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# How Innovation drivers, ambidextrous culture leadership and employee wellbeing Shape public Sector innovation Capacity in the UAE

Nisrine Said

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**ÉCOLE DOCTORALE ABBÉ GRÉGOIRE**  
**laboratoire Histoire de Technosciences en Société (HT2S)**

# **THÈSE**

présentée par : **Nisrine Said**

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**How Innovation drivers, ambidextrous culture leadership and employee wellbeing  
shape public sector Innovation Capacity in the United Arab Emirates?**

**Comment les moteurs d'innovation, le leadership, la culture ambidextre et le bien-  
être des employés façonnent la capacité d'innovation du secteur public aux Émirats  
Arabes Unis ?**

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.

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## **Abstract:**

In recent years, the United Arab Emirates (UAE) has been actively promoting innovation in its public sector. The UAE government has emphasized the importance of innovation in enhancing the efficiency, effectiveness and quality of public services, and has launched various initiatives and programs to encourage innovation in the public sector. One of the key drivers of innovation in the UAE public sector is the government's commitment to digital transformation, in addition to its pursuit to foster and implement innovation practices in the federal sector.

**Objective:** This research aims at studying the existing perception and practices that shape the application of Public innovation in the United Arab Emirates. In addition, this research allows for a deeper understanding of the drivers of innovation its main drivers and constraints, and the relationship between innovation and employee wellbeing or what we call employee happiness in a given leadership style under a certain working environment

The research question states the following: ***“How Innovation drivers, ambidextrous culture leadership and employee wellbeing Shape public Sector innovation Capacity in the UAE,”***

12 Hypotheses were formulated to investigate the factors affecting innovation in the public sector of the United Arab Emirates (UAE). They focus on the relationships between leadership for innovation, workplace innovation, ambidextrous culture, career satisfaction, workplace happiness, and innovation behavior in the UAE public sector mainly federal institutions. 111 questionnaires out of 164 were answered from Innovation Chief executives in 67 federal institutions. Following quantitative methods, the self-administered questionnaires were analyzed using SPSS version 24 to test the hypotheses.

**Main Findings:** Results confirmed that all hypotheses are positively related except for the mediation role of job stress, which is negatively related. Through an inclusive review of relevant literature, this thesis has analyzed the key factors that affect innovation in the UAE public sector, which may be used as reference for policymakers and public sector organizations to foster a more innovative environment. The findings of this study will be of value for those interested in understanding the drivers and barriers to innovation in the public sector and beyond.

At the theoretical level, this thesis develops knowledge of the strategic literature in the context of all the above factors influencing employee's innovation and happiness at work.

Future research and limitations are also presented in this thesis.

**Key words:** Innovation, innovation behavior, leadership, workplace happiness, ambidextrous culture, career satisfaction, United Arab Emirates.

## Résumé

**Objectif :** Cette recherche vise à étudier la perception et les pratiques existantes qui façonnent l'application de l'innovation publique aux Émirats arabes unis. En outre, cette recherche offre une meilleure compréhension de la dynamique de l'innovation, ses principaux moteurs et contraintes, ainsi que la relation entre l'innovation et le bien-être des employés ou ce que nous appelons le bonheur des employés dans un style de leadership donné et dans un environnement de travail donné.

La question de recherche est formulée comme suit : "*Comment les moteurs d'innovation, le leadership, la culture ambidextre et le bien-être des employés façonnent la capacité d'innovation du secteur public aux Émirats Arabes Unis.? "*

12 hypothèses ont été formulées pour examiner les facteurs influençant l'innovation dans le secteur public des Émirats arabes unis (EAU). Elles s'appliquent à observer les relations entre le leadership en matière d'innovation, l'innovation organisationnelle, la culture ambidextre, la satisfaction professionnelle, le bonheur sur le lieu de travail et le comportement en matière d'innovation sur le secteur public des Émirats arabes unis, principalement les institutions fédérales.

111 questionnaires sur 164 ont été remplis par des responsables de l'innovation dans 67 institutions fédérales. Suivant les méthodes quantitatives, les questionnaires auto-administrés ont été analysés à l'aide de la version 24 du SPSS afin de tester les hypothèses.

Principales conclusions : Les résultats montrent que toutes les hypothèses sont liées positivement, à l'exception du rôle de médiation du stress professionnel, qui est lié négativement. Grâce à un examen approfondi de la littérature pertinente, cette thèse a mis en évidence et analysé les facteurs clés qui affectent l'innovation au secteur public des

Émirats arabes unis, ce qui peut servir de référence aux décideurs et aux organisations du secteur public pour favoriser un environnement plus innovant.

Les conclusions de cette étude seront précieuses pour ceux qui souhaitent comprendre les moteurs et les obstacles à l'innovation public et au-delà.

Au niveau théorique, cette thèse développe la connaissance de la littérature stratégique dans le contexte de tous les facteurs suscités qui influencent l'innovation et le bonheur au travail des employés.

Les recherches futures et les limites sont également présentées dans cette thèse.

Mots clés : Innovation, comportement d'innovation, leadership, bonheur au travail, culture ambidextre, satisfaction professionnelle, Émirats arabes unis.

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## Résumé de 10% en Français

Les Émirats Arabes Unis (EAU) encouragent activement l'innovation dans leur secteur public. Le gouvernement des EAU a souligné l'importance de l'innovation pour améliorer l'efficacité, l'efficience et la qualité des services publics, et a lancé diverses initiatives et programmes pour encourager l'innovation dans le secteur public. L'un des principaux moteurs de l'innovation dans le secteur public des EAU est l'engagement du gouvernement envers la transformation numérique, en plus de sa quête pour encourager et mettre en œuvre des pratiques innovantes dans le secteur fédéral.

**Objectif :** Cette recherche vise à étudier la perception et les pratiques actuelles qui façonnent l'application de l'innovation publique aux Émirats Arabes Unis. De plus, cette recherche permet une meilleure compréhension de la dynamique de l'innovation, de ses principaux moteurs et contraintes, et de la relation entre l'innovation et le bien-être des employés, ou ce que nous appelons le bonheur des employés, dans un certain style de leadership et dans un environnement de travail donné.

La question de recherche est la suivante : *"Comment les moteurs d'innovation, le leadership, la culture ambidextre et le bien-être des employés façonnent la capacité d'innovation du secteur public aux Émirats Arabes Unis.?"*

Douze hypothèses ont été formulées pour examiner les facteurs qui influencent l'innovation dans le secteur public des Émirats Arabes Unis. Ces hypothèses portent sur les relations entre le leadership pour l'innovation, l'innovation sur le lieu de travail, la culture ambidextre, la satisfaction professionnelle, le bonheur au travail, et le comportement innovant, avec un accent particulier sur le secteur public des EAU.



111 sur 164 questionnaires ont été remplis par les responsables de l'innovation dans 67 institutions gouvernementales. Suivant des méthodes quantitatives, les questionnaires auto-administrés ont été analysés à l'aide de la version SPSS 24 pour tester les hypothèses.

## **Principales Découvertes**

Les résultats montrent que toutes les hypothèses sont positivement liées sauf pour le rôle de médiation du stress au travail, qui est négativement lié. Grâce à une revue intégrale de la littérature pertinente, cette thèse a mis en évidence et analysé les facteurs clés qui affectent l'innovation dans le secteur public des EAU. Ces facteurs peuvent être utilisés comme référence pour les décideurs politiques du secteur public afin de favoriser un environnement plus innovant. Les conclusions de cette étude seront précieuses pour ceux qui s'intéressent aux moteurs et aux obstacles de l'innovation dans le secteur public et au-delà

Au niveau théorique, cette thèse développe la connaissance de la littérature stratégique dans le contexte de tous les facteurs ci-dessus influençant l'innovation et le bonheur au travail des employés.

Les recherches futures et leurs limites sont également présentées dans cette thèse.

**Mots-clés:** Innovation, comportement innovant, leadership, bonheur au travail, culture ambidextre, satisfaction professionnelle, Émirats Arabes Unis.

## **Chapitre Une : Contexte de la recherche et introduction**

La recherche commence par mettre l'accent sur le rôle crucial de l'innovation dans la compétitivité mondiale. Elle souligne la nécessité pour les organisations de créer en permanence de nouveaux produits et services pour rester compétitives sur le marché mondial.

L'innovation ne se limite pas au secteur privé ; elle est tout aussi essentielle dans les opérations du gouvernement local. L'innovation est un processus social et communicatif ravitaillé par les interactions entre les individus. Ces interactions sont primordiales dans l'affinement et le développement d'idées innovantes.

Historiquement, les schémas d'innovation ont montré de la complexité et de la diversité dans divers secteurs économiques et pays. Cela souligne la nature dynamique de l'innovation. La thèse suggère que l'innovation sert à améliorer la réactivité des services aux besoins individuels et sociaux tout en suivant les attentes en constante évolution.

Dans le contexte des environnements organisationnels modernes caractérisés par une concurrence intense et des demandes croissantes des clients, l'innovation est devenue une nécessité aussi bien pour les institutions publiques que privées. Il est souligné que le comportement innovant individuel des employés est une nécessité pour l'innovation organisationnelle. Les employés sont motivés à créer de nouveaux produits ou processus, souvent stimulés par les demandes du marché ou les aspirations de leur organisation pour avoir un avantage concurrentiel dans leur secteur.

L'étude met en évidence la nature double du comportement innovant des employés - il peut soit conduire au succès et au profit, soit contribuer à l'échec d'une organisation. Cet aspect

est essentiel car il reconnaît que l'innovation n'est pas sans risques et que sa gestion efficace est un défi clé pour les organisations.

Cette recherche contribue à comprendre la relation entre le leadership et l'innovation. Elle vise à explorer les facteurs influençant le comportement innovant, notamment le leadership, la culture ambidextre, la satisfaction professionnelle et l'innovation en milieu de travail, qui ont tous un impact sur le bonheur au travail.

Elle examine également si le bonheur au travail influence le comportement innovant par l'intermédiaire du stress au travail et du soutien des collègues au sein du gouvernement des Émirats Arabes Unis (EAU).

## **Problème de recherche et importance**

Le premier chapitre aborde le problème de recherche en réponse au défi de favoriser l'innovation dans le secteur public. Il note que les innovations publiques sont souvent épisodiques et motivées par des événements accidentels, sans capacité durable à innover. Les structures bureaucratiques, les contraintes légales et le manque d'incitations économiques ont été identifiés comme des obstacles à l'innovation dans le secteur public.

De plus, les services publics se caractérisent par leur complexité, leur multifonctionnalité et leurs droits statutaires, ce qui les rend difficiles à changer sans provoquer de perturbations. La prolifération des indicateurs de performance axés sur les mesures des apports et des résultats entrave encore l'innovation.

Face à l'incertitude mondiale, et malgré son revenu élevé par habitant, les Émirats Arabes Unis ont reconnu la nécessité de se concentrer sur la production et l'innovation pour créer des opportunités d'emploi et une croissance économique.

Ainsi, le gouvernement des EAU a lancé une stratégie d'innovation visant à favoriser l'innovation au sein de ses entités fédérales et ministères, afin de suivre les avancées scientifiques et technologiques mondiales.

Le problème de recherche prend également en compte l'élément du bonheur au travail, reconnaissant qu'il ajoute de la valeur à la fois à la littérature et au contexte spécifique des EAU. L'étude s'aligne sur deux tendances importantes aux EAU : l'innovation et les programmes de bonheur et de bien-être.

Le problème de recherche est formulé comme suit : "Quels sont les facteurs associés à l'innovation gouvernementale qui contribuent à promouvoir l'innovation et le bonheur au travail dans les entités fédérales du secteur public aux Émirats Arabes Unis ?"

Les sous-questions décomposent davantage le problème, explorant les relations entre le leadership, la culture ambidextre, l'innovation en milieu de travail, la satisfaction professionnelle, le bonheur au travail et le comportement innovant des employés.

L'interaction de ces facteurs est au cœur de l'étude.

## **Signification de la recherche**

La signification de la recherche met en évidence son impact potentiel à divers niveaux. Elle identifie deux principales catégories : la signification théorique ou académique et la signification pratique.

### **Importance Théorique:**

1. La recherche vise à analyser des variables complexes en ressources humaines et leur relation avec le comportement innovant dans le gouvernement des EAU. Cela contribue à la compréhension académique.
2. On note que l'étude est l'une des uniques à explorer le comportement des employés aux Émirats Arabes Unis en ce qui concerne l'innovation et ses liens avec les facteurs psychosociologiques et l'environnement du travail dans le secteur public.
3. La recherche combine deux cadres conceptuels existants pour mieux comprendre le comportement innovant, l'innovation en milieu de travail et la satisfaction, en particulier le concept de "Bonheur au travail" dans les entités publiques.
4. Elle intègre diverses variables indépendantes de différents modèles pour examiner leur impact sur le comportement innovant parmi les employés du gouvernement des Émirats Arabes Unis.
5. L'étude se penche sur l'effet des conditions ambiantes sur le comportement innovant et le bonheur au travail, un domaine peu exploré aux Émirats Arabes Unis.

6. La recherche devrait apporter de nouvelles perspectives pour le développement de cadres conceptuels et l'augmentation des connaissances sur le paysage de l'innovation et du bien-être aux Émirats Arabes Unis.

## **Importance Pratique:**

1. L'étude a des implications pratiques pour le gouvernement des Émirats Arabes Unis, pouvant potentiellement améliorer les processus de prise de décision pour créer un environnement propice à l'innovation et au développement de nouveaux services.
2. Les organisations, en général et celles du gouvernement des Émirats Arabes Unis en particulier, peuvent bénéficier des résultats de la recherche en les utilisant pour motiver les employés à innover.
3. Les gestionnaires acquièrent des informations sur le rôle essentiel du leadership dans la promotion de l'innovation et sur l'importance du bien-être des employés sur le lieu de travail.
4. L'étude peut servir de référence aux dirigeants pour évaluer et combler les lacunes dans les efforts d'innovation des employés.
5. Elle teste indirectement les environnements que le gouvernement des Émirats Arabes Unis cherche à favoriser grâce à des stratégies d'innovation et de bien-être, contribuant à leur efficacité.
6. Les recommandations de l'étude peuvent guider les décideurs et les responsables du gouvernement des Émirats Arabes Unis dans la mise en œuvre de procédures visant à accroître le bonheur des employés publics sur leur lieu de travail.

## **Les Objectifs de la recherche :**

La recherche vise à atteindre les objectifs suivants couvrant diverses dimensions liées à l'innovation, au leadership et au bonheur au travail :

1. Comprendre les facteurs influençant le comportement innovant au sein du gouvernement des Émirats Arabes Unis.

2. Développer des cadres ou des modèles conceptuels qui servent à améliorer le comportement individuel et organisationnel en relation avec l'innovation et le bonheur en milieu de travail, en particulier au sein du gouvernement des Émirats Arabes Unis.
3. Conceptualiser les variables influençant le comportement innovant au sein du gouvernement des Émirats Arabes Unis.
4. Analyser scientifiquement l'état actuel de l'innovation au sein des entités gouvernementales fédérales, tel que perçu par les directeurs nommés, pour aborder les défis environnementaux entravant l'innovation des employés.
5. Examiner le rôle du leadership dans la promotion de l'innovation, en mettant l'accent sur l'innovation en milieu de travail et la culture ambidextre.
6. Explorer la relation profonde entre les hauts dirigeants et les employés dans le développement de services existants.
7. Investiguer les principaux moteurs de l'innovation pour les employés au sein du gouvernement des Émirats Arabes Unis.
8. Examiner le leadership en matière d'innovation dans le secteur public, où l'innovation est un objectif central pour améliorer les services publics aux Émirats Arabes Unis, englobant divers aspects. De telles innovations sont liées à de nouveaux processus, politiques ou services, dont l'un est la mise en œuvre de nouvelles technologies, et ce qu'elle implique comme nécessité pour faire face aux incertitudes mondiales actuelles

## **Plan de recherche :**

Le plan de recherche est divisé en plusieurs chapitres, chacun ayant sa propre orientation spécifique :

### **Chapitre 1 : Introduction.**

Ce chapitre offre une introduction complète au contexte de la recherche, au problème de recherche, aux questions de recherche et à la signification de l'étude. Il offre également un aperçu de la structure de la recherche, résumant les points clés.

### **Chapitre 2 : Contexte théorique et conceptualisation des variables.**

Il contient trois sections principales : l'histoire de l'innovation, le contexte théorique et la conceptualisation des variables. Le but de ce chapitre est d'explorer le contexte historique

de l'innovation, les fondements théoriques et l'objectif d'utiliser diverses variables dans l'étude.

### **Chapitre 3 : Développement des hypothèses et revue de la littérature.**

Ce chapitre offre une vue d'ensemble des Émirats Arabes Unis en tant que champ de recherche, puis se concentre sur l'évolution de la gestion du secteur public aux Émirats Arabes Unis, sa vision et ses stratégies, notamment en matière d'innovation et de bien-être. Poussé par cette ambiance publique d'innovation, le chapitre se penche sur le développement des hypothèses où la relation entre les variables dépendantes et indépendantes est discutée à travers la revue de la littérature.

### **Chapitre 4 : Méthodologie de recherche.**

Il décrit la méthodologie de recherche, en commençant par une vue d'ensemble des paradigmes de recherche en sciences sociales. Il arrive ensuite à la méthodologie choisie, précisément le positivisme et le quantitative.

Le chapitre présente la conception de la recherche, l'instrumentation (y compris le questionnaire), les techniques d'analyse et les outils utilisés pour l'analyse des données.

### **Chapitre 5 : Résultats de l'analyse.**

Le chapitre 5 est divisé en deux parties : La première partie présente diverses techniques d'analyse utilisées pour aligner le modèle théorique de l'étude sur les données collectées, conduisant au modèle final de l'étude.

La deuxième partie présente les résultats de l'analyse quantitative, en utilisant des techniques statistiques pertinentes pour examiner et valider les hypothèses de recherche.

### **Chapitre 6 : Discussions et conclusions.**

Ce chapitre est consacré à la discussion des résultats de la recherche, la formulation de conclusions, l'identification des limites, la fourniture de recommandations et à l'identification des opportunités de recherche futures.

En conclusion, cette recherche présente le cheminement scientifique du chercheur visant à explorer et comprendre l'innovation et le bien-être des employés au sein du gouvernement des Émirats Arabes Unis, en mettant particulièrement l'accent sur le rôle essentiel du leadership, de la culture en milieu de travail et du bien-être des employés.

Il s'agit d'une entreprise importante avec des implications à la fois théoriques et pratiques, visant à contribuer au corpus croissant de connaissances sur l'innovation et le bonheur dans le secteur public.

## **Chapitre Deux : Contexte Théorique et Conceptualisation des Variables**

Le chapitre commence par une brève histoire de l'innovation pour préparer le terrain à une exploration plus approfondie de l'innovation dans le contexte du secteur public.

