

Fly me to the moon of business performance; elevating the organisational performances trough organisational commitment and the mediating role of change management

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Abstract: The present research conceptualised the effect of concept organisational commitment on organizational performance in oil and gas sector in UAE and proposed the role of change management as mediating factor. The research aims to illustrate the influence of organisational commitment on organizational performance to craft the factors of change management impacts on this concept. This research conducted after spotted the gap and inconsistency pattern in academic literature for the concept sustainability, stakeholders and CSR as ecological and practical approach to tackle with the current unprecedented situation in the oil and gas sector. The authors adopted conceptual analysis as a theoretical research methodology that focused on examining and clarifying the definitions, meanings and utilisation of study key variables within a certain field, hence It aimed to ensure the consistent and accurate application of these concepts by revealing underlying assumptions and theoretical framework of stakeholder theory and the contemporary business issues. This study successfully conceptualised the effect of organisational commitment(OC) on organizational performance(OP). In addition, this study investigated the role of organizational change management OCM as a mediating variable on the relationship between organisational commitment on organizational performance OP. This research crafted the dynamic flow chart and the theoretical background for the relation of the underpinning stakeholder theory and the variables that effect the organisational performance in the oil sector that led to enrich the understanding and prospects of managers executive of these corporates to utilise that model among their organisations.

Keywords: *Conceptual analysis, Organisational change management, Organisational commitment, Organisational performance, Stakeholder theory.*

1. Introduction

The oil and gas industry in the Gulf Cooperation Council (GCC) countries particularly in the United Arab Emirates (UAE) recently suffered significant financial setbacks due to the COVID-19 pandemic and the ongoing conflict between Russia and Ukraine (Anderson et al [1]). The pandemic coupled with fluctuations in global oil prices adversely affected the economic stability of oil-exporting nations which heavily rely on oil and gas exports as their primary revenue source (Zokirova et al[2]). Consequently, the pandemic led to a substantial drop in global oil demand that resulting in a collapse of oil prices and a marked decrease in export revenues for these countries, thereby causing a severe decline in their financial resources (Elsaman & Gernal[3]). Moreover, many oil-exporting countries in the Middle East depend on their foreign exchange reserves to stabilize their economies during crises. The dual impact of reduced oil revenues and increased governmental expenditure to manage the pandemic has strained these reserves, posing a risk of currency inflation (Bossman et al [4]).

In light of these challenges, this research primarily focuses on conceptualise the stakeholder theory as the background for the proposed model that would apply to enhance the performance strategies of oil and gas organizations. Additionally, a key motivation for developing this model is to align with the UAE's Vision 2030 which emphasizes sustainability, also this vision outlines a comprehensive development strategy that prioritizes the adoption of a circular economy model to enhance resource efficiency and promote sustainability. In the UAE context, this involves diversifying the economy while preserving the environment, improving energy efficiency and ensuring resource security to achieve the remarkable performance with organisational commitment [5]; [6].

1.1. Research Objectives

This study attempts to conceptualise the following:

1. The effect of organisational commitment on organisational performance.
2. The mediating role of change management on the effect of organisational commitment on organisational performance.
3. Conceptualise the theoretical background of stakeholder concept and the study variables

2. Methodology

The current research follows conceptual analysis as a theoretical research methodology that focused on examining and clarifying the definitions, meanings and utilisation of study key variables within a certain field, hence It aimed to ensure the consistent and accurate application of these concepts by revealing underlying assumptions and theoretical implications [7]. In addition, this approach is crucial for developing and facilitating more robust theoretical frameworks, therefore conceptual analysis supports theory development by providing clear and well-defined concepts that form the theoretical constructs and models[8].

The researcher reviewed the recent and extant studies that can link and explain the relations between the study variables, moreover the main criteria of inclusion these researches to study based on the robust finding supported with statistical validation and results.

