

# Organizational Values in Public and Business Organizations in Kuwait

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*It is common knowledge that organizational values play an important role in determining employees' organizational behavior and productivity. This empirical study sheds light on main values of public and business organizations in Kuwait, the most and the least important. It tests hypotheses concerning significant relationships between organizational values and type of organizations, and organizational functional domain; whether values differ from their employees' perspectives according to rank, gender, nationality, age, education, and experience. The study was based on a questionnaire that was designed and distributed to a convenient representative sample of 366 top and middle level managers in eight government and business organizations in (January 2010). Study results showed that government and private organizations share most organizational values but with higher degrees of importance in the private sector than the government sector. Flexibility, objectivity, and employee development were at the bottom of value lists in both sectors. Professionalism, organizational loyalty, public interest, team work, and competition in similar order of importance. Correlations analysis showed strong positive correlations at (.000) significant levels between all organizational values and type of organization, but negative correlations with functional nature of organizations. With regard to differences in most organizational values attributed to demographic characteristics, T-tests showed differences at significant levels due to gender, but not due to rank and nationality. ANOVA analysis showed that most organizational values vary from employees' perspectives at statistical significant levels according to age, and years of experience, but not according to education. These results were explained by the influence of social and cultural factors on management culture regardless of uniqueness of each sector.*

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