La chercheuse aborde la progression historique de l'innovation et sa pertinence croissante dans les organisations contemporaines. Elle indique également les deux principales théories utilisées dans cette recherche, puis se concentre sur la conceptualisation des variables de chacun des facteurs utilisés dans la formulation des hypothèses et testés sur le terrain.

Dans la seconde moitié du XXe siècle, l'innovation est devenue importante dans la recherche scientifique, et au cours des 30 dernières années, l'innovation est devenue synonyme de développement national.

Au cours des dernières décennies, les responsables politiques se sont de plus en plus préoccupés du rôle de l'innovation dans la performance économique et la résolution des défis émergents. Ils ont présenté différentes interprétations pour les politiques ayant un impact sur l'innovation.

L'innovation est considérée comme un concept multidimensionnel avec des significations et des définitions différentes selon les disciplines. Elle est donc technique, sociale, culturelle, publique et transformative.

Aujourd'hui, l'innovation est perçue comme la résolution de divers problèmes plutôt que simplement "créer de nouvelles choses". L'innovation implique des connaissances nouvelles



et créatives, résulte d'un effort inventif conscient, exprime l'utilisation réelle et englobe une valeur créée.

C'est l'acte ou le processus d'introduction de nouvelles idées, dispositifs ou méthodes.

Tout au long de cette évolution, il a été suggéré que la meilleure stratégie dans la phase initiale d'un projet d'innovation peut simplement être d'éviter d'être bloqué dans une voie particulière et de rester ouvert à différentes idées/solutions.

L'ouverture aux nouvelles idées et solutions est considérée comme essentielle pour les projets d'innovation, notamment dans leurs premières phases. Cela s'explique par le fait que chaque innovation consiste en une nouvelle combinaison d'idées existantes, de capacités, de compétences, de ressources...

Les entreprises modernes ne sont pas des systèmes clos comparables aux populations isolées de l'Antiquité. Elles doivent surveiller étroitement les actions des autres et rechercher largement de nouvelles idées, de nouvelles contributions et des sources d'inspiration, ce qui renforce le caractère innovant des entreprises individuelles et des systèmes économiques auxquels elles appartiennent.

Les connaissances spécifiques à l'entreprise sont cumulatives et intégrées, et la structure organisationnelle de l'entreprise peut limiter la capacité de l'entreprise à absorber de nouvelles connaissances créées ailleurs, notamment si ces nouvelles connaissances remettent en question de manière significative la configuration/les connaissances existantes de l'entreprise.

Le chemin de l'innovation est une réalisation collective qui nécessite des rôles clés de nombreuses parties, tant dans le secteur public que privé. La flexibilité du système est importante pour éviter la dépendance à la trajectoire auto-renforçante et pour permettre des changements radicaux dans l'organisation de la production et de la distribution.

Les entreprises et les décideurs politiques doivent prendre en compte les implications sociales et économiques plus larges d'un projet d'innovation, et ce qui peut être fait pour éviter les goulots d'étranglement.

L'innovation dirigée politiquement est mise en place comme réponse aux crises, ainsi le Programme de l'indice UV du Canada en environnement qui a été lancé en réponse à la prédiction de la NASA d'une importante diminution de la couche d'ozone en Amérique du

Nord ce printemps. Il a développé un indice quotidien de l'exposition aux UV adopté à l'échelle internationale.

Par conséquent, l'innovation est importante dans le développement de nouvelles politiques, systèmes, produits, technologies, services et méthodes de livraison qui améliorent la vie des gens. De plus, elle est importante car elle constitue la base de l'acquisition et du maintien d'un avantage concurrentiel durable.

En ce qui concerne le contexte théorique, cette recherche s'est référée à deux théories : ***la théorie de la diffusion de l'innovation et la théorie de l'innovation dans le secteur public.***

**La théorie de la diffusion de l'innovation** a été créée pour exposer comment les innovations sont adoptées et diffusées au fil du temps. Elle cherche à expliquer le processus et la portée de l'adoption de nouvelles innovations en examinant des facteurs tels que les caractéristiques de la communauté culturelle, la nature du système social et le processus de communication de l'innovation.

La théorie de la diffusion de l'innovation a été appliquée à de nombreux contextes, notamment médicaux, des contextes de communication, de marketing, d'études organisationnelles, de gestion des connaissances, etc., et a inspiré une large gamme d'études. L'avantage relatif, la compatibilité, la complexité, la tribalité et l'observabilité sont quelques-unes des classifications de cette théorie. La "tribalabilité" est la capacité de tester et de modifier une innovation, et de déterminer son acceptabilité et ses résultats potentiels. Néanmoins, la probabilité qu'une nouvelle procédure soit adoptée augmente avec le charisme du modèle de rôle, d'où l'influence du leadership dans la diffusion de l'innovation.

Une méthode qui permet d'identifier la qualité du nouveau service innovant tôt est susceptible d'être acceptée si elle est compatible avec les valeurs actuelles, les expériences antérieures et les besoins des adopteurs ou utilisateurs potentiels. Des procédures gouvernementales simples et clairement définies ont plus de chances d'être adoptées pour éviter la complexité tout au long du processus d'innovation.

Le degré de visibilité des résultats de l'innovation pour les personnes extérieures est appelé "observabilité". En raison des fréquentes demandes de renseignements de la part des collègues d'un gouvernement qui adopte une nouvelle procédure, la "visibilité" d'une innovation encourage la discussion entre pairs.

Bien que la théorie de la diffusion de l'innovation ait été initiée pour servir de base à la compréhension de la manière dont l'innovation est adoptée, elle sous-tend la quête d'explorer

et de comprendre comment une innovation se développe et se propage au sein d'une population ou d'une organisation spécifique, et d'identifier les capacités dynamiques qui influencent ces innovations.

De nombreux chercheurs ont étudié cette théorie dans le secteur public et ont exploré comment les caractéristiques institutionnelles, la culture organisationnelle et les processus organisationnels contribuent à stimuler l'éco-innovation au sein des organisations du secteur public. Certains ont constaté que l'attitude des gestionnaires de la fonction publique est essentielle dans l'innovation administrative publique. D'autres ont validé la théorie de la diffusion de l'innovation et ont souligné l'importance de la communication en tant que défi dans le secteur public de la construction pour souligner l'importance de l'évaluation des qualités institutionnelles et organisationnelles qui déterminent l'innovation et sa diffusion au sein du secteur public.

**La théorie de l'innovation dans le secteur public** utilise ce principe de la diffusion d pour expliquer comment les perspectives des leaders ont un impact sur l'innovation dans le secteur public. Les organisations du secteur public peuvent innover, mais elles ne privilégient pas le profit comme objectif principal. Jadis, L'innovation est définie par la destruction créatrice d'une méthode, d'une technologie, etc. Une autre définition de l'innovation du secteur public est toute nouvelle politique, programme ou procédure utilisée pour la première fois et qui ne se limite pas à la description de l'innovation dans les processus ou les technologies. Il a identifié trois problèmes principaux affectant l'innovation : les personnes, les organisations et les difficultés de mise en œuvre.

L'écart entre les gouvernements et la société se creuse, et l'innovation est nécessaire dans le secteur public pour fournir les ressources et les services nécessaires aux populations touchées. L'innovation contribue à améliorer les compétences de résolution de problèmes des organisations gouvernementales et à faire progresser le débat politique.

Le secteur public innove en fournissant de nouveaux biens et services, en désignant des approches marketing ou organisationnelles, ou en acceptant des défis économiques ou sociétaux. Les employés du secteur public sont au cœur de ces nouvelles idées et procédures pour offrir une prestation de services de meilleure qualité. L'environnement organisationnel dans lequel opèrent les unités du secteur public influence la nature des incitations et des récompenses, l'accès au capital et la capacité des unités du secteur public à agir.

Les politiques gouvernementales doivent permettre aux gouvernements d'adopter des changements organisationnels essentiels afin de réduire les charges inutiles et les responsabilités réglementaires des gouvernements.

Le gouvernement électronique peut favoriser l'innovation et de nouvelles applications, favoriser les conditions du marché et valider une économie dynamique en répondant aux besoins des citoyens. La numérisation ou (e-gouvernement) consiste à utiliser les TIC (Technologie de l'Information et de la Communication) pour fournir l'accès aux informations gouvernementales et aux services publics aux résidents et aux partenaires commerciaux. Les attentes du public envers les efforts du gouvernement concernent la capacité du gouvernement à améliorer la qualité de vie des citoyens.

Cette transformation a été déclenchée par de nouvelles lois adoptées par les gouvernements nationaux et les efforts de nouveaux leaders et de gestionnaires exécutifs visant à prouver leur valeur, ainsi que par les inventions technologiques.

Les chercheurs ont constaté que le secteur public a besoin d'innovation pour répondre aux besoins du grand public et aux exigences de l'économie. Ils ont largement convenu des avantages de l'innovation pour le secteur public. Ils ont déclaré que les gouvernements doivent innover pour répondre aux besoins de la société.

En revanche, des études menées dans différentes régions ont montré que les efforts visant à développer des agences publiques très innovantes n'ont pas donné les résultats escomptés. Par conséquent, davantage de recherches sont encore nécessaires pour se concentrer sur les dynamiques organisationnelles distinctives qui sapent la capacité des organisations du secteur public à stimuler et à soutenir l'éco-innovation, outre le manque de consensus sur une définition de l'innovation du secteur public et la pénurie correspondante de cadres de gestion.

D'autre part, la relation entre la créativité et l'innovation dans le secteur public s'explique par le fait que la créativité précède l'innovation, et que l'innovation est la réalisation des idées créatives qui se traduit par de nouveaux biens et services. Le processus de créativité et d'innovation est complexe et non linéaire, reflétant sa nature expérimentale. Ils ont également découvert que plusieurs facteurs, dont la taille de l'entreprise, l'industrie et le type d'innovation, ont un impact sur la relation entre la créativité et l'innovation.

Néanmoins, les études ont indiqué que le travail significatif, la vision organisationnelle, l'autonomie, les ressources disponibles, le soutien de la supervision, la délibération, la

diversité et la volonté organisationnelle de prendre des risques soutiennent la créativité et l'innovation.

Les chercheurs affirment que l'innovation survient toujours après la créativité et que la relation est linéaire. La chronologie du développement de l'innovation est déterminée par les objectifs et les objectifs organisationnels.

Pour conclure, la demande d'innovation est croissante, et il y a un besoin d'un nouvel agenda de l'innovation qui vise à transformer l'innovation en une activité permanente et systématique qui imprègne l'ensemble du secteur public. Les ressources publiques sont limitées en raison de facteurs structurels et conjoncturels, et la récession économique a mis une pression sévère sur les finances publiques.

De nouvelles solutions plus intelligentes sont nécessaires pour satisfaire les nouvelles demandes sans augmenter les dépenses publiques. Les professionnels, les gestionnaires publics et les élus ont des ambitions de plus en plus grandes en ce qui concerne la qualité de la gouvernance publique et sa capacité à résoudre les problèmes sociaux, économiques et environnementaux. Le nouvel agenda de l'innovation offre une opportunité en or pour les employés du secteur public de mobiliser leurs connaissances professionnelles et leurs compétences.

Cependant, le désaccord sur la manière de quantifier la capacité d'innovation suscite toujours un débat parmi les chercheurs dans le secteur public.

La conceptualisation est le processus le plus fondamental en science. Voici la **Conceptualisation Des Variables** de thèse qui doit être comprise pour que la description du concept ou de l'hypothèse donnée ait du sens.

## **1. Leadership pour l'innovation**

Le nouveau regard sur le leadership de l'innovation se caractérise par une approche fonctionnelle, un concept de dualité et une focalisation sur le dynamisme. Il commence par l'exigence de l'innovation en termes d'activités que les employés individuels et les collectifs d'employés entreprennent pour provoquer l'innovation.

Le leadership est la capacité à inspirer la confiance et le soutien parmi les personnes nécessaires pour atteindre les objectifs organisationnels. Le leadership est l'un des éléments clés fréquemment cités comme ayant un impact sur l'innovation.

Le degré de difficulté de la tâche joue un rôle significatif dans la détermination du style de leadership approprié. Cependant, la manière dont les décisions sont prises au sein d'une organisation dépend de plusieurs variables, notamment le contexte et les traits de l'organisation, la nature des décisions, et les préférences et les caractéristiques des décideurs. Le leadership transformationnel vise à amener le travailleur au-delà de ses intérêts personnels. Selon ce style, le leadership est un processus d'organisation de la mobilisation des personnes vers un objectif spécifique.

Les chercheurs ont examiné différentes approches et paradigmes pour examiner comment le leadership favorise l'innovation dans le secteur public. Une attention particulière a été portée aux domaines de la structure organisationnelle où des innovations ont été trouvées et a examiné le lien entre le leadership et l'innovation des deux perspectives. Une culture de l'innovation peut exister dans une organisation, mais il n'y a pas de consensus sur la culture organisationnelle nécessaire pour augmenter l'innovation.

Une relation bénéfique a été détectée entre le leadership transformationnel et la créativité des employés. Les leaders de l'innovation ont une forte capacité à repérer des opportunités et une combinaison de largeur et de profondeur qui convient à la fois aux généralistes et aux spécialistes.

Le leadership transformationnel a été montré pour renforcer l'autonomisation des employés. Un leader de l'innovation est quelqu'un qui peut promouvoir la génération d'idées, gérer le risque de manière adéquate, embrasser l'incertitude et apprendre des erreurs. Ils combinent leurs idées avec la technologie de quelqu'un d'autre pour une touche unique, et sacrifient des projets susceptibles d'échouer pour concentrer les efforts et les ressources sur des projets les plus susceptibles de réussir.

La recherche empirique montre que le leadership est l'un des moyens les plus cruciaux pour promouvoir et garantir l'innovation. Le leadership transformationnel est significativement lié à l'innovation.

Le leadership joue un rôle clé dans la compétition internationale, alors que les contrefaçons sont introduites et que de nouveaux concurrents entrent dans d'autres pays. Le leadership suppose que les adeptes sont motivés par un système de récompenses et de sanctions alors que les collègues sont plus susceptibles de se sentir motivés et personnellement récompensés

par leur travail, ce qui améliore les résultats du travail tels que la satisfaction au travail et les efforts supplémentaires. Les qualités du leadership de considération, en plus du leadership transformationnel, sont cruciales pour le résultat de l'innovation.

Les leaders transactionnels opèrent au sein de la culture existante d'une organisation et maintiennent le statu quo, tandis que les leaders transformationnels inspirent à reconnaître et à atteindre les objectifs et les buts organisationnels. Le leadership est crucial pour les résultats de l'innovation.

Le leadership participatif est positivement lié à la réflexion en équipe, ce qui mène à l'innovation d'équipe, et le leadership stratégique est pertinent pour l'innovation.

Le leadership ambidextre est un style de leadership de l'innovation qui encourage une équipe à rechercher de nouvelles idées, indépendamment des contraintes de la situation actuelle et des options envisagées par le leader. Le leadership ambidextre implique la mise en place de rôles et de processus, la surveillance de la manière dont les membres de l'équipe les suivent, la motivation des employés tout en s'abstenant d'interférer avec leurs efforts d'auto-régulation, et la création d'un objectif partagé qui intègre les meilleures suggestions et écarte le reste pour que l'équipe puisse progresser.

Des recherches étaient faites pour décrire l'exploration et l'exploitation et leur relation avec la créativité et l'innovation. L'exploitation est le processus d'utilisation des produits ou processus actuellement disponibles pour de nouvelles fins. Il nécessite un style de leadership transformationnel qui encourage les membres de l'équipe à être créatifs et à prendre des risques calculés, tandis que l'exploration implique une approche large, l'expérimentation et la prise de risques. Pour prédire comment le leadership affectera l'innovation, il est crucial de considérer toutes les différentes composantes du processus. Le leadership transformationnel-exploration-émancipation est cohérent avec l'idée d'une innovation exploratoire.

Les leaders utilisent les personnes pour contrôler différents types de ressources et de récompenses afin d'obtenir des résultats. Certaines équipes sont très innovantes, tandis que d'autres sont extrêmement ambidextres, et le leader n'aura que rarement besoin d'intervenir pour maintenir l'équilibre des forces.

L'influence des leaders sur les attitudes et les comportements des employés dans le secteur public était bien décrite dans la littérature.. Afin de répondre aux attentes de la société, les Organisations de Service Public (OSP) doivent développer des leaders qui comprennent les

aspects culturels d'une organisation innovante, favorisent les compétences en gestion, identifient les sources d'innovation et créent un environnement qui encourage l'innovation. Les chercheurs ont découvert que les effets du leadership transformationnel, transactionnel et de l'autonomisation sur l'innovation au secteur public sont positifs. En fait, Le leadership de l'autonomisation devrait être utilisé en conjonction avec les approches de leadership transformationnel ou transactionnel lorsqu'il s'agit de trouver des moyens d'augmenter la capacité d'innovation.

En conclusion, Le style de leadership est une combinaison d'attitude et de comportement qui conduit à une certaine régularité et prévisibilité dans la manière de traiter avec les membres du groupe. Les professionnels des ressources humaines ont un impact considérable sur la motivation et la productivité des autres membres de l'organisation en trouvant et en choisissant des leaders innovants. Le comportement authentique et innovant des leaders favorise la confiance, l'optimisme et la résilience des suiveurs, ainsi que leur sentiment de valeurs partagées, et constitue la base de la recherche en leadership. Les actions des leaders au sein du lieu de travail influencent l'innovation des employés.

## **2. Innovation en milieu de travail ou Innovation Organisationnelle (IO)**

L'innovation en milieu de travail ou l'IO consiste en la mise en œuvre d'interventions visant à faire progresser les systèmes organisationnels, la gestion des ressources humaines et les technologies de soutien, conduisant simultanément à une amélioration de la performance organisationnelle. L'IO dépend de la création de processus d'apprentissage, de réflexion et de changement innovants et auto-soutenus. De nombreux chercheurs ont souligné l'importance de la culture organisationnelle dans le succès de l'innovation en milieu de travail. Le leadership joue un rôle clé dans la détermination de l'innovation au sein des organisations, et les leaders peuvent agir en tant que modèles de comportement pour les idées innovantes et en tant que champions critiques pour stimuler les comportements innovants et les attitudes favorables aux initiatives innovantes.

L'innovation en milieu de travail concerne la manière dont les personnes sont déployées afin d'améliorer la performance et de créer des emplois de bonne qualité. Elle est produite par



des processus d'innovation et de créativité. L'innovation était difficile à établir en milieu de travail, quand il n'y avait pas de signification établie. La littérature ultérieure a mis en lumière l'importance d'un ensemble de politiques et de pratiques internes cohérentes, notamment le partenariat en milieu de travail, la conception des emplois en équipe, les effectifs flexibles, les pratiques d'amélioration de la qualité et l'autonomisation des employés.

