

INNOVATION CAPABILITIES, ORGANISATIONAL CULTURE, AND
ORGANISATIONAL PERFORMANCE IN THE UAE

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PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

ABSTRACT

The organisational performance comprises real results or outputs compared to intended outcomes, depending on various factors. Organisational capacity and organisational culture are among the factors that influence work performance. Each affects differently to work performance of many countries due to different prevailing conditions of the countries. Despite the fact that this issue has been studied in many countries until today, issues on the influence of organisational innovation capabilities and culture on organisational performance are rarely studied in the UAE. Therefore, this study sought to identify the effect of organisational culture on innovation capabilities to improve the organisational performance of the economic development department in the UAE. In order to achieve the objective, this study employed a quantitative approach. A survey was conducted using a structured questionnaire to gather data involving 246 UAE economic development department employees. The instrument was developed based on literature reviews, consisting of three main elements: (1) innovation-related categories: vision and strategy, ivrganizational intelligence, creativity and idea management, management of technology, ivrganizational structure and system; (2) ivrganizational culture, and (3) organisational performance. The data were analysed using Moment Structure Modeling (AMOS-SEM). The findings revealed that organisational innovation capability influences work performance. The mediating effect of organisational culture has a substantial and direct effect on the performance of the UAE's economic development department. The R^2 (coefficient of determination) obtained indicated that the effect of the study groups on innovation capability was medium. Thus, the operating performance of the economic development department in the execution by the UAE can be strengthened by taking into account the corporate atmosphere and capacity for growth.

ABSTRAK

Prestasi organisasi merangkumi hasil atau output sebenar yang dihasilkan oleh sesebuah organisasi. Manakala keupayaan inovasi organisasi merupakan kemampuannya untuk mengembangkan inovasi secara berterusan sebagai tindak balas terhadap perubahan persekitaran. Pengaruh keupayaan inovasi terhadap prestasi organisasi didapati berbeza disetiap negara disebabkan perbezaan faktor yang mempengaruhi sesebuah organisasi organisasi. Walaupun kajian prestasi organisasi banyak dijalankan di negara maju kajian sebegini khususnya pengaruhi budaya organisasi dan keupayaan inovasi didapati masih agak kurang dijalankan di UAE. Justeru itu kajian ini bertujuan untuk mengenal pasti kesan kemampuan inovasi dan budaya organisasi terhadap prestasi organisasi di Jabatan Pembangunan Ekonomi di UAE. Kajian ini menggunakan kaedah kuantitatif. Data telah dikumpul menggunakan borong soal selidik yang melibatkan 256 pekerja di Jabatan Pembangunan Ekonomi UAE. Hasil boring soalselidik yang di perolehi 246 jawapan didapati sah. Analisis model Moment Structures Equation Modeling (AMOS-SEM) di jalankan berdasarkan 7 kumpulan yang berkaitan dengan kemampuan inovasi iaitu: visi dan strategi kecerdasan organisasi; kreativiti dan pengurusan idea; pengurusan teknologi; struktur dan sistem organisasi; budaya organisasi dan prestasi organisasi. Penemuan kajian menunjukkan bahawa kemampuan inovasi organisasi dan kesan perantaraan budaya organisasi mempunyai pengaruh besar dan secara langsung terhadap prestasi Jabatan Pembangunan Ekonomi UAE. Ukuran kesan 7 kumpulan yang dikaji adalah sederhana dari R^2 (pekali penentuan). Implikasi dari penyelidikan ini adalah Jabatan Pembangunan Ekonomi UAE perlu menekankan aspek kemampuan inovasi dan budaya organisasi khusus bagi prestasi organisasi berkenaan.

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CHAPTER 1

INTRODUCTION

1.1 Preamble

The definition of organisational performance is based on the attempt of an organisation to achieve its common goal by sharing its financial, physical and capital resources (Bysted & Hansen, 2015). Those supplying the assets would only commit them to the company as long as they are satisfied with the return they get compared to alternative uses of the assets. The funds will continue to be made available to the company and the organisation will continue to operate as long as the value generated from the utilisation of the given assets is equal to or greater than the value anticipated by those who gave the assets. As specified by the resource provider, profit production is the fundamental overall success criterion for every company. The development of this importance is a core element of most scientific management analysis which significantly improves organisational performance.