2.1. Organizational Performance (OP)

Organizational performance can be simply defined as an organization's ability to effectively utilize its resources to achieve its strategic goals [9], hence organizational performance encompasses various factors including financial performance, expansion of the customer base, enhancement of competitive advantage, rapid organizational growth and improved profitability. In today's business landscape organizational performance increasingly requires a focus on environmental sustainability and social responsibility practices and incorporating metrics related to sustainable practices and corporate social responsibility initiatives [9]. Furthermore, strategic performance involves evaluating how well an organization implements strategic plans and meets long-term objectives by tracking strategic alignment and goal achievement metrics Yang et al[10]. Additionally, the competitive performance factor evaluates an organization's standing relative to its competitors, including market share and competitive advantage[11].

2.2. Analysis for the Organisational Performance

The substantial economic contribution of the oil and gas companies to the UAE's overall financial performance reviewed and highlighted in a vast number of studies(Al-Dhaafri & Alosani[12]. The industry significantly consider main revenue source to the GDP and one of a major factors in the nation's economic growth last 50 years, hence numerous studies consistently found a positive association between the sector's performance and the UAE's economic development including Garavan et al[13].

In the same context Gupta et al[14], recommended that, the resilience strategy could be the savior of UAE Oil Companies in the Face of dual shocks COVID-19 and the Ukrainian Crisis. Gupta analysed

the adaptive strategies employed by UAE oil and gas companies to navigate the combined challenges of the Ukrainian war and the COVID-19 pandemic, hence, the research Highlighted the importance of diversification in financial activities such as cost-cutting measures and strategic planning in maintaining financial resilience.

Those uncertainty conditions put the investors in a critical dilemma about the financial performances of corporates the investor perception usually influence by the dual challenges and its subsequent impact on the financial performance of UAE oil and gas firms, in addition evaluating the role of communication strategies and transparency in shaping investor confidence during uncertain times was clearly mentioned in the studies of Quamar et al[15]; Daud et al[16].

Therefore, the study of Nasser et al[17],investigated that gap by examining the mediating role of adoption government policies on the relationship between new environmental and technological regulations and SMEs financial performance in oil and gas sector in Dubai and Abu Dhabi. The study also provides support for the hypothesized relationships and paves the way for future researchers to further evaluate the relationships among the examined variables.

On the other hand, Almasri & Narayan[18], conducted a research about the UAE ministry of energy examined the impact of government sustainability measures on the financial situation of oil and gas companies, the research focused on regulations that promoting energy

Abrar et al [19], conducted research based on secondary data from public oil and gas firms annual reports in UAE, the financial indicators extracted from the annual reports and the findings of the study stated that a firm's financial performance is significantly aligned to the standards of sustainability practices.

Furthermore , many academic researchers conducted a longitudinal studies and conceptual models about Abu Dhabi National Oil Company (ADNOC) to explore the long-term implications of sustainability practices on financial performance. These research monitored the evolution of sustainability strategies in the UAE's oil and gas sector and the findings indicated that companies that consistently prioritize sustainability can achieve remarkable financial gains and endorse their resilience in the face of volatile market conditions, however, most of these studies implemented in the era before covid -19 and Ukrainian war and the other studies had holistic approaches of gross benefits without focusing on specific metrics of organisational financial performances such as ROI or Cost effective measures [20];[21]; Al, Hammadi et al[22];[23]; Mutazm& Daud[24]; Faruk et al[25]. On the other hand, [26]and [27] argue that there is no solid findings to approve if sustainability measures lead to improve the ROI and ROE of corporate in UAE.

3. Organisational Commitment

According to Meyer & Allen[28], the organisational commitment (OC) can define with various dimensions including Affective commitment (ACO), Normative Commitment (NCO) and Continuance Commitment (CCO). In addition , OC refers to an employee's emotional attachment and loyalty to their organisation Maiti & Sanyal[29]. Moreover, the high levels of organisational commitment are associated with several positive outcomes for the increasing of organisation productivity, hence the employees are more likely to go the extra mile and spend mores effort to achieve organisational goals Meyer and Herscovitch[30], Mathieu and Zajac[31]. Furthermore, employees with high levels of organisational commitment are more likely to stay with the organisation for extended periods that reducing turnover and associated costs, Furthermore, as well as they tend to be more engaged and motivated, leading to higher productivity and efficiency, especially when the company is confronting with changing in its strategy, mission and vision Steenbergen and Ellemers[32].