L'innovation organisationnelle prend des formes diverses, mais elle est toujours caractérisée par une focalisation sur les facteurs de l'environnement de travail qui améliorent les compétences des employés et leur potentiel créatif. L'innovation a été perçue comme la formation de liens plus forts et de nouvelles relations entre les acteurs, et peut se refléter dans l'apprentissage collectif, la création de nouvelles références communes et le changement de certaines règles du jeu au niveau local.

Il a été suggéré que l'innovation comporte quatre phases, telles que l'institutionnalisation. L'innovation en milieu de travail est considérée comme complémentaire et conditionnelle à l'innovation technologique. Il est possible d'améliorer la qualité de la vie au travail et la productivité grâce à l'innovation en milieu de travail, et les entreprises présentant des niveaux élevés d'innovation en milieu de travail et de performance humaine sont censées offrir une meilleure qualité de vie au travail également. L'innovation en milieu de travail est un processus intrinsèquement social qui implique le développement de compétences et de compétences par le biais d'une collaboration créative.

L'IO englobe le développement et la mise en œuvre d'interventions cohérentes dans les domaines de l'organisation du travail, de la structure de contrôle et de l'employabilité du personnel, dans le but d'améliorer simultanément la performance organisationnelle et la qualité de la vie au travail.

La mise en réseau entre les organisations, les relations industrielles (y compris la gestion des ressources humaines) et les aspects de modernisation des relations sont des contributeurs importants à l'innovation en milieu de travail.

Maximiser l'utilisation des ressources humaines est une condition préalable à l'innovation en milieu de travail, tout comme la prise en compte de l'interaction entre la stratégie, la structure et la culture. Les travailleurs ont une plus grande autonomie pour contrôler les exigences de leur emploi et une plus grande discrétion pour l'apprentissage et la résolution de problèmes dans les lieux de travail innovants. Cela est réalisé en augmentant la participation directe des employés et en créant des opportunités de contrôle de l'emploi.

La notion de lieu de travail est complexe et est influencée par diverses perspectives, notamment la sociologie de l'espace, la sociologie de l'architecture, la sociologie de la matérialité et la psychologie environnementale. Les responsables des ressources humaines et les responsables de ligne et opérationnels travaillent dans des silos séparés au sein de l'organisation, ce qui limite l'innovation en milieu de travail.

L'innovation organisationnelle est un processus qui combine des aspects humains, organisationnels et techniques pour façonner l'organisation du travail et la vie au travail. Elle améliore la performance organisationnelle et la qualité de la vie au travail en même temps, et est un élément clé de la croissance économique intelligente, durable et inclusive comme s'est bien inclus dans la Stratégie de l'Union Européen

### **3. Satisfaction Professionnelle**

La satisfaction professionnelle est un élément de la satisfaction dans la vie et peut être considérée comme ayant une relation avec la satisfaction globale de la vie ou en étant un composant de celle-ci.

Il existe divers domaines de satisfaction dans la vie, notamment le travail, la communauté, la santé, les loisirs, la vie sociale, et d'autres.

La satisfaction au travail a été étudiée dans divers contextes, notamment sa relation avec les valeurs et la performance au travail, et en tant que résultat important de la carrière d'un individu dans son ensemble. Les employés apprécient l'opportunité de donner leur avis et d'influencer les décisions, et le moral est au plus haut lorsqu'ils participent à la gouvernance et à la prise de décision.

La satisfaction professionnelle est l'évaluation subjective de la réussite et de l'évolution de sa carrière, contrairement à certains critères objectifs tels que le niveau de salaire et la promotion. Elle est fréquemment considérée dans la littérature contemporaine comme un prédicteur clé de la réussite professionnelle subjective d'une personne.

C'est une construction complexe qui comprend les perceptions des employés concernant une gamme de composants du travail, tant intrinsèques qu'extrinsèques, ainsi que d'autres facteurs liés au travail, à la personne et à la culture. La satisfaction des employés peut être accrue en recevant des récompenses et en percevant une distribution adéquate et équitable

des ressources, telles que le soutien administratif, la technologie et une rémunération comparable.

La psychologie positive aide les gens à apprécier la vie. La satisfaction au travail telle que perçue par les employés est un prédicteur significatif du succès au travail et a été trouvée positivement liée à la satisfaction dans la vie.

Elle est également influencée par le sentiment de communauté que ressent un employé au travail.

La satisfaction professionnelle perçue par les employés est un prédicteur important du succès professionnel mesuré à l'aide d'indicateurs à la fois objectifs et subjectifs.

La satisfaction professionnelle est liée à un certain nombre de résultats commerciaux importants, notamment la satisfaction des clients, la fidélité, la rentabilité et la réduction du roulement du personnel. Par exemple, les membres du corps professoral qui sont plus satisfaits de leur vie professionnelle sont plus susceptibles de contribuer activement au succès de l'organisation. Les perceptions de l'équité et de la transparence dans le processus de titularisation sont des facteurs importants de la satisfaction professionnelle.

Les sources de mécontentement comprennent les opportunités de carrière limitées, les salaires peu élevés et la comparaison entre les résultats réels et les résultats souhaités. Les mesures subjectives de la réussite professionnelle ont gagné en importance ces dernières années et sont associées à de nombreux aspects du comportement au travail et du bien-être. La satisfaction professionnelle est l'un des prédicteurs les plus importants de la réussite professionnelle. La satisfaction au travail augmente légèrement avec le temps. Une fois que les employés atteignent un certain niveau de rémunération, les facteurs tels que le revenu, le statut et la promotion semblent être moins importants pour eux, et leur satisfaction personnelle est ce qui compte.

La satisfaction professionnelle est liée aux sentiments intérieurs de bonheur, et les mesures subjectives qui mettent l'accent sur l'auto-évaluation de la réalisation intrinsèque (bonheur et réussite interpersonnelle) sont perçues comme des concepts importants qui peuvent

vraiment refléter la satisfaction professionnelle. Les entreprises qui parviennent à répondre à ces besoins et attentes attireront et conserveront les meilleurs talents.

En plus, La satisfaction professionnelle fait référence aux valeurs intrinsèques et extrinsèques liées à la carrière, notamment des facteurs tels que les salaires, les opportunités de croissance et de développement offertes à un employé. Les employés satisfaits de leur travail sont plus productifs, ont moins d'absentéisme, et sont plus efficaces et performants. Les personnes satisfaites de leur emploi actuel mettent en avant trois principales raisons : le lieu de travail, la relation entre les collègues de travail et la réputation de l'entreprise.

Les études sur les facteurs influençant la satisfaction professionnelle des employés ont tendu à se concentrer sur l'identification des facteurs organisationnels en général, tandis que peu de recherches ont été menées sur les personnes réintégrées.

La satisfaction au travail est importante à la fois pour les individus et pour les organisations, portant la recherche sur la satisfaction des employés au sein des organisations reste insuffisante

## **4. Comportement d'innovation**

L'innovation fait référence à une idée, une pratique ou un projet perçu comme nouveau par un individu ou une autre unité d'adoption. Dans le processus de travail, le comportement innovant est perçu lorsque les employés génèrent des idées innovantes et des solutions aux problèmes, et des efforts sont consacrés à la mise en pratique.

Les innovations sont différentes des inventions en ce sens qu'elles doivent être réalisables, et elles diffèrent de l'amélioration continue en ce qu'elles vont au-delà de simples changements mineurs et d'adaptations.

L'innovation est un processus complexe qui inclut l'identification d'un problème, le brainstorming ou la recherche de solutions, la création d'un soutien pour les idées et leur mise en œuvre, l'introduction et l'application de nouvelles idées visant à améliorer la performance organisationnelle, et enfin la planification et la programmation de la mise en œuvre de nouvelles idées.

Le comportement d'innovation est un processus en trois étapes qui implique la reconnaissance d'un problème, le développement du nouveau, et la mise en œuvre de solutions et d'idées. Il est divisé en cinq phases, notamment la poursuite des opportunités, la génération d'idées, le soutien à la recherche, et l'application. L'innovation est la génération de nouvelles idées utiles ou novatrices. Les leaders doivent encourager les employés à réfléchir à de nouvelles façons de travailler.

Le comportement innovant est le fondement du changement organisationnel et a été considéré comme la base de l'innovation organisationnelle.

Les organisations qui soutiennent la génération d'idées et permettent aux employés de penser à des problèmes de différentes manières manifestent des comportements innovants.

Stimuler l'innovation dépend largement des institutions qui encouragent l'innovation. Le comportement innovant est reconnu par des tendances comportementales spécifiques, des attitudes et des émotions. Les employés sont motivés à innover par des facteurs internes et externes. L'interaction entre les facteurs internes et externes a augmenté le pouvoir d'innovation et la créativité des employés.

Le comportement innovant peut être considéré comme un processus en plusieurs étapes qui commence par la reconnaissance du problème et la génération d'idées, soit en interne, soit par l'adoption de pratiques externes. Il peut aider les organisations du secteur public à faire face aux changements et aux attentes des parties prenantes.

Les employés du secteur public sont considérés comme importantes sources d'innovation au sein des organisations du secteur public, car ils génèrent et mettent en œuvre de nouvelles idées utiles.

Des recherches empiriques suggèrent que les employés de première ligne sont d'importantes sources d'innovation au sein des organisations du secteur public. Face à un environnement opérationnel de plus en plus turbulent et au défi de faire plus avec moins, l'innovation est devenue essentielle pour une prestation de services efficace aux citoyens.

En résumé, le comportement innovant des employés individuels a reçu beaucoup moins d'attention. Cependant, les organisations publiques doivent apprendre à faire face au changement rapidement en raison des évolutions de la politique publique et des priorités.

## 5. Culture Ambidextre

Le comportement innovant fait référence à l'adoption intentionnelle ou à l'inhibition par un employé de nouvelles idées, produits, processus et procédures liés au travail. La culture ambidextre pour l'innovation est définie comme les normes partagées et les valeurs fondamentales d'une organisation visant à établir des pratiques, procédures, politiques et structures innovantes dans l'environnement de travail.

L'ambidextrie est intégrée dans le type de culture organisationnelle, qui favorise à la fois la créativité et la discipline, et peut ainsi faciliter l'intégration de l'exploration et de l'exploitation pour favoriser l'innovation.

Comme déjà mentionné, Le comportement innovant est d'une importance vitale pour l'efficacité organisationnelle. Lorsque les employés perçoivent un niveau plus élevé de culture organisationnelle ambidextre, leurs besoins psychologiques sont plus facilement satisfaits et ils se sentent ainsi psychologiquement renforcés.

Il est remarqué que la culture organisationnelle devrait être ambidextre pour faciliter l'innovation, et que les unités commerciales devraient éviter la discipline excessive et une atmosphère de 'club de campagne'. Les leaders transformationnels aident à confirmer et à renforcer les perceptions des employés de la culture en leur fournissant une considération individualisée et des objectifs partagés.

La culture organisationnelle présente plusieurs caractéristiques uniques, notamment l'adaptabilité aux circonstances externes et l'intégration et la cohérence normatives. La culture organisationnelle ambidextre combine les aspects duals de la cohérence et de l'adaptabilité pour aborder les questions de stabilité et de flexibilité, d'intégration interne et de coordination externe. Elle est conceptualisée comme un ensemble de valeurs et de normes organisationnelles qui favorisent la participation des employés au développement, à la communication, à la diffusion et à la mise en œuvre des objectifs organisationnels.

Le lien entre la culture organisationnelle ambidextre et le comportement innovant n'est pas encore pleinement compris, en particulier en ce qui concerne son mécanisme sous-jacent et ses contraintes conditionnelles.

La théorie de l'ambidextrie du leadership tient que l'interaction de deux comportements de leadership différents (exploratoire et exploitatif) peut prédire ou entraîner des résultats au niveau individuel ou organisationnel.

La Culture Ambidextre pour l'Innovation est un engagement organisationnel visant à favoriser l'innovation et les pratiques, procédures et politiques innovantes dans l'environnement de travail. L'ambidextrie organisationnelle désigne la capacité d'une organisation à être coordonnée et efficace dans la gestion organisationnelle pour répondre aux besoins de développement tout en s'adaptant à un environnement organisationnel en mutation.

Le concept de leadership et de culture ambidextres est insuffisamment testé conceptuellement dans la littérature sur l'ambidextrie organisationnelle. Cette recherche explore le lien un entre l'ambidextrie et l'innovation en utilisant une perspective axée sur les ressources humaines.

## **6. Bonheur au travail**

La recherche sur le bonheur, en particulier au travail, est encore limitée et doit être continuellement développée, il est donc important de la poursuivre davantage.

Être heureux fait référence à un niveau légèrement plus élevé d'activation que le simple contentement, et il s'agit d'un axe majeur de la recherche en psychologie positive.

En faite, un cadre pour une science de la psychologie positive était proposé. Les variables liées au bonheur se divisent en deux catégories de base : les intermédiaires et les déclencheurs. De plus, le cadre comporte trois types d'intermédiaires : la motivation, l'hygiène, la démographie et les conditions environnementales. Les déclencheurs sont des événements majeurs de la vie qui modifient les réactions des personnes au travail.

Le bonheur peut être défini comme le bien-être subjectif ou l'évaluation positive de la vie des individus. Il est associé à une plus grande productivité, à un risque moindre d'accidents, à une augmentation de l'absentéisme, à un congé maladie accru, à la fatigue/l'épuisement professionnel et à un fort taux de rotation, et il est associé au développement de divers problèmes de santé et à une augmentation des coûts de santé.

La sagesse conventionnelle suggère que le bonheur hédonique ne peut pas être maintenu à long terme sans le bonheur eudémonique. La plupart des structures de bien-être dans les organisations sont conceptualisées au niveau individuel.

Les philosophes et les chercheurs sociaux définissent le bonheur différemment, mais tous conviennent que les travailleurs heureux sont des travailleurs productifs. Le bien-être des employés est lié à la satisfaction professionnelle individuelle et au bien-être subjectif au travail, et il est influencé par la satisfaction, le développement de carrière, les caractéristiques du travail et la compatibilité homme-environnement.

Le bonheur se manifeste par des humeurs et des émotions agréables, le bien-être et des attitudes positives. Le bonheur organisationnel se produit lorsque les employés éprouvent plus d'émotions positives que négatives et évaluent positivement les différentes situations auxquelles ils sont confrontés dans leur vie quotidienne.

Des études antérieures ont validé que les employés heureux peuvent faire face aux situations les plus difficiles et sont plus satisfaits de leur travail par rapport aux employés malheureux. Une enquête menée en 2016 auprès de la génération Y a révélé que 33,4 % étaient mécontents de leur emploi. De plus, les employés heureux respectent leur travail 28 % plus que les employés malheureux. Les causes profondes de ce mécontentement étaient les opportunités limitées de développement de carrière, les incitations faibles et les styles de gestion stricts. Le bonheur fait référence aux émotions positives ressenties par un individu et aux comportements positifs préférés par un individu.

Les employés heureux apportent le bonheur du foyer au bureau. Il est important que les organisations cherchent la prospérité et le bien-être au travail, et que les employés réalisent leur potentiel. Le manque de développement de carrière, de leadership et de formation de la part de l'entreprise peut rendre les gens malheureux, et il existe peu de recherches sur la manière dont les individus peuvent contribuer volontairement à leur propre bien-être au travail.

## **7. Le Stress au travail**



Le stress au travail est une situation où l'état psychologique et/ou physiologique d'une personne change en raison de facteurs liés à l'emploi, et cette personne tente de s'en débarrasser en étant en retard, en étant absent ou en démissionnant.

Il a été démontré que le stress est lié à l'insatisfaction au travail, et le stress peut résulter de la perception d'une rémunération insuffisante. Il peut avoir des effets débordants sur la santé psychosociale et comportementale d'une personne, non seulement au travail, mais aussi en dehors du travail. Le stress au travail est la réaction individuelle aux caractéristiques de l'environnement de travail qui semblent menaçantes émotionnellement et physiquement. Plus le déséquilibre entre les besoins et les capacités individuels est important, plus le niveau de stress serait élevé.

La théorie de la conservation des ressources (COR) interprète le stress comme une épuisement des ressources, tandis que d'autres estiment que le stress peut effectivement favoriser le développement personnel, la résilience mentale, le sentiment de maîtrise des compétences, la capacité à hiérarchiser les tâches et la prise de conscience de soi.

Le stress lié au travail a un impact direct et avantageux sur la créativité. Il a des effets négatifs sur les travailleurs, notamment l'anxiété et la dépression, une mauvaise communication et des niveaux plus élevés d'anxiété. Les personnes qui estiment que le stress améliore leurs performances et leur santé éprouvent moins d'effets négatifs.

Le stress survient lorsque les ressources de quelqu'un sont mises à rude épreuve par les exigences de travail externes, et le rôle qu'un employé joue a également un impact sur le stress. La pression du rôle est provoquée par le conflit et un manque de clarté concernant les implications de la personnalité d'une personne et de ses interactions avec les collègues.

Les employés qui subissent une perte de ressources peuvent utiliser leurs ressources restantes pour trouver des moyens innovants d'acquérir de nouvelles ressources ou de réduire les pertes actuelles. Cela est conforme au troisième principe de la COR (Conservation des ressources), selon lequel les gains de ressources deviennent plus importants dans le contexte de la perte de ressources. Dans des circonstances stressantes, les gens conservent leurs ressources disponibles, se réorganisent en acquérant de nouvelles ressources et travaillent pour maintenir leurs ressources tout en faisant face à la situation stressante. Cela peut expliquer pourquoi les travailleurs sous forte pression sont plus motivés et concentrés.

## 8. Soutien des collègues

La distinction entre le soutien affectif et le soutien instrumental peut être particulièrement pertinente dans les études en milieu de travail, du moins selon certaines données empiriques. Bien que les résultats ne soient pas explicitement conceptualisés comme des mesures de soutien social, les conclusions suggèrent que la distinction entre le soutien affectif et le soutien instrumental pourrait grandement faire progresser notre compréhension de la relation stress-soutien-satisfaction.

Les études échouent souvent à distinguer entre le soutien social des collègues et le soutien des superviseurs, ce qui pourrait poser problème car les superviseurs peuvent à la fois causer et atténuer le stress au travail.

Les chercheurs ont identifié quatre principaux types de soutien social, mais la plupart des études montrent des corrélations modestes entre le soutien et l'affect des travailleurs et des relations incohérentes entre le stress et le soutien.