Innovation is, without a doubt, one of the key ways in which organisations can respond to the needs of the diverse and rapidly evolving market world of today. There is no denying that a way to create a business is by having creativity which is the most critical market demand (Forés *et al.*, 2016). Innovation is a crucial factor in the success and development of companies in the long term and enhances organisational performance (Camisón *et al.*, 2014). It can also be defined as significant transformational changes that affect corporate operations or gradual modifications that may significantly alter business processes. The context of the entire thesis is presented in this chapter. It starts with a debate analysis and problem statement. It

continues to discuss research problems, priorities and goals, as well as the relevance of the research.

1.2 Research Background

The proofs of innovation and success show a positive effect on efficiency and development, particularly positive customer impact (De Vries & Tummers, 2016). Some scholars found that creativity favourably influences the growth of revenue but not efficiency (Calvino & Virgillito, 2018). Hence, competition and progress are significant contributors to organisational innovation. While innovation has traditionally led to market success, businesses must implement these forms of innovation over time, enabling them to gain a competitive edge and improve their performance (Azar & Ciabuschi, 2017). Organisations can accomplish better with more innovation, increased corporate efficiency and sustainable competitiveness (Ali & Sarstedt, 2016).

The study findings from Turquíá (2019) revealed that technical innovation (product and process innovation) has a significant and positive effect on industry success. However, there was no proof that technological innovation (organisation and marketing innovation) had any significant and positive connection with company performance (Atalay *et. al.*, 2013). The association between the hotel industry's creativity, efficiency, employee performance and financial performance has been examined by Altuntaş & Dönmez (2010) and discovered a statistically significant correlation between innovativeness and employee performance. Yavuz (2010) observed that organisational innovation played a role in other innovation forms, producing an interconnected impact and positively impacting organisational efficiency.

However, it is necessary to recognise the ability to have sustainable strategic advantages to certain corporate capital and skills. For example, the Deloitte Research report (2004) showed that an organisational purpose and real potential for creativity are enormously different. This report indicates that the creation of different capabilities to fill this void should be an essential part of the growth plan of an organisation. The performance factors were regarded in published papers (1990-2004)

as primary determinants of innovation. Such a trend is reinforced by learning, creating faith and trust, which yields optimistic perceptions and positive perceptions of outcomes (Camisón *et al.*, 2014). Technological advancement does not explicitly generate value, as it merely produces method, interface or utility improvements.

In the United Arab Emirates (UAE), lower external demand, competition from other countries and tighter global capital markets are the threats to the post-global crisis. One of the UAE's key moves is maintaining economic development in the future to ensure that it can better adapt to future crises through strong regulatory structures and a more diverse economy. In the last decade, the UAE witnessed some comparatively improved conditions in its non-oil market to become the second-largest Arab economy (Ferraris *et al.*, 2017).

The UAE's economic dependence on the growth of the hydrocarbons sector to fuel, but the non-oil sector will become increasingly significant, mainly as many large industrial projects are taking shape in the near future. The leading projects include Al Gharbia Chemicals Industrial City, which was finalised in 2015 (USD 20 billion), and Emirates Aluminum (EMAL)'s expansion at the end of 2014 (Farouk *et al.*, 2016).

Since 2009, trade, tourism, logistics and development have been the key drivers in the non-oil market. The UAE's path to a diverse wisdom economy is far from complete. Thus, the following section discusses the features of the information economy and how a diverse and well-developed knowledge economy can be achieved. However, government creativity plays a vital role in helping government enterprises to provide highly effective services at a reduced cost to consumers and firms.

1. Clean and renewable energy: Creativity is necessary to tackle global environmental changes with rising economic growth, policies to encourage infrastructure adoption, clean energy and emissions control activities (Farouk *et al.*, 2016). The 2050 UAE Energy Plan aims to balance economic needs and environmental goals through a blend of renewable and clean sources of electricity. The UAE will spend AED 600 billion by 2050 to satisfy the increasing energy demand and ensure sustainable economic development.
2. Technology: Technological advances comprising innovative products and processes and major structural improvements in products and processes. When

put on the market, an invention was introduced (product innovation).