This study introduced a comprehensive framework including three distinct dimensions of organisational commitment (OC) as follow : affective, normative and continuance commitment [33].

The first dimension, Affective Commitment (ACO) delves into the emotional bond and engagement of employees towards their organization, thus ACO indicates an individual's profound feeling of attachment with the organizational and this feelings influenced by a genuine alignment with

organisation values and objectives (Meyer and Allen [35]; [34]). Moreover, Mayer and Allen [28] stated that Affective Commitment can be defined through is a positive work experiences, perceived support from the organization and the fulfilment of employees' psychological needs.

The second dimension of OC is Normative commitment (NCO) which defined as a foundational aspect of organizational commitment and reflecting the employee's moral obligation to remain with their organization (Meyer and Parfyonova [36]). According to Mayer et al [37], this dimension demonstrate the feeling of duty employee responsibility to continue with the same organization, thus the individuals with high normative commitment feel obliged to stay due to their personal values, experiences during working environment or the organization's investment to upgrade their professional growth, furthermore, Allen and Meyer [38]– 1991– 1997) conceptualized the Normative Commitment by highlighting an employee's intrinsic sense of obligation to continue their employment with the organization, in addition this commitment crafted from an alignment of personal values with organizational goals and a belief in the moral responsibility to maintain working with the organization.

However, the strength of normative commitment not only determined by individual values but the organizational factors such as culture, leadership and perceived support significantly shape and reinforce this commitment dimension (Sharma et al [39], [40]).

The third dimension in this variable is Continuance Commitment (CCO) that refers to the perceived costs associated with terminating employment within the organization, in other words the cost of change from work environment to other company (Allen & Meyer [36], [37], [38]). Meyer and Allen stated that employees are exhibiting high levels of continuance commitment to remain within the organization due to the perceived impact of these costs which are perceived as prohibitive measure or factor to change Meyer & Allen [28].

In contrary, Meyer, Stanley and Herscovitch [37], stated that Continuance commitment might be related with various negative organizational performance including lower levels of job performance and organizational commitment along with higher rates of absenteeism and turnover intentions, hence these results demonstrated the critical relationship between continuance commitment and employee behavior also highlighting its implications for organizational functioning and employee well-being.

While affective and normative commitment are generally considered more desirable forms of organizational commitment, however continuance commitment may still play a role in retaining employees particularly in situations where alternative employment opportunities are limited, or the costs of leaving are perceived so high (Meyer & Allen [28]; Powell & Meyer [41]).

3.1. Analysis of the Effect of Organizational Commitment on Organisational Performance

In this part of the study the researcher investigates the organisational commitment strategies existed in the oil and gas sector of the United Arab Emirates (UAE) Since The oil and gas industry consider a critical sector in the UAE's economy by its significant contribution of country GDP and government revenues, particularly after facing unique challenges in ensuring employee commitment amidst global market fluctuations as the result of Covid 19 and Russia Ukrainian war, hence the recent unprecedented conditions forced the companies in this sector to encounter challenges in maintaining a committed and motivated workforce [42]; Wang et al [43], Mazrouei et al [44], Almazrouei [45], Bynoe and Simmons [46], [47], [48], Ghareeb et al [49]. Furthermore, organisational commitment can play a significant role in fostering employee engagement, retention and performance in critical times, then it essential for organisations in the oil and gas sector to adopt effective strategies to enhance organisational commitment (Ayari & AlHamaqi [50], Harun et al [51] [52] [53]).

On the meantime, vast companies started to enhance the employees and involve them in decision making processes that could significantly enhance their commitment to the organisation Za'abi et al [54]. Furthermore, UAE oil and gas companies implement employee empowerment strategies including cross functional teams and participative management practices Alhanshi & Albraiki [55]. Moreover, [56] argued that organisations can endorse the concept of commitment by giving employees a voice and involving them in strategic initiatives.