Le soutien dans les environnements de service provient de plusieurs sources et chaque type de soutien joue un rôle différent. L'impact du soutien des employés sur la réduction du taux de rotation est mitigé, certaines recherches suggérant que les normes de service des employés sont plus fortement influencées que celles des superviseurs et des gestionnaires. Le soutien des employés qu'ils reçoivent de leurs collègues au travail peut contribuer de manière significative à la satisfaction au travail, à la productivité et au bien-être des employés.

Le soutien des travailleurs a beaucoup à voir avec l'orientation des serveurs envers les clients, mais le soutien de la direction n'en a pas. Le soutien des employés comprend des éléments uniques qui ne se retrouvent pas dans les interactions entre chefs et subordonnés. Il implique à la fois un soutien socio-émotionnel et instrumental, et il est lié à la perception du soutien social sur la qualité du travail, la performance professionnelle et la satisfaction au travail.

Une des investigations concernant le soutien des employés qu'ils reçoivent de leurs collègues au travail révèle que les relations sociales sur le lieu de travail peuvent contribuer de manière significative à la satisfaction au travail, à la productivité et au bien-être des employés.

Lorsque les employés ont le sentiment d'avoir une faible satisfaction vis-à-vis du soutien social de leur superviseur ou une faible participation de l'équipe, leur bien-être est affecté, y compris l'épuisement et le désengagement.

En bref, le soutien organisationnel est corrélé positivement avec le soutien managérial perçu et est corrélé avec le bonheur des employés, le stress au travail et le dévouement au travail. De plus, les interactions entre collègues peuvent avoir un effet sur la performance en matière de sécurité.

## **Chapitre Trois : Développement des Hypothèses et Revue de la Littérature**

Ce chapitre commence par fournir un aperçu des Émirats Arabes Unis étant le terrain de la recherche, puis se concentre sur l'évolution de la gestion du secteur public aux Émirats Arabes Unis, sa vision et ses stratégies, notamment en matière d'innovation et de bien-être. Ensuite, il plongera dans le développement des hypothèses, explorant les facteurs qui pourraient affecter le comportement innovant au sein des organisations.

### **➤ Contexte historique des Émirats Arabes Unis (EAU)**

Les Émirats Arabes Unis (EAU) ont connu une évolution significative en ce qui concerne leur formation, leur culture, leur économie, leur politique et leur société depuis leur création le 18 février 1968, suite au retrait britannique des États des Trucial. La formation a impliqué des initiatives de coopération importantes telles que l'« Accord de Dubaï » et l'« Accord d'Union » marquant les premières étapes vers l'unification.

#### **1. Structure constitutionnelle et gouvernementale:**

Les Émirats Arabes Unis (EAU) ont adopté une constitution provisoire en 1971, qui est devenue permanente par la suite, décrivant la structure politique, notamment le président, le Conseil fédéral, le Conseil des ministres, le Conseil national fédéral et le pouvoir judiciaire fédéral. Le gouvernement comprend 18 ministères chargés de superviser divers aspects de la gouvernance. Des amendements en 2008 visaient à renforcer l'influence et la coordination du Conseil national fédéral.

#### **2. Dynamique de la population et de la main-d'œuvre :**

La population, principalement renforcée par des émigrés, a atteint environ 9,9 millions de personnes à la mi-2020. Entre 1971 et 1990, la main-d'œuvre étrangère a été attirée pour le développement. Entre 1999 et 2004, une augmentation du chômage était constatée, en particulier parmi les Émiratis. Des politiques du travail ont été mis en place pour réguler les défis d'emplois et de mains d'œuvres.

### **3. Conditions politiques:**

Stable depuis 1971, le régime politique se caractérise par un équilibre de pouvoir en faveur d'Abou Dhabi. Le pays reste à l'abri des troubles politiques du monde arabe plus vaste, en grande partie en raison de facteurs économiques et sociaux uniques, bien qu'il existe un écart de revenus notable, ce qui pose des risques potentiels de tensions sociales.

### **4. Conditions économiques:**

Les Émirats Arabes Unis (EAU) est un pays pétrolier. Le gouvernement travaille à diversifier leur économie au-delà du pétrole, avec une croissance significative dans le secteur privé et des industries telles que la pétrochimie, le tourisme, le commerce et la fabrication. Les investissements à l'étranger contribuent également de manière significative à la stabilité économique et à la croissance.

### **5. Conditions culturelles et sociétales:**

Des efforts sont en cours pour préserver le patrimoine culturel, promouvoir la tolérance et encourager le respect mutuel au sein de populations diverses. Les femmes émiriennes recherchent l'indépendance financière et l'accès à l'enseignement supérieur, même si des rôles de genre traditionnels persistent dans certaines familles.

- **Le secteur public des Émirats Arabes Unis**

Faisant la transition vers un modèle de gestion publique nouvelle (NPM), le gouvernement des Émirats Arabes Unis a introduit des Indicateurs nationaux de performance clés (INPK) pour évaluer la performance par rapport aux priorités nationales. Le système de gestion de la performance gouvernementale (GPMS) est utilisé afin de permettre aux entités publiques

d'aligner leurs stratégies sur les priorités gouvernementales et de se concentrer sur les avantages publics.

- **Transformation Technologique et Innovation au secteur public :**

- Les investissements dans la technologie moderne et l'infrastructure sociale ont rapidement modernisé les Émirats Arabes Unis. Les Émirats Arabes Unis se classent au premier rang dans la région du Golfe en matière d'innovation. La vision du gouvernement pour 2021 et le Plan centenaire des Émirats Arabes Unis pour 2071 soulignent l'engagement à promouvoir l'innovation, à soutenir l'entrepreneuriat et à attirer des talents internationaux, positionnant favorablement les Émirats Arabes Unis pour les investissements étrangers et la collaboration mondiale. Les Émirats Arabes Unis ont connu une transformation numérique significative, vers un modèle de ville intelligente axée sur le gouvernement électronique et les services numériques intégrés.
- La Stratégie nationale d'innovation des Émirats Arabes Unis (SNI), déclaré en 2015, est une initiative compréhensive visant à encourager une culture de l'innovation parmi les individus, les entreprises et les entités gouvernementales du pays. La SNI vise à promouvoir la croissance économique, à renforcer la compétitivité et à créer de nouvelles opportunités d'emploi.
- Le gouvernement a introduit un objectif stratégique au sein des entités fédérales qui vise à favoriser une culture de l'innovation. Cet objectif est mesuré pas des indicateurs nationaux évalués dans toutes les entités fédérales afin de poursuivre sa réalisation.
- En plus, une initiative académique était lancée de nommer des Directeurs de l'Innovation pour les habilitier en compétences d'innovation à travers un programme en partenariat avec des universités internationales comme Cambridge afin d'établir cette culture de l'innovation au secteur public.
- Ces directeurs d'innovation vont former l'échantillon de la population cible pour cette recherche comme chapitre 4 va l'expliquer.

- **Programme de bonheur et de bien-être**

- Les Émirats Arabes Unis ont créé un ministère du Bonheur dédié au développement de politiques et de plans visant à créer une société plus heureuse. Le programme vise à inspirer des choix de mode de vie positifs et à mesurer la satisfaction des personnes en mettant en

œuvre des politiques gouvernementales, des programmes et des services qui renforcent le bonheur.

## ➤ **Développement des hypothèses**

Le développement des hypothèses met en avant l'importance du processus de revue de la littérature pour identifier les lacunes en matière de connaissances et les questions de recherche.

### • **Leadership pour l'Innovation et Culture Ambidextre**

Cette section aborde la relation entre le leadership pour l'innovation et la culture ambidextre dans la recherche en gestion. Elle souligne l'importance du processus de revue de la littérature pour identifier les lacunes en matière de connaissances et les questions de recherche. Elle introduit également le concept de leadership ambidextre, qui consiste à équilibrer les comportements exploratoires et expiatoires chez les collaborateurs. Le chapitre met en évidence le rôle de la culture dans l'influence des styles de leadership et leur impact sur l'innovation. Il suggère que différentes cultures peuvent nécessiter différents comportements de leadership pour favoriser l'innovation efficace. De plus, il mentionne l'importance de la culture organisationnelle dans la promotion de la créativité et de l'innovation et conclut en formulant une hypothèse énonçant une relation positive entre le leadership pour l'innovation et la culture ambidextre.

### • **Leadership pour l'innovation et Innovation en milieu de travail ou Innovation organisationnel**

La discussion ici porte sur la relation entre le leadership, l'innovation et les organisations. Elle met en avant l'importance du leadership dans la stimulation de l'innovation et son impact sur l'innovation en milieu de travail au sein des organisations.

**Les points clés résumés sont les suivants :**

- Le leadership et l'innovation sont des concepts bien établis dans la littérature, le leadership étant un déterminant crucial de l'innovation organisationnelle et individuelle.

- Le leadership en matière de conception est un concept émergent qui combine la conception et le leadership pour créer et soutenir des solutions de conception innovantes.
- Divers styles de leadership, tels que le leadership transformationnel, ont été trouvés pour influencer l'innovation en milieu de travail.
- L'innovation entraîne des changements positifs et des améliorations des performances commerciales, et le leadership joue un rôle central dans la promotion de l'innovation.
- La relation entre le leadership et l'innovation est complexe et influencée par divers facteurs, y compris le contexte et la culture organisationnelle.
- Le leadership transformationnel est particulièrement prometteur pour stimuler l'innovation, car il encourage la créativité et remet en question le statu quo.
- Les attributs organisationnels, tels qu'un environnement favorable à l'innovation, peuvent interagir avec le comportement du leadership pour influencer les résultats en matière d'innovation.
- La collaboration et l'autonomie sont essentielles pour favoriser la créativité des employés et, par conséquent, l'innovation au sein des Organisations.

En général, il existe une relation positive entre le leadership pour l'innovation et l'innovation en milieu de travail au sein des organisations.

- **Culture Ambidextre et Innovation en Milieu de Travail**

Cette partie traite de la relation entre la culture ambidextre et l'innovation en milieu de travail, notamment dans le contexte des organisations gouvernementales et du secteur public. Elle met en évidence diverses études et conclusions liées à l'influence de la culture ambidextre sur l'innovation au sein de ces organisations, avec la nécessité d'un équilibre entre l'exploration et l'exploitation pour une innovation durable et le succès organisationnel.

**Les points clés résumés du paragraphe sont les suivants :**

- La culture organisationnelle, les ressources et la communication sont des déterminants clés qui peuvent soit inhiber, soit soutenir l'innovation et la créativité au sein des organisations.
- Plusieurs études ont montré que le style de leadership, la culture de l'innovation, les incitations basées sur la performance et la gestion des connaissances contribuent à renforcer la capacité d'innovation des organisations gouvernementales.

- Le leadership innovant et une culture de l'innovation ont été trouvés pour influencer positivement la mise en œuvre de l'innovation.
- L'ambidextrie individuelle et d'équipe, qui implique à la fois l'exploration et l'exploitation, peut contribuer à l'innovation au sein des organisations.
- Le concept d'une culture ambidextre pour l'innovation implique d'intégrer l'autonomie d'une culture innovante avec le contrôle des résultats d'une culture axée sur la performance.
- Bien qu'il n'y ait pas de preuve empirique de l'impact direct de la culture ambidextre sur l'innovation en milieu de travail dans le secteur public, il est hypothétiquement postulé qu'une telle relation existe.
- L'ambidextrie contextuelle, qui met l'accent sur l'intégration de l'exploration et de l'exploitation au sein d'une unité commerciale, est considérée comme un moyen d'atteindre à la fois le succès à court terme et la durabilité à long terme.
- Une relation positive est proposée entre l'innovation en milieu de travail et une culture ambidextre.

- **Innovation en Milieu de Travail et Satisfaction de Carrière**

Cette section aborde la relation entre l'innovation en milieu de travail (WIT) et la satisfaction de carrière (CSF) dans le contexte organisationnel. Elle met en évidence les définitions et la mesure de l'innovation en milieu de travail, les facteurs influençant la satisfaction au travail et l'impact de l'innovation sur la satisfaction.

**Les points clés sont les suivants :**

- L'innovation en milieu de travail se produit lorsque des individus ou des équipes se concentrent sur l'amélioration de la gestion organisationnelle et de la technologie pour les aligner sur les objectifs stratégiques d'une organisation, ce qui entraîne une amélioration des performances organisationnelles.
- L'innovation en milieu de travail peut être mesurée en utilisant la créativité individuelle et l'innovation en équipe. Un écart entre la créativité individuelle et la créativité organisationnelle réelle peut survenir lorsque l'environnement de travail n'encourage pas la créativité personnelle.



- La satisfaction au travail est influencée par des facteurs individuels et liés au travail, notamment l'âge, le salaire, les conditions de travail, les horaires de travail, la sécurité de l'emploi et les relations avec les superviseurs.
- La satisfaction au travail est liée à d'autres variables organisationnelles telles que la performance des tâches, l'engagement et l'intention de rotation.
- Le sentiment d'attachement à son travail et à son organisation joue un rôle significatif dans la rétention des employés, les performances et l'innovation.
- L'innovation est essentielle pour la survie et la croissance des organisations, et il est suggéré que l'innovation a un impact positif sur la satisfaction au travail, conduisant à une expérience de travail plus significative et épanouissante.
- Un travail d'équipe efficace peut faciliter la génération et la mise en œuvre d'idées innovantes au sein des organisations.
- La satisfaction de carrière englobe à la fois des aspects intrinsèques et extrinsèques de la carrière d'une personne, tels que le salaire, la promotion, la fierté et les opportunités de développement.
- La satisfaction de carrière est liée à la performance en matière d'innovation, et il est postulé que l'innovation en milieu de travail a un impact direct sur la satisfaction de carrière.
- La récompense et la reconnaissance, ainsi qu'un travail significatif, contribuent à la satisfaction de carrière.
- Plusieurs études ont trouvé des associations positives entre la créativité, l'innovation et la satisfaction au travail dans divers contextes organisationnels, y compris le secteur public.
- Les hypothèses suggèrent une relation positive entre l'innovation en milieu de travail et la satisfaction de carrière, ainsi qu'une relation positive entre la satisfaction de carrière et l'innovation en milieu de travail.

- **Bonheur au Travail et Satisfaction de Carrière**

**Les points clés ci-dessous discutent des concepts de bonheur au travail et de satisfaction de carrière ainsi que de leur relation au sein des organisations.**

- Le bonheur au travail est décrit comme l'expérience individuelle caractérisée par des émotions négatives peu fréquentes, des émotions positives fréquentes et un sentiment général de contentement dans la vie.

- Les organisations visent à engager des employés capables de transmettre leur énergie et leur enthousiasme aux clients, car cette connexion entre le bonheur des employés et la satisfaction des clients est de plus en plus importante dans l'environnement commercial actuel.
- Un lieu de travail positif se caractérise par la valorisation des émotions des employés par la direction, des niveaux de stress faibles et des employés ne se sentant pas impuissants dans leur environnement de travail.
- De nombreuses grandes entreprises multinationales accordent la priorité au bien-être des employés et ont mis en place des pratiques et des politiques favorables aux employés, fondées sur la croyance en une relation causale et positive entre la productivité et le bonheur.
- La combinaison des comportements de leadership transformationnel et de responsabilisation a tendance à augmenter la satisfaction au travail des employés.
- De nombreuses études ont trouvé une relation modérée entre la satisfaction et la performance, mais les interprétations peuvent varier en fonction du niveau d'analyse (individuel vs organisationnel).
- Divers facteurs, tels que la rémunération, les collègues et les opportunités de promotion, influencent le bonheur et sa corrélation avec la performance.
- Le bonheur est mesuré à travers différentes métriques, et il est considéré comme un aspect significatif des pensées et émotions d'un individu, allant au-delà de la satisfaction au travail pour atteindre la positivité et le bonheur au travail.

- **Leadership pour l'Innovation et Bonheur au Travail**

**Cette section discute du concept de bonheur au travail et de son lien avec un leadership efficace pour l'innovation. Voici les principaux points:**

- Le bonheur au travail est décrit comme un sentiment positif éprouvé par les employés lorsqu'ils peuvent gérer leurs tâches, accomplir leurs devoirs et obtenir des résultats qui leur procurent satisfaction.
- Le bonheur au travail est influencé par des facteurs tels que l'environnement organisationnel, les relations avec les collègues et la satisfaction au travail.

- Le leadership joue un rôle crucial dans le succès organisationnel, et la définition et les fonctions du leadership efficace peuvent varier en fonction du domaine et des objectifs organisationnels.
- Un leader charismatique est censé refléter la crédibilité et le statut prestigieux de l'organisation, et le comportement de leadership est directement lié à la performance organisationnelle.
- Les compétences, l'attitude, les connaissances et les capacités possédées par un leader ont un impact significatif sur la main-d'œuvre et, par conséquent, sur la performance de l'organisation.
- Les leaders efficaces sont compétents pour planifier et travailler à la réalisation des objectifs de l'organisation.
- Il existe trois façons d'expliquer comment devenir un bon et efficace leader : (i) comprendre les tendances des personnes peut indirectement motiver les leaders à interagir avec d'autres dans l'organisation, (ii) les leaders peuvent réagir en fonction des événements ou des crises qui surviennent, et (iii) n'importe qui peut choisir de devenir un leader en apprenant des compétences et des connaissances en leadership.
- Le style de leadership démocratique est considéré comme ayant une influence plus importante sur la performance des employés par rapport au style de leadership autocratique.
- Le leadership autocratique a un impact à court terme, tandis que le leadership démocratique encourage les employés à travailler de manière ouverte et volontaire.
- Les leaders doivent être prêts à agir dans des situations inattendues et à relever des défis avant de confier des tâches à d'autres.
- L'hypothèse proposée est la suivante : H8 suggère une relation positive entre le leadership pour l'innovation et le bonheur au travail.

En résumé, le paragraphe met en évidence l'importance du leadership dans l'influence du bonheur au travail et de la satisfaction des employés. Il souligne que le leadership efficace, caractérisé par des approches démocratiques et proactives, peut contribuer à un environnement de travail positif et, par conséquent, améliorer le bonheur au travail.

- **Innovation en Milieu de Travail et Bonheur au Travail**

**Ci-dessous, ces points traitent de la relation entre le bonheur au travail et l'innovation en milieu de travail, en mettant l'accent sur la nature multidimensionnelle du bonheur.**

- Le bonheur est un concept complexe et multidimensionnel qui comprend divers composants, notamment des impacts positifs fréquents, des impacts négatifs peu fréquents, la dextérité, les aspirations, l'autonomie, l'intégration au travail et la satisfaction.
- Les organisations devraient viser à créer et à maintenir un lieu de travail heureux pour augmenter l'engagement affectif et motiver les individus à s'engager dans des comportements innovants continus et normatifs, favorisant ainsi l'innovation.
- Le bonheur au travail a des effets positifs sur divers aspects, notamment l'efficacité personnelle, la personnalité innovante personnelle, la satisfaction au travail, le bonheur subjectif et la stabilité émotionnelle.
- Des études ont montré une forte corrélation linéaire entre le bonheur et l'engagement affectif des individus envers les organisations.
- Les études sur le bonheur ont gagné une importance significative dans les sciences sociales, politiques et économiques, les gouvernements utilisant les insights de ces études pour orienter le développement des politiques. Certains gouvernements envisagent désormais la recherche et la maximisation du bonheur au sein de leurs populations comme un objectif politique.