3. Education: Teachers and students have the chance to study and explore new things. This involves many aspects to look at and deal with problems. The thinking approach allows students to grow their creativity and challenges.
4. Health: Creative health strategies, initiatives products and technologies, facilities, and implementation methods that improve individual well-being that focus especially on vulnerability needs, are being created or enhanced.
5. Water: The water system is established and renewed. Preservation of water and potential reuse.
6. Space: The rooms in which these visions are taken care of are called imaginative environments. The physical expression in specific fields of fiscal, demographic and cultural prosperity innovations.

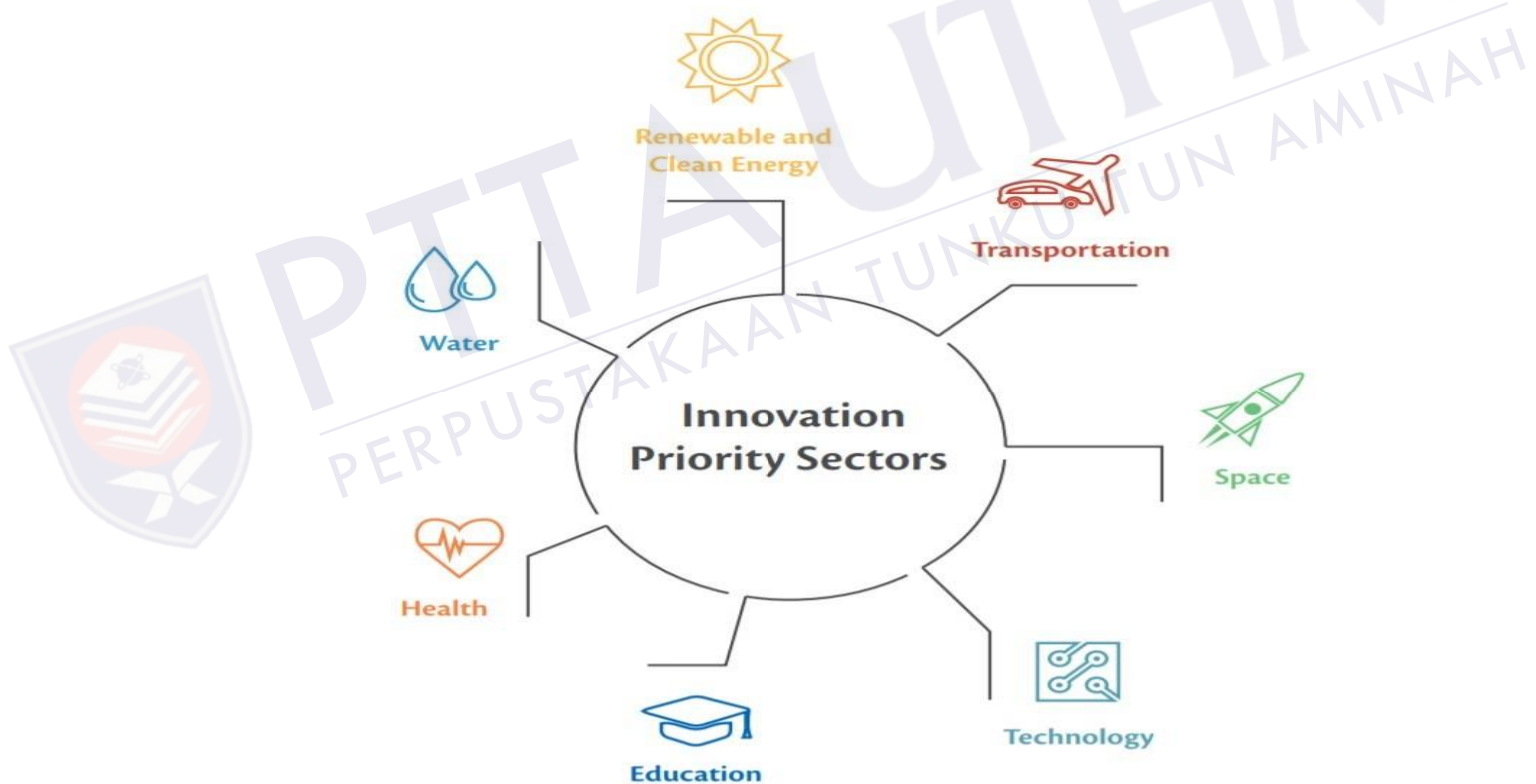


Figure 1.1: Innovation priority sectors in the UAE. (Farouk *et al.*, 2016).

