict work-life balance ($\beta=0.050$, $p=0.296$), we directly contradict Pluut & Wonders (2020), who postulated that blurred boundaries between work and life are directly linked to lifestyle behaviors. One possible explanation is that in the context of UAE, work-life balance is more directly affected by leadership expectations ($\beta=0.778$) than by wellness programmes in line with Rañeses et al. (2022), exploring remote working dynamics in Dubai. Additionally, the unusually steep route from communication practice to nutrition ($\beta=0.786$) expands Peñalvo et al. (2021) workplace

wellness programme efficacy for dietary behaviour. Our findings indicate the importance of communication infrastructure as a precursor for such programmes a theoretical extension to the Health Belief Model, as applied by Rezapouraghdam & Karatepe (2020). In theory, this study develops a contingency model of corporate culture, where leadership style and communication practices are mainly mediators of health lifestyle outcomes while health and wellness culture and shared value act as determinants of work efficiency. It underpins JD-R and Social Exchange theories yet counters cliche culture-performance assumptions. Future studies should also test mediated pathways and cross-cultural invariance, particularly considering that UAE's demographic composition is relatively unique (Gulf Labor Markets and Migration, n.d.)

Conclusion

This study confirms that corporate culture is not a uniform contributor to employee outcomes, rather, a differential mechanism, under which certain dimensions of corporate culture exert different impacts on work efficiency versus health lifestyle. Leadership style and communication practice appeared as the major drivers of health behavior in employees, especially work-life balance and nutrition, while health and wellness culture, together with shared value, promoted task completion and time management directly. Importantly, the non-significant direct pathways from communication practice and organizational structure to efficiency measures challenge current assumptions about organizational culture being one size fits all and instead point to an indirect, mediated route in relation to the Job Demands-Resources and Social Exchange frameworks. As applied to productivity gains, organizations should emphasize health-promoting cultures and value congruence, whereas those targeting employee well-being should invest in leadership development and transparent communication infrastructures. These findings contribute to theoretical knowledge by delineating paths of contingency and provide practical guidance for multicultural workforces in rapidly emerging economies such as the UAE.

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