- **Bonheur au Travail et Comportement Innovateur**

**Si dessous sont les points clés qui discutent de la relation entre le bonheur au travail, le comportement innovateur et le stress au travail :**

- Le bonheur est considéré comme un antécédent plutôt qu'une conséquence de la réussite, jouant un rôle pivot dans la stimulation de la performance individuelle et du succès, conduisant au concept de l'"Avantage du Bonheur."
- Le bonheur au travail est lié à la manière dont les individus satisfont leurs besoins émotionnels et psychologiques, favorisant un sentiment de satisfaction, de valeur, de croissance et d'estime de soi grâce à leurs rôles professionnels.
- La recherche systématique sur le bonheur et le bien-être, appelée "bien-être subjectif," a gagné en importance au milieu des années 1990, en se concentrant sur la perception des individus que leur vie va bien.
- Les études suggèrent que le bonheur au travail influence positivement le comportement innovateur des employés, et le concept d'"Eudaimonia" ou du bonheur (réalisation de son

potentiel) est considéré comme plus important que l'hédonisme (plaisir pur) pour mener une vie bonne.

- Un leadership fort pour l'innovation est censé conduire à un haut niveau d'innovation en milieu de travail.
- Le stress au travail, qui a des aspects positifs et négatifs, peut affecter les comportements innovateurs en fonction de sa source et de son contexte. Certaines études suggèrent que le stress peut favoriser la créativité et la pensée innovante lorsqu'il est perçu comme un défi, tandis que le stress entravant peut avoir un effet préjudiciable.
- Le modèle des Exigences-Ressources du Travail (ERT) distingue entre les ressources du travail (favorisant les objectifs professionnels et la croissance personnelle) et les exigences du travail (exigeant un effort physique et mental). Le modèle sert de base pour comprendre l'impact du stress au travail sur le comportement innovateur.
- Le soutien social a été identifié comme un tampon potentiel contre le stress au travail, mais cet effet a été rapporté dans des études limitées.

- **Bonheur au Travail et Comportement Innovateur grâce au Soutien des Collègues**

**Cette section discute de la relation entre le bonheur au travail, le comportement innovateur et le soutien des collègues. Les points clés sont:**

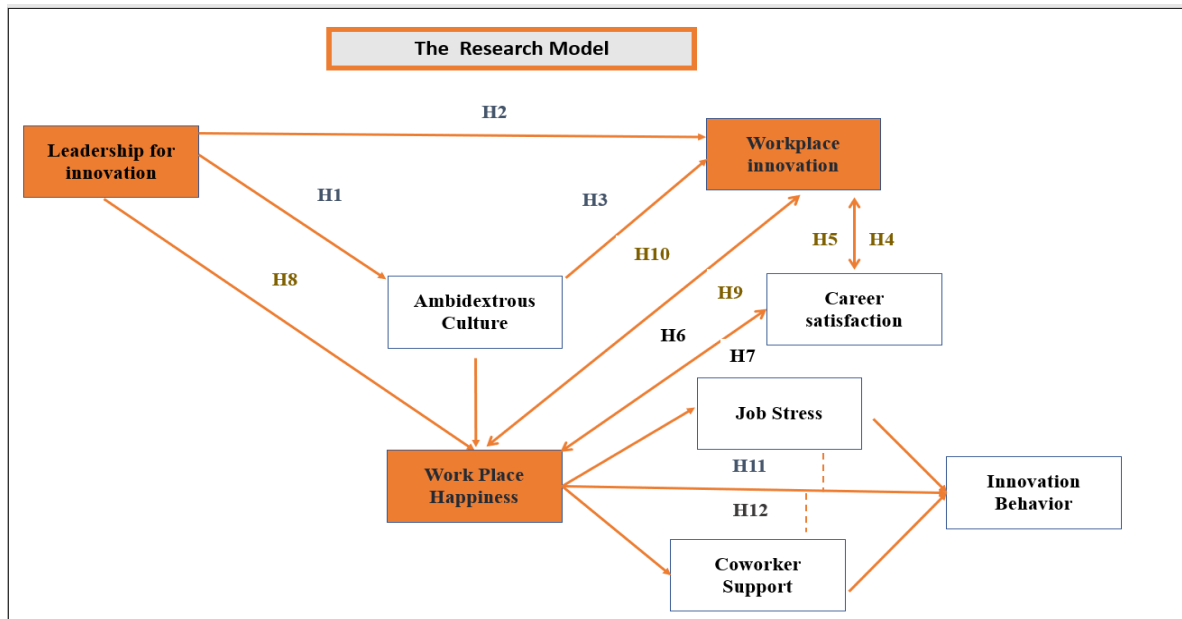
- Les employés cherchent à construire de solides liens sociaux avec leurs collègues pour améliorer la collaboration, la réactivité et le succès organisationnel. Cela inclut la recherche de soutien de la part des collègues, ce qui peut les aider avec les problèmes liés au travail et créer un environnement de travail sans stress.
- Les superviseurs jouent un rôle crucial dans la promotion du comportement innovateur en adaptant les descriptions de poste aux compétences et qualifications des employés, en fournissant des chemins de promotion et de récompense clairs, et en mettant en place des politiques qui motivent les employés.
- Des recherches antérieures ont trouvé des preuves d'une relation entre le soutien social, le stress au travail et la santé des travailleurs. Les faibles exigences du travail, l'autonomie et le soutien des collègues élevé ont été associés à de plus faibles taux de problèmes de santé spécifiques.

- Le bonheur au travail, englobant le bien-être et des attitudes optimistes, a suscité l'intérêt de la recherche. Les employés satisfaits affichent des attitudes et des actions qui soutiennent le succès organisationnel et la créativité.
- Les états affectifs positifs, associés au bonheur, sont proposés comme essentiels pour la créativité des employés, favorisant une pensée flexible et créative.
- Les employés heureux sont plus détendus, possèdent les produits chimiques cérébraux nécessaires à la créativité et à la résolution de problèmes, et sont plus efficaces et innovateurs.
- Les interventions en formation et développement (T&D) peuvent favoriser les comportements innovateurs chez les employés.
- Le bonheur au travail est considéré comme crucial au niveau organisationnel, augmentant la productivité des travailleurs et la satisfaction au travail. Les facteurs contribuant au bonheur au travail comprennent les traits de personnalité, les caractéristiques sociales, la motivation, la confiance, la cohésion et les relations positives entre les employés.
- Le soutien des collègues, dans le cadre de la théorie de la Conservation des Ressources (COR), est considéré comme une ressource qui aide les individus à gérer le stress et à atteindre le bien-être qui est généralement perçu comme ayant un impact négatif sur la créativité et le comportement innovateur,

## **Cadre Conceptuel**

Dans cette section, le chercheur présente un cadre conceptuel, illustré dans la figure ci-dessous, intégrant les principaux facteurs de leadership, de bonheur au travail, de soutien des collègues, de stress au travail, de satisfaction de carrière, de culture ambidextre et d'innovation en milieu de travail dans le contexte du comportement innovateur des employés.

Ce model a



Sur la base de la revue de la littérature précédente, le chercheur vise à tester plusieurs hypothèses dans ce cadre, qui sont les suivantes :

1. Le leadership pour l'innovation a une influence positive sur la culture ambidextre de l'innovation.
2. Le leadership pour l'innovation a une influence positive sur l'innovation en milieu de travail.
3. La culture ambidextre de l'innovation a une influence positive sur l'innovation en milieu de travail.
4. L'innovation en milieu de travail a une influence positive sur la satisfaction professionnelle.
5. La satisfaction professionnelle a une influence positive sur l'innovation en milieu de travail.
6. La satisfaction professionnelle influence le bonheur en milieu de travail.
7. Le bonheur en milieu de travail influence la satisfaction professionnelle.
8. Le leadership pour l'innovation influence le bonheur en milieu de travail.
9. Le bonheur en milieu de travail a un effet positif significatif sur l'innovation en milieu de travail.
10. L'innovation en milieu de travail a un effet positif significatif sur le bonheur en milieu de travail.
11. Le soutien des collègues a des effets médiateurs significatifs sur la relation entre le bonheur en milieu de travail et le comportement innovant des employés (CI).
12. Le stress au travail a des effets médiateurs significatifs sur la relation entre le bonheur en milieu de travail et le CI des employés.

La chercheuse a combiné deux cadres préexistants pour former un modèle unique, ajoutant ainsi de la valeur à la littérature précédente tout en l'appliquant pour la première fois aux Émirats Arabes.

## **Chapitre Quatre : Méthodologie de recherche**

Méthodologie de la Recherche. Ce chapitre décrit le type de méthodologie adopté dans cette recherche, les outils et instruments utilisés pour collecter des données liées aux hypothèses formulées. Il énonce ensuite les éléments clés, notamment les paradigmes de recherche, le positivisme, la nature de la recherche, le raisonnement déductif et une approche quantitative.

- **Paradigmes de la Recherche:**

Cette section explore les paradigmes de recherche en mettant en évidence leur rôle dans la définition de l'approche de recherche. Elle aborde l'ontologie (la nature de la réalité), l'épistémologie (la nature de la connaissance) et la méthodologie (l'approche systématique de l'acquisition d'informations). Les présuppositions philosophiques des chercheurs influencent leur choix de paradigme, et différents paradigmes sont discutés, notamment le positivisme et l'interprétativisme.

- **Positivisme:**

Cette section mentionne l'utilisation d'une approche positiviste dans l'étude. Le positivisme est expliqué comme un paradigme de recherche visant à expliquer et à vérifier empiriquement les théories à travers des mesures quantifiables et l'observation directe. Il suppose l'existence d'une connaissance universelle guidée par des lois naturelles et néglige les facteurs subjectifs tels que les émotions et les croyances.

- **Raisonnement Déductif:**

Le raisonnement déductif est expliqué comme un processus impliquant la génération d'hypothèses et de théories, l'opérationnalisation des concepts, la collecte de données et la validation. La section met en évidence l'utilisation de l'approche déductive pour former des



hypothèses basées sur la revue de la littérature, suivie de tests à l'aide de méthodes statistiques comme le cas de cette recherche

- **Approche Quantitative - Enquête basée sur un Questionnaire :**

L'approche quantitative, utilisant une enquête basée sur un questionnaire, est discutée comme la méthode choisie pour la collecte de données. Le chercheur justifie ce choix en raison de la praticité de la distribution des enquêtes pendant la pandémie de Covid-19. Il explique comment les données de l'enquête sont traitées quantitativement et analysées à l'aide de logiciels statistiques.

- **Instruments d'Étude:**

Cette section aborde les instruments d'étude utilisés dans la recherche. Elle décrit les outils utilisés pour sélectionner l'échantillon de recherche, effectuer une analyse factorielle, évaluer la fiabilité et la validité des données, ainsi que réaliser diverses analyses statistiques pour renforcer la crédibilité de la recherche.

- **Le Questionnaire:**

- Un questionnaire est un outil de collecte de données qui ne nécessite pas l'intervention d'un enquêteur.
- Il se compose d'une liste de questions couvrant des aspects spécifiques de l'étude, fournissant des informations pour résoudre un problème de recherche particulier.
- Les questionnaires peuvent être fermés ou ouverts, et pour cette étude, un questionnaire fermé avec une échelle de Likert a été choisi.

- **Avantages du Questionnaire:**

- Les questionnaires sont économiques, car ils peuvent être administrés rapidement à un grand échantillon.
- Ils permettent aux répondants de réfléchir à leurs réponses, améliorant ainsi la précision.

- La standardisation et l'harmonisation des données sont possibles, ce qui conduit à des résultats précis et stables.

- **Inconvénients du Questionnaire:**

- Des compétences et de la précision sont nécessaires dans la préparation pour éviter des problèmes tels que le manque de compréhension et des indices trompeurs.
- L'absence du chercheur peut entraîner une incompréhension de la part des répondants quant à la procédure.
- La formulation des questions peut influencer les réponses des répondants.
- Les répondants peuvent fournir des informations inexacts ou partielles en fonction de considérations sociales.

- **Procédure du Questionnaire:**

- La construction minutieuse du questionnaire est cruciale.
- Les questions sont claires, compréhensibles et exemptes de terminologie vague.
- Les éléments doivent être concis, significatifs et faciles à répondre.
- Une attention a été portée aux données démographiques pour contrôler les variables et pour fournir la possibilité d'avoir de futures analyses contenant l'aspect démographique
- Des vérifications approfondies ont été effectuées pour garantir la validité, et des experts ont évalué le questionnaire.

- **Développement du Questionnaire:**

- Le questionnaire a été élaboré sur la base des deux articles pertinents (Shaker Bani Melhem, 2017 ; Wipulanusat et al., 2018). Le questionnaire contenait des instructions détaillées, brèves, et claires.
- Les répondants ont été informés de la nature volontaire de leur participation.
- Les directeurs de l'innovation en chef du secteur public des Émirats Arabes Unis ont été contactés pour la collecte de données.

- **Mesure des Items:**

- Le questionnaire utilisait plusieurs items (questions), y compris des items nominaux pour les informations démographiques et des échelles de Likert pour différentes dimensions.
- Les sections portaient sur des sujets tels que le leadership pour l'innovation, l'innovation en milieu de travail, la satisfaction professionnelle, le bonheur au travail, le soutien des collègues, le comportement innovant et le stress au travail

- **Validation du Questionnaire:**

- Diverses étapes ont été entreprises pour assurer l'exactitude et la validité du questionnaire.
- Le biais de non-réponse a été réduit au minimum grâce à la conception du questionnaire et à la confidentialité.
- Les mesures ont été purifiées par une analyse statistique, y compris une analyse factorielle des composantes principales.

- **Test du Biais de Non-réponse / La Purification des Mesures :**

- Le questionnaire était un instrument central dans la recherche, soigneusement construit et validé pour collecter des données pertinentes pour l'analyse.

- **Population et Échantillon:**

**Cette section aborde la population et l'échantillon utilisés dans la recherche :**

- Le Centre Mohammad Bin Rashid pour l'Innovation Gouvernementale a lancé un programme de diplôme d'un an en innovation gouvernementale pour les cadres fédéraux aux Émirats Arabes Unis.
- Le programme comprend une formation, des ateliers et des visites sur le terrain pour favoriser l'innovation dans les organisations gouvernementales.
- Les Directeurs de l'Innovation en Chef (CIO) de diverses organisations constituent la majorité des participants.
- La recherche cible les participants qui ont rejoint le programme en 2016, 2017, 2018 et 2019.

- Pour accéder à cette population, le chercheur a obtenu une liste de contacts du Centre Mohammad Bin Rashid pour l'Innovation Gouvernementale (MBRCGI) gérée en respectant la confidentialité
- Le calcul de la taille de l'échantillon a reposé sur une marge d'erreur de 0,05 et un niveau de confiance de 95 %, avec une taille de population de 154.
- L'enquête a été distribuée à 112 répondants, ce qui rend l'étude représentative à un niveau de confiance de 95 %.
- La chercheuse a utilisé une technique d'échantillonnage non probabiliste appelée échantillonnage par jugement, en sélectionnant les répondants en fonction du critère de l'ancienneté, car les CIO ont une expérience significative dans le processus d'innovation.

- **Analyse Factorielle:**

- L'analyse factorielle est utilisée pour expliquer la variation totale des variables en utilisant moins de variables.
- L'analyse factorielle exploratoire identifie les dimensions en utilisant le critère de la valeur propre.
- L'analyse factorielle confirmatoire repose sur une structure de facteurs prédéfinie.
- Les approches exploratoire et confirmatoire ont été utilisées dans cette recherche.

- **Étapes de l'Analyse Factorielle:**

- La factorabilité des données a été vérifiée à l'aide de la mesure de Kaiser-Meyer-Olkin (KMO) et du test de sphéricité de Bartlett.
- La valeur KMO doit être supérieure à 0,5 pour que l'analyse factorielle soit appropriée.
- Le test de Bartlett vérifie si les variables sont corrélées ; un niveau de signification de  $p < 0,05$  est requis.
- Le critère de Kaiser et le test du coude ont été utilisés pour déterminer le nombre de facteurs.

- **Estimation des Communautés:**

- Les communautés mesurent la quantité de variance partagée par une variable avec d'autres variables.

- Les valeurs inférieures à 0,3 peuvent indiquer qu'un élément n'appartient pas aux autres éléments mesurant la même variable.

- **Évaluation de la Fiabilité:**

- La fiabilité teste la stabilité et la cohérence des résultats dans le temps.
- Le coefficient alpha de Cronbach a été utilisé pour évaluer la fiabilité de l'instrument.
- Les valeurs supérieures à 0,7 sont considérées comme acceptables pour la fiabilité.

- **Analyse des Données:**

- Le logiciel SPSS (version 27.0) a été utilisé pour l'analyse des données.
- Les statistiques descriptives comprenaient la moyenne, l'écart type, le mode, les fréquences et les pourcentages.
- Des statistiques inférentielles telles que les tests t, l'ANOVA et l'analyse de régression ont été utilisées pour tester les hypothèses et évaluer les relations.
- Divers outils statistiques de SPSS ont été utilisés, notamment le test t pour échantillons indépendants, l'ANOVA et le test de Sheffe, ainsi que d'autres outils statistiques.

- **Crédibilité de la Recherche:**

- Les construits de l'étude ont été mesurés à l'aide d'échelles existantes avec une fiabilité et validité établies.
- Des tests de fiabilité et de validité ont été effectués, notamment l'alpha de Cronbach pour la fiabilité et la mesure de Kaiser-Meyer-Olkin pour la validité.
- La validité de face et la validité de contenu ont été adoptées pour garantir l'adéquation et l'exhaustivité du questionnaire.

- **Validité de Face:**

Plusieurs étapes ont été entreprises pour garantir la validité de face du questionnaire, notamment l'examen par un superviseur, l'évaluation par un comité de référents et la

consultation d'un statisticien. Ces mesures visaient à améliorer l'adéquation et la clarté du questionnaire pour les répondants.

## **Chapitre Cinq : Chapitre des Résultats de l'Analyse**

Cette recherche a examiné les facteurs susceptibles d'affecter le comportement innovant dans le secteur public des Émirats arabes unis.

Le logiciel SPSS a généré les valeurs statistiques nécessaires pour effectuer l'analyse des données, notamment les moyennes et les écarts-types pour les variables ordinales, les fréquences et les pourcentages pour les variables nominales, ainsi que la corrélation de Pearson et l'analyse de régression.