The effectiveness of business efficiency and growth approach often relies on the potential of individuals to innovate. An organisation's innovation potential can be defined at various levels and from multiple perspectives (Olsson *et al.*, 2010). Akman & Yilmaz (2008) described creative potential as a critical factor in fostering an innovative organisational culture, the essence of innovative practices and the capacity of the external world for understanding and reacting correctly. The ability of a firm to innovate continuously can also be viewed as a reaction to a changing environment (Olsson *et al.*, 2010).

Tuominen & Hyvönen (2004) propose separating corporate creativity capacities into two independent organisations. Innovation potential is categorised into three variables: expertise, organisation, and human factors, all of which have a managerial innovation perspective. Another way is to address innovation management technical factors and human innovation management factors (Prajogo & Ahmed, 2006). People and social activities include human dynamics as elements of corporate performance, while 'power for market innovation' defines a crucial success factor for innovation processes (Perdomo-Ortiz *et al.*, 2006).

The way to corporate innovation is not special, but it is likely to be a combination of intelligent leadership programmes, direct and indirect staff engagement and mutual industrial relations (Mazzanti *et al.*, 2006). Likewise, in this analysis, innovation potential is characterised as the determinant that affects the ability of an enterprise to handle innovation. These determinants shared by creative organisations have been defined by many works of literature (Lawson & Samson, 2001; Romijn & Albaladejo, 2002; Bessant, 2003; Tidd *et al.*, 2005; Perdomo-Ortiz *et al.*, 2006; Martensen *et al.*, 2007; Skarzynski & Gibson, 2008; Smith *et al.*, 2008; Tura *et al.*, 2008; Paalanen *et al.*, 2009; Laforet, 2011; Saunila & Ukko, 2011).

The research divided the potential into seven factors: participatory lead culture, ideas and organisational systems, the working environment and well-being, growing awareness, restoration, outdoor knowledge and individual behaviours, in compliance with the earlier literature. This research applies the behaviour and accomplishments generated by managers to encourage and inspire creativity in the economic department of the UAE.

Job and wellness improve employees' well-being and encourage a working

environment full of innovation. The development of know-how relates to improving the skills and abilities of workers necessary for the development of innovation in the economic department of the UAE. External awareness illustrates the significance of corporate innovation as the best conduct of external networks and knowledge. Regeneration means a company may benefit from the experience and use it to generate and improve technologies. To shape the overall innovation potential of the company, individual practises of employees are also important for developing innovation in the economic department of UAE. According to its expected outputs, the real outcomes or results of a corporation are operational performances (Bellora & Guenther, 2013). The output is a contextual term related to the studied phenomena (Hofer, 1983). Organisational efficiency is described as a measure of progress by evaluating multiple components. The full consequence of the organisational appraisal of divisions as joint production marketing illustrates the company's success. The calculation of corporate success generally uses renewal performance, business performance, output performance, and financial performance. This shows the company's success in typical outcomes from various divisions (Yavuz, 2010).

In terms of financial success in organisations, performance is a calculation of improvements in a financial position or financial outcomes arising from management decisions and the implementation by representatives of the company of these decisions (Wang *et al.*, 2017). Although the interpretation of these metrics is subjective, the success indicators are chosen based on the circumstances of a business. The selected measurements reflect good or poor performance. Favourable financial data, stability and success of a company improve its operational performance. The most widely used financial success metrics are measures that suggest growth rates (Yavuz, 2010).