Additionally, many companies in the UAE's oil and gas sector realised the importance of providing flexible work arrangements, wellness programs and family-friendly policies to support their employees' personal and professional needs, hence by promoting work life balance the organisations can improve employee satisfaction, also reduce turnover and enhance commitment levels Moosavian et al[57], Habsi et al [58] ,[59]. In the same context , Smith (2020) argues that work-life balance is an essential factor for employee satisfaction and critical for attracting and retaining talent in the oil and gas industry. Therefore, the companies that offer flexible work arrangements and supportive policies have more chances to involve committed and engaged employees with high satisfaction [60].

For that reason, many companies in the UAE's oil and gas sector invested in employee training, mentoring programs and career advancement pathways to support professional growth and to enhance their skills and career progress , hence this will lead to increase their commitment and loyalty[61]. Furthermore, Taher stated that career development opportunities significantly influence employee commitment in the UAE's oil and gas industry since employees who perceive many opportunities for advancement showed higher levels of commitment and engagement[62].

The effectiveness of organisational commitment strategies in the UAE's oil and gas sector depends on various factors including organisational culture, management effectiveness and employee perceptions AlNuaimi et al[63]. While some companies invested huge resources in implementing these strategies but still their impact may vary depending on each organisation's unique culture and challenges ,thus, the previous studies indicated that organisations prioritising employee engagement and well-being are more qualified to achieve higher levels of commitment and performance, however, further research need to conduct in the period after Russia Ukrainian war and current fluctuations Mohammed and Rashid[64].

On the other hand, there are numerous studies studied the crucial role of affective commitment in shaping employee attitudes and behaviors within the organization[65]. In the same context, Riketta conducted a meta-analysis for exploring the relation between affective commitment and job performance across various industries hence the findings showed a positive association between the two variables and highlighted the pivotal role of affective commitment in enhancing employee productivity and effectiveness[66].

Similarly, Meyer and Topolnytsky performed a longitude study for indicating the impact of affective commitment on organizational behaviour thus, the research findings indicated that employees with high levels of affective commitment demonstrated a greater tendency to involve in favourable behaviors that benefit the organization, that including helping colleagues and volunteering for additional tasks[67].

Furthermore, Griffeth examined the relation between affective commitment and turnover intentions in a various sample of employees, hence the results reported a negative relation between affective commitment and turnover intensions ,in addition the study revealed that employees who feel emotionally attached to their organization are less willing to leave the work[68].

These studies obviously detected the essentials role of affective commitment in shaping employee behaviors and organizational performance. Accordingly, the organizations can maintain a more committed workforce and enhance employee engagement by fostering a strong emotional link between employees and their organizations which contributing to overall organizational success [69], [70], [71].

Numerous studies investigated organisational commitment's influence on financial performance of the companies[72]. Rashid conducted a study of 201 manufacturing companies in Malaysia and found a significant positive effect of organisational commitment on company performance with significant statistics t and probability value ($t = 2.87$, $p < 0.01$) respectively[73]. Moreover, Yiing and Ahmad [74] surveying 283 managers in Malaysian companies reported that organisational commitment had a positive effect on job performance ($t = 2.11$, $p < 0.05$).

In addition, Agarwal et al [75] conducted a research and collected a sample of 270 Indian salespersons, hence the results detected that organisational commitment positively influenced salesperson performance ($t = 2.43$, $p < 0.05$). Similarly, Yousef [76] conducted a study among 430

employees in the United Arab Emirates then the results reported that employee commitment significantly improved the job performance with statistics values ($t = 2.89, p < 0.01$).

In addition, Ricketta [66] conducted the meta-analysis of 59 studies with over 15,000 individuals to test the relation between organisational commitment practices and job performance, hence the research reported a score of correlation of $r=0.20$ and ($p < 0.01$) between study variables showing that there are partial correlation existed.

Hence, Malhotra and Mukherjee [77], conducted a study about the relation between customer contact employees and the service quality with the mediating role of commitment, they collected a sample of surveying 283 in Indian banking call centres, thus, the results reported that commitment significantly influenced service quality by statistics t value $t = 2.67$, level of significance $p < 0.01$. Additionally, Chu et al. [78] performed a study with sample 278 public health nurses in rural Taiwan to investigate the relation between commitment and organisational behaviour, the results revealed that commitment positively affected organisational behaviour ($t = 2.18, p < 0.05$).