- **Information Démographiques des Participants**

31,53 % des participants occupent un poste de direction, 27,93 % sont consultants ou experts, 23,42 % sont en position de supervision, tandis que 17,12 % des participants sont en position de direction. De plus, 55,86 % des participants sont des hommes et 44,14 % sont des femmes, et 70,27 % sont mariés.

Les résultats indiquent que toutes les hypothèses sont confirmées, comme le montre ce qui suit.

- **Leadership pour l'Innovation**

**Cette composante mesure le leadership transformationnel et le leadership de considération.**

- **Leadership transformationnel**

54,05 % des participants ont déclaré que l'action de leur superviseur immédiat motive les employés, 23,42 % ont exprimé leur désaccord, tandis que 22,52 % étaient neutres, et 56,76 % ont déclaré que l'action de leur superviseur immédiat encourage l'innovation, 22,52 % ont exprimé leur désaccord, tandis que 20,72 % étaient neutres.

- **Leadership de Considération**

52,25 % des participants sont d'accord pour dire que leurs superviseurs communiquent efficacement, 58,56 % sont d'accord pour dire que leurs superviseurs acceptent les personnes

de milieux divers, et 68,47 % sont d'accord pour dire que leurs superviseurs sont engagés envers la sécurité au travail.

- **Culture Ambidextre pour l'Innovation**

Cette composante mesure la "Culture de l'Innovation" et la "Culture Orientée vers la Performance" sur une échelle de Likert à 5 points :

- **Culture de l'Innovation**

Les résultats mesurant la culture de l'innovation indiquent que 63,06 % des participants sont d'accord pour dire que leur entité privilégie le développement de nouvelles idées et encourage les suggestions, 40,54 % sont d'accord pour dire que les gestionnaires sont des personnes qui encouragent l'innovation, 27,03 % ont exprimé leur désaccord, tandis que 32,42 % étaient neutres.

- **Culture orientée vers la performance**

45,95 % des participants sont d'accord pour dire que la plupart des gestionnaires veillent à ce que les procédures soient rigoureusement suivies, et 66,67 % sont d'accord pour dire que la livraison est importante.

- **Innovation en Milieu de Travail**

Cette composante a été divisée en deux parties, la première mesure la "Créativité Individuelle", tandis que la deuxième mesure "l'Innovation en Équipe".

- **Créativité Individuelle**

Les éléments mesurant la créativité individuelle indiquent que 74,77 % des participants sont d'accord pour dire qu'ils peuvent explorer de nouvelles idées, et 57,66 % estiment qu'ils seraient soutenus s'ils essayaient une nouvelle idée.

- **Innovation en Équipe**

59,46 % des participants se sentent à l'aise pour exprimer une opinion différente dans leur groupe de travail, 18,92 % ont exprimé leur désaccord, et 21,62 % étaient neutres, et 54,05 % des participants estiment qu'améliorer la qualité de leur travail relève de leur responsabilité.

- **Satisfaction Professionnelle**

Cette composante mesure le travail significatif et la récompense et la reconnaissance. Elle a été divisée en deux parties : • Travail significatif Les résultats des éléments mesurant le travail significatif indiquent que 63,06 % des participants sont d'accord pour dire que leur emploi leur procure un sentiment d'accomplissement personnel, tandis que 18,92 % ont exprimé leur désaccord.

- **Récompense et reconnaissance**

42,34 % des participants sont d'accord pour dire qu'ils sont rémunérés équitablement pour leur travail, 30,63 % ont exprimé leur désaccord, tandis que 20,72 % étaient neutres, et 50,45 % sont d'accord pour dire qu'ils sont satisfaits de leurs conditions d'emploi non monétaires.

- **Bonheur au Travail (WPH)**

Cette composante de l'enquête contenait 9 éléments sur une échelle de Likert à 5 points de 1 à 5, et les résultats indiquent que 50,45 % des participants ne sont pas inquiets de la sécurité de leur emploi, 51,35 % peuvent compter sur leurs collègues pour les soutenir en temps difficiles, 75,68 % des participants sont d'accord pour dire que leur travail signifie beaucoup pour eux, 62,16 % sont d'accord pour dire que leur chef les aide à progresser, et 61,26 % trouvent leur travail personnellement satisfaisant.

- **Soutien des Collègues (CS)**

Les résultats indiquent que 60,36 % des participants sont d'accord pour dire que leurs collègues soutiennent leurs objectifs et leurs valeurs, 15,32 % ont exprimé leur désaccord, tandis que 24,32 % étaient neutres, et 66,67 % sont d'accord pour dire que leurs collègues sont prêts à les aider.

- **Comportement Innovant (IB)**

Les résultats révèlent que 67,57 % des participants sont d'accord pour dire qu'ils recherchent de nouveaux services, méthodes ou techniques, et 72,07 % sont d'accord pour dire qu'ils fournissent un plan approprié pour développer de nouvelles idées. De plus, 71,17 % des participants se considèrent comme des membres créatifs de leur équipe.

- **Stress au Travail (JS)**



Les résultats indiquent que 45,95 % des participants sont d'accord pour dire qu'ils passent trop de temps au travail, 41,44 % sont d'accord pour dire qu'ils ont trop de travail et pas assez de temps pour le faire, 36,04 % des participants sont d'accord pour dire qu'ils n'ont jamais de congé, 41,44 % sont en désaccord pour dire que trop de personnes s'épuisent en raison des exigences du travail, et 27,03 % sont d'accord pour dire qu'ils se sentent coupables quand ils prennent du temps libre. De plus, 52,25 % sont en désaccord.

- **Analyse Factorielle**

L'analyse factorielle est utilisée pour expliquer la variation totale des variables avec moins de dimensions. Plus de 100 observations sont nécessaires pour effectuer efficacement une analyse factorielle.

Une analyse factorielle se compose de deux approches différentes : une analyse factorielle exploratoire et une analyse factorielle confirmatoire. Deux tests associés sont utilisés pour vérifier la factorabilité : la mesure de Kaiser-Meyer-Olkin (KMO) de l'adéquation de l'échantillonnage et le test de sphéricité de Bartlett est utilisé pour étudier l'hypothèse que les éléments ne sont pas corrélés dans la population.

- **Fiabilité des éléments**

Dans cette recherche, l'alpha de Cronbach a été calculé pour évaluer la validité de l'instrument. Une valeur de fiabilité de 0,50 à 0,60 est satisfaisante, et une valeur de 0,70 est très acceptable. Voici les résultats en utilisant les outils d'analyse factorielle pour vérifier la fiabilité des variables :

- **Leadership pour l'Innovation**

Les résultats montrent que la valeur de KMO était égale à 0,952 et que la cohérence interne des éléments utilisés pour mesurer le leadership pour l'innovation était très acceptable.

- **Culture Ambidextre pour l'Innovation**

La valeur de KMO était égale à 0,926 et l'alpha de Cronbach était égal à 0,937, ce qui indique que les éléments utilisés pour mesurer la culture ambidextre pour l'innovation sont factorables et appropriés.

- **Innovation en Milieu de Travail**

Les résultats montrent que la valeur de KMO était égale à 0,892 et que la cohérence interne des éléments utilisés pour mesurer l'innovation en milieu de travail était très acceptable. De plus, la valeur de l'alpha de Cronbach était égale à 0,931, ce qui indique que la cohérence interne des éléments qui mesurent l'innovation en milieu de travail est très acceptable.

- **Satisfaction Professionnelle**

Les résultats montrent que la valeur de KMO était égale à 0,888 et que la cohérence interne des éléments qui mesurent la satisfaction professionnelle est très acceptable. La valeur de l'alpha de Cronbach était égale à 0,940, ce qui indique que la cohérence interne des éléments qui mesurent la satisfaction professionnelle est très acceptable.

- **Bonheur au Travail**

Les résultats montrent que la valeur de KMO était égale à 0,906 avec un niveau de signification pour le test de sphéricité de Bartlett, et que l'alpha de Cronbach était égal à 0,949, ce qui indique que la cohérence interne des éléments qui mesurent la satisfaction professionnelle est très acceptable.

- **Soutien des Collègues**

Les résultats montrent que la valeur de KMO était égale à 0,829 et que l'alpha de Cronbach était égal à 0,854. Le score de soutien des collègues peut être calculé.

- **Comportement Innovant**

Les résultats montrent que la valeur de KMO était égale à 0,774 et que la cohérence interne des éléments utilisés pour mesurer le comportement innovant était très acceptable. La valeur de l'alpha de Cronbach était égale à 0,958, ce qui indique que la cohérence interne des éléments qui mesurent le comportement innovant est très acceptable.

- **Calcul des Scores**

Les moyennes arithmétiques ont été calculées en soustrayant la plus grande valeur de l'échelle à la plus petite valeur, puis en divisant par 4/5. Le résultat était de 0,8. Le chiffre 1 a été ajouté à ce produit. La somme était de 1,8 avec une augmentation de 0,8 pour chaque échelle, donc tout score proche de 1,80 et inférieur indique que les participants sont très satisfaits.

Les résultats montrent ce qui suit :

- **Leadership pour l'Innovation**

La moyenne générale du leadership pour l'innovation était de 2,42, et 61,26 % des participants sont satisfaits, 17,12 % sont neutres, et 21,62 % sont insatisfaits du leadership pour l'innovation.

- **Culture Ambidextre pour l'Innovation**

La moyenne générale de la culture ambidextre pour l'innovation est de 2,55, et 57,66 % des participants sont satisfaits, 21,62 % sont neutres, et 20,72 % sont insatisfaits de la culture ambidextre pour l'innovation.

- **Innovation en Milieu de Travail**

La moyenne générale de l'innovation en milieu de travail était de 2,39, et 65,77 % des participants sont satisfaits de l'innovation en milieu de travail, 17,12 % sont neutres, et 17,12 % sont insatisfaits de l'innovation en milieu de travail.

- **Satisfaction Professionnelle**

La moyenne générale de la satisfaction professionnelle était de 2,58, et 57,66 % des participants sont satisfaits, 16,22 % sont neutres, et 26,13 % sont insatisfaits de la satisfaction professionnelle.

- **Bonheur au Travail**

Les résultats montrent que 64,86 % des participants sont satisfaits du bonheur au travail, 15,32 % sont neutres, et 19,82 % sont insatisfaits du bonheur au travail.

- **Soutien des Collègues**

La moyenne générale de la satisfaction professionnelle était de 2,50, et 61,26 % des participants sont satisfaits du soutien des collègues.

- **Comportement Innovant**

La moyenne générale du comportement innovant était de 2,12, et 71,17 % des participants sont satisfaits du comportement innovant, 11,71 % des participants sont insatisfaits du comportement innovant.

- **Stress au Travail**

La moyenne générale du stress au travail est de 3,12, ce qui indique que les participants sont neutres à l'égard du stress au travail. 38,74 % des participants sont satisfaits du stress au travail, 25,23 % sont neutres, tandis que 36,04 % sont insatisfaits du stress au travail.

- **Corrélation entre les Composantes**

Les coefficients de corrélation varient de -1 (une relation négative parfaite) à +1 (une relation positive parfaite). Il n'y a aucune corrélation entre le Leadership pour l'Innovation et le Stress au Travail, et il n'y a également aucune corrélation entre la Culture Ambidextre pour l'Innovation et le Stress au Travail. Les corrélations entre la Satisfaction Professionnelle, le Bonheur au Travail, le Soutien des Collègues et le Comportement Innovant sont positives et fortes, tandis que la corrélation entre le Comportement Innovant et le Stress au Travail est négative et faible.

### **Validation des hypothèses à l'aide du modèle de régression linéaire simple**

#### **H1 : Le leadership pour l'innovation influence positivement la culture ambidextre pour l'innovation**

Les résultats montrent que le leadership pour l'innovation a un effet positif sur la culture ambidextre pour l'innovation, le modèle de régression était égal à 70,2 %, et le test F indique que la variable indépendante (leadership pour l'innovation) explique la variation de la variable dépendante (culture ambidextre pour l'innovation). Le coefficient standardisé ( $\beta = 0,838, p < 0,01$ ).

#### **H2 : Le leadership pour l'innovation influence positivement l'innovation en milieu de travail**

Pour valider la deuxième hypothèse, les mêmes étapes que pour la première hypothèse ont été appliquées. Les résultats montrent que la variable indépendante (leadership pour

l'innovation) a un effet positif sur l'innovation en milieu de travail ( $\beta = 0,857$ ,  $p < 0,01$ ), le modèle de régression était égal à 73,5 %.

### **H3 : La culture ambidextre pour l'innovation influence positivement l'innovation en milieu de travail**

Les résultats montrent que la variable indépendante (culture ambidextre pour l'innovation) a un effet positif sur l'innovation en milieu de travail ( $\beta = 0,789$ ,  $p < 0,01$ ), ce qui confirme la troisième hypothèse, le modèle de régression était égal à 62,3 %.

### **H4 : L'innovation en milieu de travail influence positivement la satisfaction professionnelle**

Les résultats montrent que 59,7 % de la variation de la variable dépendante (satisfaction professionnelle) est expliquée par la variable indépendante (innovation en milieu de travail), et que cette variable a un effet positif sur la variable dépendante (satisfaction professionnelle) ( $\beta = 0,773$ ,  $p < 0,01$ ).

### **H5 : La satisfaction professionnelle influence positivement l'innovation en milieu de travail**

Les résultats montrent que la variable indépendante (satisfaction professionnelle) a un effet positif sur l'innovation en milieu de travail, et le test F indique que cet effet est significatif ( $\beta = 0,773$ ,  $p < 0,01$ ), le modèle de régression était égal à 59,7 %.

### **H6 : La satisfaction professionnelle influence positivement le bonheur au travail**

Les résultats montrent que la variable indépendante (satisfaction professionnelle) a un effet positif sur le bonheur au travail ( $\beta = 0,876$ ,  $p < 0,01$ ), le modèle de régression était égal à 76,8 %, ce qui confirme la sixième hypothèse.

### **H7 : Le bonheur au travail influence positivement la satisfaction professionnelle**

Les résultats indiquent que 76,8 % de la variation de la variable dépendante (satisfaction professionnelle) peut être expliquée par la variable indépendante (bonheur au travail), et que cette variable a un effet positif sur la satisfaction professionnelle ( $\beta = 0,876$ ,  $p < 0,01$ ).

### **H8 : Le leadership pour l'innovation influence positivement le bonheur au travail**

Les résultats de la régression montrent que le leadership pour l'innovation explique 75,7 % de la variation du bonheur au travail ( $\beta = 0,870$ ,  $p < 0,01$ ), ce qui indique que la variable indépendante (leadership pour l'innovation) explique la variation de la variable dépendante (bonheur au travail).

### **H9 : Le bonheur au travail a un effet positif significatif sur l'innovation en milieu de travail**

Les résultats indiquent que 68,6 % de la variation de la variable dépendante (innovation en milieu de travail) peut être expliquée par la variable indépendante (bonheur au travail), et que cette variable a un effet positif sur l'innovation en milieu de travail ( $\beta = 0,828$ ,  $p < 0,01$ ).

### **H10 : L'innovation en milieu de travail a un effet positif significatif sur le bonheur au travail**

Les résultats montrent que 68,6 % de la variation de la variable dépendante (bonheur au travail) peut être expliquée par la variable indépendante (innovation en milieu de travail), et que cette variable a un effet positif sur le bonheur au travail ( $\beta = 0,828$ ,  $p < 0,01$ ).

### **H11 : Le soutien des collègues a un effet médiateur significatif sur la relation entre le bonheur au travail et le comportement innovant des employés**

Pour tester les hypothèses de médiation, il existe deux voies vers la variable dépendante, le comportement innovant. Les résultats de la régression entre la variable indépendante, le bonheur au travail, et la variable dépendante, le comportement innovant, révèlent que la proportion de variation de la variable dépendante expliquée par le modèle de régression était égale à 54,6 % ( $\beta = 0,739$ ,  $p < 0,01$ ). La deuxième voie était entre la variable indépendante, le bonheur au travail, et la variable médiatrice, le soutien des collègues.

Les résultats montrent que la proportion de variation de la variable dépendante expliquée par le modèle de régression était égale à 52,2 % ( $\beta = 0,723$ ,  $p < 0,01$ ). La dernière étape vise à étudier l'effet direct du bonheur au travail en tant que variable indépendante et du soutien des collègues en tant que variable médiatrice sur la variable dépendante, le comportement innovant. Le modèle de régression était égal à 56,6 %, la variable médiatrice, le soutien des

collègues, a un effet positif et significatif sur le comportement innovant ( $\beta = 0,208$ ,  $p < 0,05$ ), ce qui indique que la médiation a un effet partiel. Pour vérifier si l'effet indirect était statistiquement significatif, le test de Sobel a été utilisé.

Le bonheur au travail et le comportement innovant via le soutien des collègues étaient statistiquement significatifs (Statistique de test = 2,224,  $p < 0,05$ ).

## **H12 : Le stress au travail a des effets médiateurs significatifs dans la relation entre le bonheur au travail et le comportement innovant des employés**

Les résultats de la régression entre le bonheur au travail et l'innovation montrent que la variable indépendante (bonheur au travail) n'explique pas la variation de la variable médiatrice (stress au travail), le modèle de régression était égal à seulement 0,9 %. Les résultats montrent que le bonheur au travail et le stress au travail expliquent 57,5 % de la variation du comportement innovant, et que le bonheur au travail a un effet significatif sur le comportement innovant, mais que le stress au travail a un effet négatif et significatif sur le comportement innovant ( $\beta = -0,174$ ,  $p < 0,05$ ). Par conséquent, la douzième hypothèse n'a pas été approuvée.

### **Statistiques Inférentielles**

Le test ANOVA et le test t d'échantillons indépendants sont utilisés pour étudier si les informations démographiques des participants ont un effet sur leurs réponses aux items à l'échelle de Likert et leur score. Le test de corrélation de Pearson est utilisé pour étudier les relations entre les scores.

Le poste a un effet sur l'item du soutien des collègues, où le degré de signification est inférieur à 5 %. Les participants occupant un poste de direction sont ceux qui sont le plus d'accord pour dire que leurs collègues reconnaissent leurs réalisations au travail.

Le poste (prédicteur) a un effet sur les items suivants du comportement innovant (résultat), où les degrés de signification sont inférieurs à 5 %. Les participants occupant un poste de direction sont ceux qui cherchent le plus de nouveaux services, méthodes ou techniques au travail.

Le test ANOVA montre que le poste a un effet sur les scores suivants : soutien des collègues, comportement innovant et satisfaction à l'égard du comportement innovant. Les participants

occupant un poste de direction sont les plus satisfaits de leur soutien des collègues et de leur comportement innovant.