Intra-organisational socialisation is the first step of growing progress and results in businesses. Those who joined or passed to a new unit expect to understand and become accustomed in a short period. It aims at socialising and being involved in an organisation (Can *et al.*, 2009). Employees of enterprises should be organised. Socialisation is necessary to encourage a working spirit, healthy contact and peace in the company. Sociability in an enterprise cannot happen by itself. Managers should ensure that suitable conditions enable corporate creativity practices. The UAE public institutions have been focused on since that report.

The Dubai Emirate is one of the most recognisable and important cities in the UAE. At that time, the economy and population of Dubai were modest, but there were

a commitment and a strong ambition for achieving global excellence and becoming a global capital. In recent years, there has been flourishing literature articulating the shift in the sea, not only in Emirates' economies but also concerning UAE and public sector modernisation in particular. The UAE and Dubai particularly failed to deal with the evolving socio-economic climate, similar to other post-colonial public administrations (Makharita, 2005).

Therefore, a massive challenge has been undertaken in the emirate by the government of Dubai to enact systematic and extensive Public Sector Management (PSM) reform. This colossal challenge has led to a paradigmatic change, concentrating largely not only on enhancing the performance of the public sector but on transforming the interface between public and external stakeholders. A detailed strategic plan framework to direct the evolution of the Emirate public sector based on the socio-economic growth priorities set out in the Dubai Strategic Plan 2015, Vision 2021, and Vision 2021 of the UAE have been committed to significant capital.

This study thus focuses on challenging the interconnecting drivers of governance reform and strategic planning as the central management method in public bodies in Dubai. Despite its perceived shortcomings, the widespread use of strategic planning from the government and other agencies in Dubai remains acceptable. It can enable politicians and organisations in the public sector to make informed decisions, resulting in more efficient and effective work. The UAE, a developing Arab economy, has sought to follow West-led development strategies in several fields (Anadol *et al.*, 2015). It plays a key role in overall economic growth (United Arab Emirates Ministry of Economy, 2015). Public utilities have undergone major reforms and are under pressure to cope with their foreign partners (Turkyilmaz *et al.*, 2011). Public sector organisations—due to the effect of human thoughts, emotions and relationships (Saeed & Hassan, 2000), cumulative efficiency and long-term sustainability—are keen to pursue innovative employee-centring resources management strategies to affect workforce relations (Turksyilmaz, 2011) and corporate culture (Ooi & Arumugam, 2006).

Trust in the company or top management (Issa & Haddad, 2008) and job satisfaction is two critical factors affected by organisation culture (Joo & Ready, 2012). There is increasing literature regarding the connection of job satisfaction with corporate culture, which indicates that the link is more significant for workers with improved career satisfaction (Alvesson, 2001; Tinsley, 2000; Fleisher *et al.*, 2014). It

is necessary to build an organisational environment that leads to greater fulfilment and lower turnover (Suliman & Al-Junaiibi, 2010). Therefore, it is crucial to consider confidence and job fulfilment for organisations trying to build a highly empowering, dedicated working atmosphere (Gattiker & Larwood, 1988; Martins *et al.*, 2002).

In the private sector, several studies (Hogan & Coote, 2014) were done on corporate culture. Scholars have identified disparities between managers in the private and public sectors (Mujtaba *et al.* 2011), and public and private sector organisations have generally been thought to function differently (do Monte, 2017). While the two cultures are becoming more similar, several fundamental differences between the organisational and cultural levels were observed (Schraeder *et al.*, 2005). Public sector leaders are commonly employed in very defined circumstances (Lindquist & Marcy, 2016).

Previous findings found that managers in the state sector are less likely to be optimistic than their counterparts in the private sector (Chen, 2011). This can restrict the applicability of public sector entities to the private sector. In public and private sectors, cultural issues can impact the styles of management, which may also restrict the generalisability of studies.

For example, in the UAE, public sector managers differ in leadership, paternalism, motivation, and job satisfaction from their private sector counterparts (Al-Mazrouei & Pech, 2015). Managers in Oman tend to be guideline and totalitarian (Al-Lamky, 2007). Workers want managers to lead and feel uncomfortable when decisions are passed (Common, 2011). In Denmark, public sector managers use more participatory leadership while private sector managers take more guidance (Hansen & Villadsen, 2010). Andersen (2010) noticed a more evolving model for public sector management and more interconnected styles for private sector managers. Thus, in both private and public sector companies, there are many variations between administrators that vary between different states and their nationalities. Several scholars in the past decade have studied public sector organisational behaviour in the UAE.