Moreover, Chughtai and Zafar [79] collected a sample of 310 university professors in Pakistan to test the effect of employee commitment and the job performances, hence after conducting a regression analysis the study reported that commitment had a significant positive effect on job performance ($\beta = 0.31, p < 0.01$). Furthermore, Wasti [80], conducted a research about the casual effect of Organisational commitment and employee turnover, the researcher collected data of 316 Turkish employees, then the results showed that commitment negatively influenced turnover intentions ($t = -4.49, p < 0.01$) the results detected the effect of commitment to reduce the numbers of employees who planned to leave the company.

in the study of Huang and Hsiao [81] by sample of 497 employees in Taiwan private sector reported that commitment has significant positive effect on job satisfaction ($\beta = 0.68, p < 0.01$).

Meyer [67] in a study of 339 employees across various organisations in India examined the relation between organisational commitment and organisational behaviour and job performance, the results reported that organisational commitment significantly predicted job performance by significant values $\beta = 0.21, p < 0.05$, and organisational behaviours $\beta = 0.16, p < 0.05$).

In addition, Fu and Deshpande [82], analysing data from 202 employees in a Chinese manufacturing firm, the results detected that organisational commitment positively associated with financial performance which measured by return on assets ROA, the statistics values showed level of significance $\beta = 0.28, p < 0.01$.

Moreover, Tuna et al [83], conducted a study with sample of 312 employees in Turkish logistics companies to detect the effect on organisational commitments and performance, hence the results revealed that organisational commitment had a positive effect on organisational performance by results of ($\beta = 0.41, p < 0.001$). Finally, Park and Rainey [84], in a study of 265 federal employees in the United States, showed that organisational commitment positively influenced job satisfaction ($\beta = 0.46, p < 0.001$) and negatively affected turnover intentions ($\beta = -0.39, p < 0.001$).

These studies demonstrate the significant positive impact of organisational commitment on key performance metrics for financial performance and job satisfaction also its negative effect on turnover intentions, in addition The reported standardised regression coefficients (β) and t -values indicate these relationships' strength and significance statistically.

3.2. Organizational Change Management (OCM)

Organizational change management is a structured approach that organizations use to plan and implement changes to their structures, systems, or cultures in response to internal and external pressures or to seize new business opportunities. Some researchers consider organizational change management synonymous with organizational change itself [85],[86]. Burnes [87], explains that organizational change management relies on various theoretical frameworks and models to assist practitioners in understanding and managing the complexities of change. These models offer structured

methods for diagnosing organizational needs, formulating change strategies, and managing the human aspects of change.

Similarly, Devos et al[88] suggest that organizational change management involves engaging stakeholders by communicating the rationale and objectives of change, which fosters support and commitment within the organization and facilitates the adoption and implementation of change. This process requires collaboration between leadership and employees to shape the organizational culture and promote continuous learning and adaptation[89]. Furthermore, organizational change management is a multifaceted process that begins with strategic planning and stakeholder engagement and concludes with effective communication to drive and sustain organizational change. This approach aims to enhance organizational agility and resilience and improve competitiveness in response to evolving internal and external challenges, hence, recognizing the need for organizational change and possessing the skills for its successful implementation are distinct competencies[90]

The effectiveness of a change management strategy is critical; therefore, the initial step is often considered the most challenging, therefore, management should involve the most talented teams and individuals to initiate the organizational change structure [91],[92]. Additionally, Boosman [93] states that top management can effect organizational change by involving key personnel and modifying corporate objectives to enhance service delivery and support operational paradigms [92], [94],[95].

De Tommaso[96], stated that organizational change management could enhance the effectiveness and strengthen organizational commitment, and improve organizational performance. Change management ensures the smooth and well-received implementation of CSV initiatives within the organization. It aligns the organization's goals with broader societal objectives by fostering a sense of purpose and relevance among employees and facilitating a structured approach to change. It also minimizes resistance and ensures employee support for the CSV strategy, thus improving its overall impact.