L'âge a un effet sur l'item de la culture ambidextre pour l'innovation qui demande si la plupart des gestionnaires sont des personnes qui encouragent l'innovation. Les participants âgés de 43 ans et plus sont plus d'accord que ceux âgés de 32 à 42 ans.

Les participants âgés de 43 ans et plus sont les plus satisfaits de leurs conditions d'emploi non monétaires, suivis de ceux âgés de 32 à 42 ans et de 21 à 31 ans.

Les participants mariés sont plus susceptibles d'être d'accord pour dire que la plupart des gestionnaires sont des personnes qui encouragent l'innovation que les participants célibataires.

Les résultats montrent que l'état civil a un effet sur l'item suivant de l'innovation en milieu de travail, où le degré de signification est inférieur à 5 %.

Les participants mariés sont plus susceptibles de croire qu'ils seraient soutenus s'ils essayaient une nouvelle idée, tandis que les participants célibataires sont les moins susceptibles de le croire.

La relation entre l'état civil et la satisfaction professionnelle a été étudiée à l'aide d'un test t d'échantillons indépendants.

Les participants mariés sont d'accord pour dire que leur travail leur donne plus d'occasions d'utiliser leurs compétences, tandis que les participants célibataires sont moins d'accord.

En ce qui concerne le bonheur au travail, les participants mariés sont ceux qui sont le plus d'accord pour dire que leur travail signifie beaucoup pour eux.

## **Chapitre Six : Discussions et Conclusions**

Cette recherche a exploré l'influence des facteurs représentés sur l'innovation, confirmant leur corrélation grâce à une analyse statistique et à une validation. De plus, les données ont été testées et ont illustré le soutien des collègues médiant la relation entre le bonheur au travail et le comportement innovant au sein des organisations publiques. La seule corrélation négative trouvée était liée au facteur du stress au travail.



Ce chapitre présente la discussion des résultats afin de conclure et d'atteindre les objectifs de la recherche. Il est divisé en cinq sections :

La première section expose la discussion pour chaque résultat présenté dans le chapitre cinq. Ensuite, les implications théoriques de cette étude sont présentées. Séquentiellement, en se basant sur les résultats actuels de l'étude, la section trois présente les implications pratiques de la recherche actuelle ou les recommandations de recherche. La section 4 introduit brièvement les limitations de cette recherche, considérées comme une source importante d'idées nouvelles pour la recherche future. Enfin, la conclusion du chapitre six est brièvement discutée.

## **Discussion**

La recherche a discuté des résultats empiriques pour tester son modèle conceptuel en utilisant la théorie de la diffusion de l'innovation comme cadre conceptuel fondateur.

Les résultats montrent que plusieurs facteurs influencent le comportement innovant dans le secteur public aux Émirats Arabes Unis, notamment le bonheur au travail, le style de leadership et la culture ambidextre. Ces facteurs interagissent pour stimuler l'innovation et le bonheur des employés, influençant la capacité du secteur public à innover.

L'étude a intégré le secteur de l'innovation publique et la théorie de la diffusion de l'innovation pour identifier les opportunités et les améliorations au sein des organisations du secteur public. Ce cadre favorise également le soutien des collègues, renforçant ainsi le comportement innovant. Il sert de structure de base pour répondre aux tendances et aux besoins en matière d'innovation tout en améliorant le comportement innovant et en permettant aux organisations du secteur public d'atteindre leurs objectifs en matière d'innovation.

La recherche a mis l'accent sur l'impact positif d'une culture d'apprentissage collaborative, où les leaders embrassent la prise de risque et valorisent le comportement innovant. Cette culture conduit à une plus grande satisfaction professionnelle et au bonheur des employés, motivant ces derniers à améliorer la qualité de leur travail et à contribuer à des solutions innovantes.

Les conclusions de l'étude sont en accord avec les recherches précédentes, soutenant la relation entre le leadership pour l'innovation et la culture ambidextre, l'innovation en milieu de travail, la satisfaction professionnelle, le bonheur au travail et le soutien des collègues. Cependant, quelques études contradictoires ont été relevées dans la littérature.

Dans l'ensemble, la recherche met en évidence l'importance du leadership, de la culture en milieu de travail et de la satisfaction des employés pour stimuler l'innovation au sein du secteur public aux Émirats Arabes Unis. Elle souligne la nécessité d'une approche holistique de l'innovation qui prend en compte divers facteurs internes et leurs interactions pour créer un environnement propice à l'innovation.

## **Implications Théoriques :**

1. **Contributions à la Théorie de l'Innovation :** La thèse s'appuie sur la Théorie de la Diffusion de l'Innovation pour examiner comment l'innovation est adoptée dans le secteur public aux Émirats Arabes Unis. Elle confirme la pertinence de cette théorie dans le contexte des Émirats Arabes Unis.
2. **Revalidation de la Théorie de l'Organisation du Secteur Public :** La recherche réaffirme les principes de la théorie de l'organisation du secteur public, notamment dans le contexte de l'adoption de stratégies innovantes par les organisations du secteur public aux Émirats Arabes Unis pour améliorer le bonheur et le bien-être des employés.
3. **Exploration du Leadership pour l'Innovation et de la Culture Ambidextre :** L'étude explore comment le leadership pour l'innovation est lié à une culture organisationnelle ambidextre et son impact sur l'innovation individuelle. Elle met en évidence l'importance de la perception des employés de la culture organisationnelle dans l'influence de leur comportement.
4. **Innovation en Milieu de Travail et Satisfaction Professionnelle :** La thèse identifie le rôle de l'innovation en milieu de travail dans l'amélioration de la satisfaction professionnelle des employés du secteur public aux Émirats Arabes Unis, en mettant l'accent sur l'importance du soutien organisationnel.
5. **Évaluation du Bonheur au Travail :** La recherche souligne l'importance de l'évaluation de la perception du bonheur au travail par les employés, ce qui peut informer les initiatives en matière de ressources humaines et les programmes de bien-être pour les aligner avec la culture organisationnelle et les objectifs stratégiques.

## **Implications pour la Gestion or le Management des Organisations :**

1. **Stratégie de Développement Humain** : Les décideurs au sein des organisations publiques sont invités à investir dans des stratégies de développement humain continu pour attirer, former et orienter les ressources vers l'atteinte des objectifs en matière d'innovation. Cela comprend la création d'opportunités d'apprentissage continu et de perfectionnement des compétences.
2. **Rétention des Employés Expérimentés** : La rétention des employés expérimentés et l'attraction des meilleurs talents peuvent créer une main-d'œuvre solide capable de stimuler l'innovation. Cela peut être réalisé grâce à des programmes d'appréciation et de reconnaissance des employés.
3. **Communication et Prise de Décision Efficaces** : Les décideurs sont encouragés à mettre en place des stratégies de communication efficaces, à impliquer les employés dans les processus de prise de décision et à recruter des experts en technologie et en innovation pour faciliter l'adoption de l'innovation.
4. **Mise en Avant du Travail en Groupe et de la Diversité** : Encourager le travail en groupe et reconnaître et récompenser la diversité des compétences, des connaissances et des opinions peut stimuler l'innovation et l'autonomisation des employés.
5. **Leadership Transformationnel** : Former les superviseurs aux comportements de leadership transformationnel est crucial, car les dirigeants jouent un rôle important dans la communication de la culture organisationnelle et son alignement avec les styles de leadership.
6. **Autonomisation Psychologique** : La création d'environnements qui favorisent l'autonomisation et la mise en pouvoir des employés est essentielle. Les dirigeants doivent se concentrer sur la création d'un lieu de travail où les employés perçoivent leur efficacité personnelle, leur autonomie et la valeur de leur travail.
7. **Promotion de la Culture de l'Innovation** : La direction devrait adopter une approche centrée sur les employés et encourager l'expérimentation pour favoriser une culture de l'innovation au sein de l'organisation.

- 8. Encouragement de l'Innovation :** Les organisations devraient consciemment promouvoir et encourager l'innovation à tous les niveaux, en offrant des structures flexibles, des pratiques de gestion axées sur les personnes et des systèmes basés sur la confiance.
  
- 9. Soutien aux Projets Créatifs :** Offrir des opportunités aux employés du secteur public de s'engager dans des projets créatifs et innovants peut améliorer leur carrière professionnelle et leur satisfaction au travail.

## **Conclusions**

La thèse a exploré diverses relations parmi des concepts clés tels que le Leadership pour l'innovation, la Culture ambidextre pour l'innovation, l'Innovation en milieu de travail, la Satisfaction professionnelle, le Bonheur au travail, le Soutien des collègues et le Comportement innovant au sein du secteur public des Émirats Arabes Unis.

Les données ont été collectées à travers une enquête auprès des employés et analysées à l'aide de SPSS, révélant des relations positives entre ces concepts.

Cependant, la relation entre le Bonheur au travail et le Comportement innovant via le Stress au travail n'était pas statistiquement significative. La recherche a utilisé des données transversales et s'est concentrée sur les responsables de l'innovation au sein du secteur public.

Les futures recherches pourraient inclure ces résultats avec d'autres variables pour explorer des sources supplémentaires de comportement innovant. La recherche s'est appuyée sur la théorie de la diffusion de l'innovation et la théorie de l'innovation dans le secteur public pour élargir davantage la recherche sur les facteurs intrinsèques et les variables affectant le comportement innovant au sein des organisations du secteur public.

## **Limitations et Directions Futures**

**Certaines limitations doivent être prises en compte lors de l'interprétation des résultats :**

1. Les données reposaient sur des réponses autodéclarées, ce qui pourrait induire de la subjectivité. Les futures études pourraient utiliser d'autres mesures objectives pour traiter le biais potentiel des auto déclarations.
2. La collection de données transversales peut avoir des limitations, et la recherche future pourrait bénéficier d'une conception longitudinale pour prendre en compte le facteur "temps" et son influence sur l'innovation.
3. L'utilisation de SPSS a analysé le modèle en termes de relations causales entre les concepts ; les futures recherches pourraient utiliser des réseaux bayésiens pour une évaluation plus complète.
4. Les futures études qualitatives pourraient fournir des informations plus approfondies sur les relations entre les concepts.
5. La recherche s'est principalement concentrée sur la culture des Émirats Arabes Unis, limitant la généralisation à d'autres pays. Des analyses comparatives avec des contextes culturels différents pourraient être bénéfiques.
6. La pandémie de COVID-19 a perturbé le processus de recherche, entraînant des ajustements dans les méthodes de collecte de données. Les futures recherches pourraient adopter une approche mixte quantitatif-qualitatif.

## **Contribution des Résultats :**

**Les résultats** contribuent à la fois à la théorie et à la pratique :

- L'étude démontre l'applicabilité de la théorie de l'innovation dans le secteur public et de la diffusion de l'innovation dans le secteur public, en mettant en évidence l'importance du leadership, de la culture, du bonheur au travail, de l'innovation en milieu de travail et du soutien des collègues dans la stimulation de l'innovation.
- Elle souligne l'importance de mener des recherches plus approfondies sur l'impact du stress au travail sur l'innovation.
- Elle offre une enquête complète des facteurs influençant le comportement innovant au sein des organisations du secteur public.
- Le modèle de recherche illustre des relations positives entre les concepts clés, confirmant leur impact sur le comportement innovant et le bien-être des employés.
- Le rôle du leadership est mis en avant dans l'influence de la culture organisationnelle, qui à son tour a un impact sur le bonheur des employés et sur l'innovation.

En conclusion, cette recherche fait progresser la compréhension du comportement innovant dans le secteur public et fournit des insights précieux pour les études futures des moteurs de l'innovation et du bonheur et les applications pratiques dans les contextes organisationnels.



CHAPTER ONE

*Research Background*

# Introduction

Innovation plays a key role in order to spearhead global competitiveness which necessitates introducing creative novel products and services (Farniha, Ferreira & Gouveia, 2016). Hence, the flourishing literature on innovative spirit for larger establishments (Hornsby et al., 1999). Innovation is also presented in a local government as it is for a business (O'Sullivan & Dooley, 2008; Abbas et al., 2024). Leonard and Sensiper (1998) and Sawyer and Henriksen (2024) states that innovation is a social process whereby the communication and relation between individuals makes up a crucial feature of innovative activities. The latter will in turn influence the improvement of ideas as well as their further development and realization.

Historically, innovation patterns are known by their complexity, due to the nature of economic activity, and the technological diversity of inventions among countries (Bruland & Mowery, 2004). According to Mulgan and Albury (2003) and (Nasir & Zhang, 2024), innovation is perceived as a catalyzer for higher responsiveness to individual, societal needs and expectations. It is crucial for organizations and needed to be implemented wisely strategically, at the managerial and process level as well (Kaczmariski, 2003). Due to the market competitiveness and increased customer demands that has been witnessed nowadays, the high demand for innovation is required in public and private institutions (Godin, 2008).

For an organization to innovate Employees behavior and drive to innovate is foundational. (Felin et al., 2015). Innovation behavior could be considered as a motivation to the employees to create new product or new processes by providing opportunity to growth (Denicoló & Zanchettin, 2017). This motivation can be inspired from the market demand (Åmo & Kolvereid, 2005). In addition, the behavior could be the answer from the corporation's request to act as a leader. Accordingly, this behavior could be appreciated by the top management in the organization and resulted a significant effect on the organization by creating a new product that could increase customers' value toward the organization. In turn, this value could provide high profits to the organization (O'Sullivan & Dooley, 2008). In the same time, this behavior could be the reason of company's failure. Hence, all

development resulted from the motivation of employees in the organization such as the combination of products and process called innovation behavior (Åmo & Kolvereid, 2005).

Therefore, The current study represents a progression towards formulating a framework that deepens the understanding of the connection between leadership and innovation, improving upon past research in multiple aspects. This research combines several independent variables adding to previous studies in innovation, leadership, organizational environment and wellbeing to further elaborate through developing a new conceptual framework.

The thesis objective is to examine the factors affecting innovation behavior such as leadership for innovation, ambidextrous culture, career satisfaction and workplace innovation on workplace happiness.

furthermore, this study also will investigate whether the workplace happiness have an influence on innovation behavior through the two following mediator job stress and coworker support in the United Arab Emirates government. After highlighting the importance of the behavior innovation in the workplace in the introduction, followed by the contribution and the gap of this study. The below chapter will be divided into three sections:

1. Research problem
2. Significance of the Research
3. Theoretical importance

The next section will address the research problem by stating the research questions, moving to the significance of the research displayed into two parts, the theoretical importance and the practical importance, leading to the research objectives ending with the chapter summary.

## 1.1. Research problem

The challenge regarding innovation in the public sector isn't necessarily a lack of innovation. Instead, it's the sporadic nature of these innovations, often triggered by unforeseen events, that doesn't instill a sustained ability to innovate within public organizations (Eggers & Singh, 2009). While there's a pressing demand for public innovation, we must admit the inherent obstacles to innovation present within the traditional bureaucratic structure of the public sector.n (Halvorsen, Hauknes, Miles, & Røste, 2005; Røste, 2005). Consequently, many argue that the strict adherence to legal and bureaucratic regulations, combined with

the absence of competition and financial rewards like patents and bonuses, hampers innovation in the public sector (Borins, 2001; Kelman, 2005). Let alone the nature of public services known for their complexity, multifunctionality, with statutory rights which make it challenging to change or replace (Hartley, 2005). An additional problem caused by the number of performance indicators especially those which focus on input and outcome, seem to hinder the innovation process (Newman et al., 2001).

Due to challenges that have been witnessed, relevant literature pointed out that there are irresistible anxieties in the UAE toward introducing new services and digital networks to adversely inflict privacy rights or security (Al-Khouri, 2012). Government Employees have limited access to innovate due to the organizations' systems and procedures. Employees gradually familiarize with the surrounding to the extent that their consciousness of need and action are inhibited, and only stimulated by crisis. Acknowledging that, the UAE government launched in 2015 a comprehensive innovation strategy, a detailed framework to implement innovation in the public sector and a national objective was enforced across all federal entities to foster and promote innovation. This research may have substantial relevance to study the actual status related to promoting innovation in United Arab Emirates government, specifically in the federal entities and ministries.

Despite being able to boast that the per capita income rivals most advanced countries worldwide, the UAE has nevertheless failed to keep up with the rapid development of scientific and technological achievements that have taken place globally. Following the government strategy, to create jobs, the UAE must focus on production and innovation (Abou Sleiman, 2019). Despite growing concentration on boosting innovative methods in the public sector, definitions, research and empirically guided policy advice are still incomplete in OECD the Organization for Economic Cooperation and Development countries (OECD, 2011), an observation that came in accordance with (Leyden, 2021), that the public sector is not spontaneously agreeable to innovate. Hence, to assess better the situation at the public sector level in the UAE, the researcher chose to focus on main elements that could help better analyze the status quo and the dynamics that may play a major role in affecting innovation within the UAE federal entities.

One more element was taken into consideration in this research, the one related to work happiness. This would represent an added value to literature related in general and to the UAE studies in specific. This research has combined to major trends arose between 2015

and 2016 and still ongoing till now in the UAE, one related to Innovation and the other related to Happiness and Wellbeing which was launched as a program at the country level. Later, this program is formulated as a strategy that will be explained later in the study, but in which includes the employee happiness or work happiness. This research will examine these two elements and the influence of one in the other in the work environment in the UAE public sector.

With reference to the aforementioned discussion, this current research problem is summarized as follows: **How Innovation drivers, ambidextrous culture leadership and employee wellbeing Shape public Sector innovation Capacity in the UAE?**.

The coming sub-questions are considered of main concern in this thesis and are summarized as follows:

- What is the effect of Leadership for innovation on ambidextrous culture for Innovation?
- How the Leadership for innovation could influence workplace innovation?
- What is the effect of Ambidextrous culture for innovation on the workplace or Organizational innovation?
- What is the impact of workplace innovation on career satisfaction CS?
- How the Career satisfaction influences workplace innovation WPI?
- What is the effect of Career Satisfaction on workplace happiness WPH?
- What is the effect of the Workplace happiness WPH on Career Satisfaction?
- How is the impact of Leadership for innovation on Workplace happiness WPH?
- How the WPH effect the Workplace Innovation?
- What is the effect of WPI on WPH?
- How can the Coworker Support COS have a mediating effect on the relationship between WPH and employee Innovation Behavior IB?
- Does the Job Satisfaction JS has a mediating effect between WPH and employee IB?

## 1.2. Significance of the Research

The world is witnessing constant changes affecting business globally. The significance of this study stems from the actual global changes and rising trends to focus more and more on innovation. The aim is to focus on organizational capabilities, enabling them to better adapt

in a supportive environment that would allow for innovative behaviors and actions to foresee potential challenge solve them and or propose new solutions and inventions.

The outcome of this research will benefit not only the United Arab of Emirates UAE being the field of research, but also, it would enrich literature internationally as a case study that may be applied elsewhere or an input for further research.