Ibrahim & Al Falasi (2014) reported that the link between loyalty and dedication is important. Intrinsic and extrinsic variables can be found as causes of work satisfaction (Abdulla *et al.*, 2011). Suliman & Al Harethi (2013) indicated that job success might be much anticipated in the organisational environment and its

elements. Suliman and Al Kathairi (2012) found that organisational justice has a beneficial correlation with affective commitment, ongoing involvement, and work results. Zeffane *et al.* (2008) demonstrated significant disparities in work quality and efficiency between women and men.

Consequently, various studies have been carried out concerning human capital in the public sector of the UAE. However, very few studies investigated organisational culture nor tested any connection between the type of organisational culture, confidence in the administration, and job satisfaction (al- Khalifa & Aspinwall, 2001; al Mehrzi & Singh, 2016; Al Murawwi *et al.*, 2014; Chidambaranathan & Regha, 2016; Martin & Desmond, 2013; Ralston *et al.*, 2012). Therefore, this research aimed to fill this gap. The results will provide insights for policymakers and employers in the UAE and help them develop successful policies and initiatives to foster the desired corporate culture. The administrative innovation encompasses marketing, markets and organisational factors. The second category pertains to technological innovation. Capacity for product innovation is linked to product development or improvement by changing its quality, appearance, functionalities or technical requirements (Lin *et al.*, 2010; OECD, 2005). These changes can be made using new knowledge and technologies or a mix of current information or technology to fulfil market consumer needs (Gunday *et al.*, 2011; Liao *et al.*, 2007). Capacity for market innovation means that new market possibilities may be identified and innovative techniques are used in advertising and marketing of items (Wang and Ahmed, 2004). In order to better understand demands and therefore boost sales, adjustments can be made to product conception, price and placement (OECD 2005) (Gunday *et al.*, 2011). This dimension is also connected with the capacity for product innovation because both are impacted by external variables (Wang and Ahmed, 2004). Capability for process innovation entails developing or improving the method of production or delivery and introducing new task requirements, providing information. The major goal of this element is to make a company operate efficiently and efficiently. Therefore, this capacity can lead to cost savings or an improvement in flexibility, quality, or process performance (Liao *et al.*, 2007; OECD, 2005). Capacity for organisational innovation entails developing a new organisation, which might be linked to everyday activities, work environment or external contacts (OECD, 2005). This component also includes changes in the organisational or administrative structures, such as recruiting, reward and task

reorganisation (Damanpour, 1991). The main objectives are cost savings, happiness at work and access to specialist assets (OECD, 2005). In addition, this dimension and process innovation dimension refer to components connected with a company's internal operations (Wang and Ahmed, 2004). Focus on process and organisational innovation capabilities. Past research was primarily focused on product capacity, process review and innovation management (Piening and Salge, 2015). Most of these research projects focused on the consequences of innovation, especially on the economy and performance of production companies (Ngo and O'Cass, 2013)). This method is problematic as it only addresses the more externally linked element of innovation. In contrast, process and corporate innovation improve domestic activities, which may have an indirect economic effect instead of a direct impact on the market (Hult *et al.*, 2004).

1.3 Problem Statement

Recent advances in goods and services have raised their demand dramatically. Product lifecycles have been shortened, and this pattern is projected to affect other industries, particularly the public organisation (Farouk *et al.*, 2016). Hence, innovation is becoming increasingly essential as consumers' preferences change towards technology. Companies need a high level of business innovation and a unique service beyond customer expectations. While previous researchers discussed this theory, the primary emphasis was on operational or complex skills linked to service innovation and service innovation processes (Kurtmollaiev, 2018; Daniele, 2015). Hence, more studies are required to recognise the critical shortcomings of service innovation and achieve a high level of ability that companies must achieve through a high degree of service innovation and service innovation processes. Organisational capacities are increasing and evolving quickly (Daniele, 2015). The view that innovations by individual employees help to attain organisational success is widely supported. Researchers have emphasised the role of leaders for continuous organisational innovation, arguing that they exert a powerful and positive influence on employees' work behaviours, enabling employees to be willing and able to innovate. These call for organisations to be more flexible, adaptive, entrepreneurial, and innovative to effectively meet the changing demands of today's market