3.3. Underpinning Theory

There is an academic debate for the last 40 years about the implications of stakeholder theory on organisations, specially about how the company can utilize its capacity to improve the business environment to get more profit along with sustain the ecological factors and moral aspects[97].The basic principle of Stakeholder Theory started back to the 1984 when Edward Freeman's published his book "Strategic Management: A Stakeholder Approach" to introduce the new business concept advocating for the involving of a wide range of stakeholders in strategic business planning and operations, this work considered a significant shift from the traditional shareholder focused perspective to a larger scope of strategic management to include the whole stakeholders component in strategic decision making process[98].

As per Feeman et al[98] in their book "Stakeholder Theory the Real Art " Stakeholder Theory played a crucial role as problem solver in business ethical dilemma and business decisions making by adding a moral dimension for the top management strategic planning, unlike the Traditional concept that usually ignore the ethical implications for non-shareholder groups and only focus on the profit for the organisation.

Stakeholder theory classified the organisation stakeholders for two categories first is the primary (Internal) stakeholders including employee, financiers, suppliers and customers, then the second category is secondary (external) stakeholders including environment, competitors, media and government[98]. After 1984, various scholars utilised Stakeholder Theory by integrating the theory into corporate governance and strategic management concepts, they claimed that traditional management theories often fail to address the complexity between business profit and morality dimensions adequately, hence Stakeholder Theory provides a structured approach to identify and manage these complex relationships effectively by ensuring that all relevant parties are fairly considered.

In the same context, Donaldson and person[99] introduced larger and broader dimensions for stakeholder theory by conceptualizing the Normative (Ethical) and descriptive(practical) dimensions, this approach interpreting the importance of this theory and redefined the dimensions to be more holistic., The normative dimensions include the ethical guidelines and principles about how organizations should treat their stakeholders by emphasise the moral principles and values for organizations, while the descriptive approach describes how organizations actually behave and interact with stakeholders and how this practices can influence on real decision making process

Currently , the stakeholder theory utilised in many sustainability studies, also this theory underpins the concept of CSR by suggesting that businesses have responsibilities beyond profit making that promotes the idea about how companies should positively contribute to society and take responsibility for the social and environmental impacts of their [98]

On the other hand, Jones and Wick[100] illustrated the relationship between business outcome and corporate social performance based on the normative core of stakeholder theory, the study bridged the gap between dimensions of stakeholder theory, The paper argues that stakeholder theory can benefit from integrating normative and descriptive approaches to provide a more comprehensive understanding of stakeholder relationships and their impact on organizational success.

The dependent variable of this study was Business Outcomes which contingent on behavior of a certain type of organisation. The behavior is referring to an argument is making competitive advantage will enhance the financial results of corporate performance [100]. Additionally, Donaldson and Preston[99] indicated that instrumental uses of stakeholder theory make a connection between stakeholder approaches and commonly desired organizational performance such as profitability.

On the other hand, the first independent variables of this study was Corporate social performance (CSP)including narrative interpretation that involves narrative account of moral behavior in a stakeholder context. Narrative interpretation also involves concern of others that represents shared value[99].Referring to Donald and Preston , stakeholder theory also dealing with corporate social performance or ethics on one hand and organizational performance on the other hand. This prove that CSP has a significant contribution to company's performance.

While the second independent variable was Normative core as basic functions of the firm and the responsibilities of the managers. Normative principal concerns for the welfare of all who are affected by corporate decisions [100]According to Donaldson and Preston[99], normative is also an intrinsic aspect where management role becomes its fundamental.

More and above , the study utilized Shared value as Mediating Variable, Stakeholder theory also suggest shared value can affects the outcome[99]. The shared value exists in the form of an agreement. Stakeholder theory suggests a measure of agreement on the existence of normative aspect[100].

In addition, there is some very general consensus regarding an ideal measure of the firm's responsiveness to its stakeholder. Hence, scholars have employed CSP, from these statements, we can acknowledge that Shared Value will affect firm's outcome and normative and CSP become factors that affect shared value [99]. Follows is the framework of Stakeholder Theory by Jones and Wick (1999)

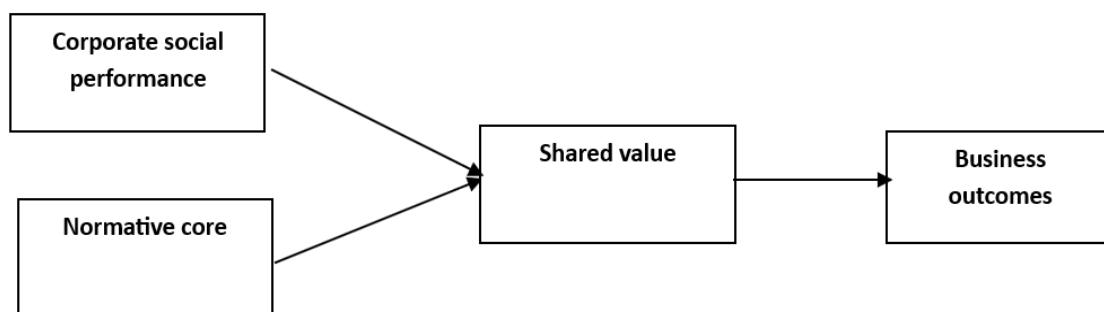


Figure 1.
Stakeholder framework as per Jones and Wick (1999).

4. Results

Based on the conceptual analysis results this study spotted a critical gap needs to be bridged for further studies in particular about the relation between OC, OP and OCM. Moreover, the majority of the research conducted prior to the COVID-19 pandemic and the Ukrainian war, and the other extant research adopted a comprehensive approach that focused on overall benefits rather than particular measurements of an organization's financial success. Hence after review of literature the researcher in this study conceptualised the variables of this study as follow:

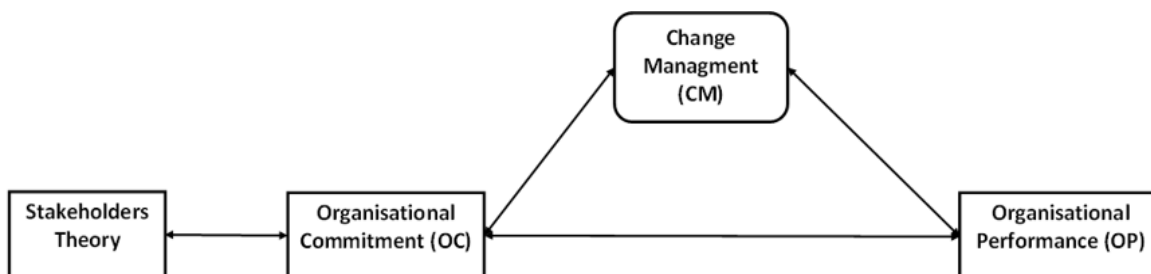


Figure 2.
The research conceptual framework.

As shown in figure two researcher has robustly explained the potential effect of study variables organisational commitment (OC) as independent factor on the and organisational commitment (OP) with mediating role of organisational change management (OCM) , in addition the study demonstrated how stakeholder theory can underpin the whole study variables and craft the conceptual model.

5. Conclusion and Recommendations

The research critically reviewed the extant and recent literature about the effect of organisational commitment concepts on organisational performance in order to craft a dynamic model can be implemented to tackle with the challenges facing the oil and gas sector in UAE. The study conducted conceptual analysis methodology to examine and clarify the definitions, meanings and utilisation of study key variables within a certain field, hence It aimed to ensure the consistent and accurate application of these concepts by revealing underlying assumptions and theoretical implications.

This study will enhance the understanding of factors that influencing corporate performance especially amongst oil and gas companies in UAE. Besides , the research conceptualised the effect of organisational commitment (OC) on organizational performance(OP). In addition, this study investigated the role of organizational change management OCM as a mediating variable on the relationship between OCon organizational performance OP. However further empirical research should be implemented to validate this model.

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