environment. Much of behavioural literature postulates that organisational culture and transformational leadership significantly influence the level of innovation in the organisations, leading to improved performance. Transformational leadership, in particular, has been emphasised as a positive link toward innovation, while organisational culture was studied as one of the major factors supporting innovation in organisations. Although substantial research has focused on the interrelationships between leadership, innovation, and organisational culture, most studies were conducted in western countries, primarily in the United States, Canada, and Western Europe, while the Middle East and specifically the UAE are rarely featured as an empirical context in related studies.

Despite the increasing popularity of innovation studies, observational research/work from emerging economies continues to be lacking (Rao *et al.*, 2015). Many previous works also often neglected creativity capability, especially in organisational situations. In addition, the absence of a motivating force for creativity in innovation is recorded in many developed countries, and R&D investment in many of them is worldwide one of the lowest (Tidd & Bessant, 2018). Research in the emerging literature is not unanimous but often suggests a positive relationship (Borris, 2008; Torfing, 2016; Zaremba *et al.*, 2017; Daniele, 2015). The view that individual employees' innovations help attain organisational success is widely supported. Researchers have emphasised the role of leaders for continuous organisational innovation, arguing that they exert a powerful and positive influence on employees' work behaviours, enabling employees to be both willing and able to innovate. This calls for organisations to be more flexible, adaptive, entrepreneurial, and innovative to effectively meet the changing demands of today's market environment. Much of behavioural literature postulates that organisational culture and transformational leadership significantly influence the level of innovation in the organisations leading to improved performance

The driving force for innovation is hindered by the fact that many businesses face internal and external challenges or barriers in acquiring the right expertise to facilitate the process of innovation. In fact, they are still in the stage of developing awareness of innovation adoption processes and characteristics of creative organisations (De Vries *et al.*, 2016; Pred *et al.*, 2017; Tidd *et al.*, 2018).

In addition to innovation capability, corporate culture is one of the competitive advantage factors to the organisation's success because it makes a

company more adaptable to the environment (Kontoghiorghes, 2016). Sofi & Devanadhen (2015) identified three distinct organisational cultures: innovative/business culture, where problems and risk management are the norms; bureaucratic culture, with strong lines of responsiveness and authority; and supportive culture, with a generally comfortable and accepting working atmosphere (Kontoghiorghes, 2016; Zaremba *et al.*, 2017; Daniele, 2015). To the best of our knowledge, there is no related in-depth study conducted in the Middle East (ME) region. This raises the issue of whether the cultural context influences the leadership-innovation relationship.

However, there has been no widespread coverage of the dependencies of one element on another, and corporate culture positions were not commonly explored as a mediator. For example, other factors may become critical to monitor the main factor and make the organisational output much higher than previously anticipated. It is also clear that the work carried out to define the connections between the various factors of control and forecast the influence of these facets on organisational success is low in terms of potential for creativity and organisational culture. While there are general variables of organisational success, organisations need more studies in experience, particularly in the increased distribution of responsibility, creative capacity deliberations, and organisational culture concerning organisational performance.

In the UAE case, the involvement of the UAE government in embracing innovation granted them the 38th spot in innovation worldwide by 2018. The UAE has a strong path for future innovation as one of the best countries in the world (UAE Prime Minister's Office, 2015). The UAE implemented several best practices in the 2015 National Innovation Plan to formulate and incorporate innovations to strengthen domestic programmes and creative practices (Daniele, 2015). The plan might be the continuation of visions created to promote creativity across seven main categories: renewable energy, transportation, education, health, technology, water and a space programme (UAE Space Agency, 2015).

Public organisations such as the economic department of UAE have a potential for creativity in the UAE and are strongly associated with the country's organisation (Al-Ahbabi *et al.*, 2017). However, the equipment is mostly obsolete, making it hard to achieve corporate efficiency; this can be seen in the economic

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