Largely, significance is tackled through theoretical or academic importance and practical importance.

### 1.3. Theoretical Importance:

This research reveals a number of academic and theoretical importance summarized as follow:

- Helps to analyze drivers considered among the most intricate human resources variables to reach for the innovation behavior in United Arab Emirates government.
- Is considered as one of the few studies to understand the behavior of the employee in United Arab Emirates toward innovation and its relation to psycho-sociological factors and work environment in the public sector.
- Combines two conceptual frameworks from the previous studies on leadership, behavior innovation work or organization innovation and satisfaction or what is called lately “Work Happiness” in public entities.
- This study links different independent variables from different models to test the following factors: “leadership for innovation, ambidextrous culture, career satisfaction and workplace innovation and workplace happiness” that could have an effect on behavior innovation among employees at United Arab Emirates government.
- Adds to the human resources literature through interpreting the interrelationship among all the above variables and their influence on innovation behavior and employee wellbeing, a new study in its mutual approach in UAE.
- Findings would assist in instigating broader insights to develop new conceptual frameworks based on the current research work and results.
- Besides, it will provide more information about the UAE in the field of innovation and wellbeing.

## 1.4. Practical Importance:

The practical importance is shown as follows:

- The results of this study may possibly enhance UAE government' decision making in order to foster the right environment for their employees to innovate or develop new services.
- It may help the organizations to motivate their employees for the innovation specially who are working in the UAE government.
- This study provides insights the managers to deeply understand the role of leadership toward innovation and the importance of employees' wellbeing at work.
- This study can be used as reference to assist leadership in assessing the entity's gap or lack of employees' innovation.
- This study tests indirectly the environments that the UAE government is trying to foster in the federal government through setting strategies and frameworks in innovation and wellbeing.
- The recommendations of this study can be used as reference for policy and decisions makers in the UAE government to implement new adequate procedures to increase public employees' happiness in the workplace.

## 1.5. Research Objectives

To achieve its aim, the research seeks to examine factors affecting the employees' innovation behavior in the UAE government in addition to other objectives summarized as follows:

- Conceptualize the variables that effect the innovation behavior in the UAE public entities
- Develop a conceptual framework or model that serves to improve individual and organizational behavior in relation to innovation and happiness in the workplace, particularly within the assigned field of study.
- Contribute scientifically to analyzing the actual statues of innovation in the federal government as perceived by the nominated chief executives in order to overcome the current environmental challenges that hinder the employee to innovate.
- To examine leadership toward innovation, with reference to workplace innovation, ambidextrous culture to change the behavior toward innovation.

- To reflect on relationship between coworker and its influence on developing e existing or new services.
- To investigate the main reasons behind employees' innovation drive in the UAE government.
- To better understand innovation leadership in the public sector, where innovation is the main goal to achieve better public sector services in the UAE to cope with the actual worldwide uncertainties.

## 1.6. Hypotheses Development

H1: “There is a positive relationship between leadership for innovation and ambidextrous culture “

H2:” there is a positive relationship between leaderships for innovation and workplace innovation in organizations. “

H3:” there is a positive relationship between workplace innovation and ambidextrous culture.”

H4: “There is a positive relationship between workplace innovation and career satisfaction.”

H5:” There is a positive relationship between career satisfaction and workplace innovation.”

H6: “There is a positive relationship between workplace happiness and career satisfaction

H7: “There is a positive relationship between career satisfaction and workplace happiness”.

H8: “There is a positive relationship between leadership for innovation and workplace happiness. “

H9: “There is a positive relationship between workplace happiness and workplace innovation. “

H10: “There is a positive relationship between workplace innovation and workplace happiness.”

H11: there is a positive relationship between workplace happiness and innovation behavior through job stress.

H12: there is a positive relationship between workplace happiness and innovation behavior through coworker support.

## 1.7. Study Plan

The research consists of the chapters below:

- Chapter 1: Introduction



This chapter starts with the research background, followed by the research problem including the research questions. Afterward, the significance of the research is represented shedding the light on both, theoretical importance, and practical importance. After that, the purposes behind the research are indicated. Finally, the statement of the research structure is articulated by well-defined bullet points.

- **Chapter 2: Theoretical background and variable conceptualization**

This chapter is divided into three parts, history of innovation, theoretical background and variables conceptualization that describe each variable and the purpose of usage in this study.

- **Chapter 3: Hypotheses Development Literature Review and**

This chapter provides an overview of the United Arab Emirates being the field of, then shifts the focus on the UAE public sector management evolution, its vision and strategies including innovation and wellbeing.

Driven by this public ambiance of innovation, the chapter moves into the hypothesis's development discussing the relation between the dependent variables and independent variables through the literature review.

- **Chapter 4: Research Methodology**

This chapter outlines the methodological approach of the research. It starts with a discussion on research paradigms within social science, leading to the chosen methodology for this investigation. Subsequently, the chapter highlights the research design based on the quantitative approach. The study's design tool specifically the questionnaire design is explained besides the analytical methods and other instruments or tools employed for analysis in this research

- **Chapter 5: Analysis Results**

This chapter comprises two parts. Part 1 outlines the analysis techniques appropriate to this kind of study based on the designed conceptual framework, and data collection method in order to analyze the research model. Part 2 presents the quantitative analysis results based on relevant statistical techniques used to examine and validate the research hypotheses.

- **Chapter 6: Discussions and Conclusions**

This chapter encompasses the main findings, conclusions, limitations, recommendations, and future research opportunities.

## **Chapter Summary**

Chapter 1 started with an introduction to present the content of the research. It includes the definition and the importance of innovation in the workplace. It highlighted the novelty of this research that combined several independent variables used in previous studies into a unique conceptual framework to be tested in the UAE. The study aims at investigating the factors that could affect the behavior of innovation such as leadership for innovation, ambidextrous culture, career satisfaction and workplace innovation on workplace happiness. In turn, this study also will investigate whether the workplace happiness has an influence on innovation behavior through the two following mediators: job stress and coworker support in the UAE government.

This chapter also includes the research problem. The challenges faced by the UAE government that may hinder the employee to be innovative and think in a creative way. Consequently, the research questions study the factors' influence on innovation behavior or not. Furthermore, this chapter highlights the research's significance, segmented into its theoretical and practical implications. It also delves into the research objectives, mirroring the study's intent and potential future implications that could aid managers and policymakers in the UAE government in enhancing innovation behavior.

In conclusion, the chapter outlines the research roadmap, detailing six chapters.

## CHAPTER TWO

### *Theoretical Background and Variables*

### *Conceptualization*

## 2.1. Theoretical Background

In this section, the researcher will describe a brief history of innovation and the main theories related to this research which are “diffusion of innovation theory” and “public sector innovation theory”.

## 2.2. History of Innovation

Until the late of 18th century, innovators were seen as unreliable adventurers, social criminals, and deviants from political, social, or religious norms (Godin, 2008). Scientific research did not show interest in innovation until the 19th century. Innovation became important in scientific research in his mid-nineteenth century, when the first theories of innovation emerged (Kotsemir et al., 2013). In the latter half of the 20th century, innovation started permeating various scientific domains. The period from 1960 to 1990 can be described as the golden age of innovation research. However, In the last ten years, the concept of innovation has begun to slowly move from a strong scientific definition to a management concept, a slogan, and a buzzword.

In the past 30 years, innovation has become synonymous with a key driver of national development, technological development and business success. Today, innovation is seen as solving a variety of problems rather than just "making new things". Moreover, it is a term increasingly used by policy makers, marketing and advertising professionals, and consultants in business. In recent decades, the significance of innovation in economic outcomes and addressing new challenges has captured the attention of policymakers (Edler et al., 2017). Innovation policy, which is understood as policies that affect innovation, has

been presented at different times with different motives and increasingly using different labels including innovation policy (and policy instruments) and part of this may be related to terminology changes (Lundvall & Borrás 2004, Boekholt, 2010).

From the extensive existing literature, there is an agreement about the critical role of innovation in the economical and socioeconomical undercurrents of growth (Chen, Yin & Mei, 2018; Fagerberg, Martin & Andersen, 2013; Lundvall & Schnatz, 2016). In general, innovation reflects the human evolutionary creative capacity and determination to invent leading to technological, social and cultural developments (Schachter, 2018).

Innovation is viewed as a multidimensional concept with different explanations and implications across disciplines (Edwards-Schachter, 2018). Many researchers have attempted to depict innovation foundations and identify common innovation types (Garcia & Calantone, 2002; Linton, 2009; Oke, 2007).

Innovation is thus technical, social, cultural, public and transformative (Edwards-Schachter, 2018).. Innovation is a human result related to human behavior in both private and public sectors where governments design and plan policies regarding innovation and its consequences according to the needs of a particular time.

The United Arab Emirates has declared February 2015, to be the first innovation month dedicated to foster the culture of innovation and to promote innovation behavior through acknowledging innovation practices and programs and to award innovators for their achievements (O'Donnell, 2006). This practice is still ongoing up to date.

Zaltman et al. (1973), described innovation as "an idea, practice, or material product which is perceived as new by the entity of acceptance". Innovation is not merely a totally new idea, since what is new is only relevant to the area or the subject it is adopted in (Zaltman et al., 1973). Actually, innovation within institutions and organizations is recognized through aspects that involve new and creative knowledge; it derives from a conscious inventive effort, it expresses the actual utilization, and it encompasses a created value. Innovation is described as a wide range of actions including the foundation and execution of new concepts or products. Mitigating stress by structuring roles with high demands and high control can create learning avenues, potentially boosting innovation and overall productivity. (Theorell et al., 1990). The word "innovation," used universally in most industries, implies the process of bringing forth new concepts, tools, or techniques. According to Porter (1990), innovation is the only method that companies can gain sustainable competitive advantage and improve

performance. He has posited that competitiveness, productivity, and innovation are closely intertwined. Furthermore, he has highlighted the specific processes that connect these aspects as pivotal in realizing national economic strength. Over the past ten years or so, Porter has consistently presented work emphasizing the connections between innovation and competitiveness.

Innovation is the initial step to commercialize an idea (Rogers, 1995). Edquist et al., (2001) have divided innovation into “technological process innovations” and “organizational process innovations”, the first pertains to the introduction of new machinery, while the latter focuses on novel methods of work organization. Yet, innovations in organization are not merely about reshaping production processes within a single company. They also encompass broader changes like the restructuring of entire industries and collaborations between firms. (Chandler, 1990).

At the heart of innovation research is the quest to understand how innovations come to be. One reason innovation wasn't given due attention for a long time was the prevailing notion that it was unpredictable. Many perceived it as a random occurrence. Schumpeter highlighted three primary elements. Firstly, he pinpointed the deep-rooted uncertainty that prevails in every innovation endeavor. Secondly, he emphasized the urgency to act swiftly, otherwise someone else takes the lead. In practical terms, Schumpeter believed, these two elements implied that the conventional economic behaviors, like gathering all information, evaluating it, and then making the "optimum" decision, were not applicable. Instead, swifter, more intuitive approaches, underscored by leadership and foresight, were essential. Thirdly, Schumpeter spoke of the widespread resistance to change or inertia, which permeates all societal layers. This resistance can stifle fresh ideas, compelling innovators to push against the tide to bring their groundbreaking projects to fruition. As Schumpeter eloquently expressed that each time someone proposes a new idea, the chains of habits rise in opposition, challenging the nascent idea. (Schumpeter 1934, p. 86).

According to Schumpeter, this inertia was to a certain degree intrinsic, reflecting the ingrained nature of current knowledge and habit, which, although "energy-saving," seemed to prejudice decision-making against new methods. As a result, says Schumpeter, innovation is the result of a continual conflict in historical time between individual entrepreneurs promoting creative solutions to specific problems and society inertia, with the latter considered as (partly) inherent. Most breakthroughs, nevertheless, entail cooperation and occur within bigger companies.

If a company chooses an innovation path early on, it might gain a "first mover" advantage if it's fortunate. However, this also poses a risk of becoming "locked in" to that choice due to various reinforcing effects. If another company, with more patience or luck, discovers a better path, the early adopter could face significant challenges. It might be too expensive or too late to change directions.

Some argue that during the initial stages of an innovation project, it's better to remain flexible and open to various ideas rather than committing to one. At the organizational level, this suggests the need for "pluralistic leadership," which encourages diverse viewpoints, (Van de Ven et al., 1999), as opposed to a singular leadership style, which is sometimes favored in management studies. (Alvesson & Billing, 1992; Hughes, 1996).

Thus, "openness" to innovative attitude, is regarded as crucial for innovation specifically at early stages (Parker & Van Alstyne, 2010, June). Innovation stems from combining existing ideas, talents, and resources. The more diverse these elements, the more potential for complex innovations. This explains why ancient Eurasian societies, with their vast diversity, were more innovative than isolated groups elsewhere. However, unlike these ancient populations, modern businesses aren't isolated. They constantly observe their competitors and actively seek new ideas and inspirations. (Jensen, 1993).

When firms effectively learn from external interactions, it pressures others to do the same, boosting innovation for individual companies and the broader economic systems they're part of, like regions or countries. This is especially vital for smaller firms with limited internal resources. However, due to the increasing complexity of knowledge required for innovation, even large firms are becoming more reliant on external sources for their innovative pursuits. (Granstrand, Patel & Pavitt, 1997). Hence, building the capability to external knowledge, or the "absorptive capacity" (Cohen & Levinthal, 1990), is essential for firms to innovate. Usually firms acquire knowledge gradually until it becomes "routines" intrinsic in their daily practice (Nelson & Winter, 1982).

As time progresses, a company's organizational structure and its knowledge usually evolve together, forming a system that optimally supports its daily operations. (Meijaard, Brand & Mosselman, 2005). Here comes the leadership role in providing clear internal communication/interaction, otherwise this new knowledge will be hindered mainly when it pose a threat or challenge to the existing daily operations (so-called "competence destroying technical change", (Tushman & Anderson, 1986). Actually, even internally developed innovations can face such challenges. For example, Xerox pioneered both the PC

and the mouse. However, they couldn't capitalize on these innovations mainly because they didn't align with the company's established photocopier business. (Rogers, 1995).

Hence, setting up an organization for innovation requires careful consideration. It's essential for innovative businesses to give internal groups enough support and autonomy to test and develop new approaches. (Van de Ven et al., 1999), and creating work dynamics within the company that enable it to leverage its intellectual assets when faced with emerging obstacles. (Nonaka et al., 1995).

The innovation journey is collectively accomplished necessitating main roles from different players both publicly and in the private firms (Van de Ven et al., 1999, p.149).

In fact, what is called “social system for innovation development” referred to illustrate the “collective achievement” (Fagerberg et al., 2005), which highlights the positive impact due to actors ‘participation. similarly, the system may have contrary effects if it ignores the potential benefits of exploration. The character of such processes will be affected by the extent to which the system exchanges impulses with its environment.

Hence, it's crucial for "system managers" - like policymakers - to monitor the system's openness, ensuring that innovation isn't overly restricted by a self-perpetuating cycle of dependency.

Furthermore, to implement innovative ideas, it is crucial to be attended with organizational changes (Freeman, 2001). careful decisions needed to be assumed by policy- makers assessing the social and economic consequences while implementing the intended innovations. The more disruptive an innovation, the more likely it may need significant infrastructural investments or organizational and societal change to thrive.

Policymakers must evaluate the roles of various governmental levels to prevent "bottlenecks" in areas like skill development, systems allocation, and other wider economic infrastructure.

The WHO Health Innovation Team describes innovation as the creation of "innovative policies, systems, products, technologies, services, and delivery methods designed to enhance the quality of life, prioritizing the requirements of vulnerable groups." (Syed, Poudel, Ngorsuraches, Veetil, & Chaiyakunapruk, 2022). The innovation provides product value that bring the change. In addition, innovation can also lead to business failure. Innovation refers to a comprehensive process starting with novel idea, moving to its



adoption although its outcome (Van de Ven et al., 1999). Innovation should align with market expectations to meet consumer needs. Innovation is important because it is the basis for gaining and maintaining a sustainable competitive advantage (Cozijnsen, Vrakking & Ijzerloo, 2000).

### 2.3. Innovation Driven By Political Intervention During Crises.

One crises example, is the “City of Seattle Recycling Program” displays innovative, politically driven response

The city landfills touched capacity in 1983 and 1986 and stopped operations. Consequently, the government has since nominated them as Superfund sites, increasing the cost of their closure to around \$100 million. The city's dependence on remote landfills, combined with the cost of closures, had already doubled the appraisal rate for disposal. The mayor and city council dealt with the crisis by assigning the city's waste management company to conduct thorough research to come up with possible solutions, such as recycling, landfill and burning. In addition, politicians have initiated an exhaustive procedure for public consultation. The result was a vastly extended recycling project, backed by price incentives and public attitudes that made it a world leader (Borins, 2002).

“Environmental Canada UV Index Program.” In reaction to NASA's forecast in February 1992 of significant ozone depletion over North America in the upcoming spring, the program was initiated. Environment Minister Jean Charest directed his department to devise a public awareness campaign about UV dangers within four months. They developed an internationally adopted daily index of UV exposure intensity (Borins, 2002). Cuban Crisis. To respond to the clandestine deployment of Russian missiles in Cuba, the Kennedy administration implemented a naval blockade of Cuba and exerted adequate pressure on Russia to remove the missiles without resorting to war (Borins, 2002).

Displaying these examples creates a paradox. They are unknown out of their respective political communities but are acknowledged in their respective countries through innovation awards is historically very well known, but never seen as innovations (Borins, 2002).

## 2.4. Diffusion of Innovation Theory

Rogers developed the diffusion of innovation theory in (2003) to show how innovations are embraced and disseminated over time. According to Roger's thesis, there are five types of innovation adoption that are commonly depicted as bell curves. Relative Advantage, compatibility, complexity, tribality and observability are some of Rogers' classifications. This theoretical framework is helpful in determining which innovation behaviors will be adopted in the public sector and which factors require further research for diffusion to take place. It evaluates the societal environment, communication approach, decision-making mechanisms, and numerous attributes of the innovation or emerging technology (Rogers & Singhal, 2003; Acikgoz, Elwalda, & De Oliveira, 2023).

Diffusion of Innovation Theory as developed by Rogers originally focused on agriculture studies and application, afterwards, it was applied to several areas, producing medical, communications, marketing, organizational, knowledge management studies, This theory focused on the slow, gradual, and unenthusiastic adoption of new technologies, which has inspired a wide range of studies by practitioners and scholars geared towards understanding, managing, and predicting the diffusion of new technologies (Abdulrahman, 2022).

According to Al-Okaily et al., (2022) suggests the application of diffusion of innovation theory to various factors within the organization and its culture. Accordingly, Xia et al., (2022) confirmed Rogers' theory and argued that consumer adoption is largely determined by three fundamental aspects of innovation: perceived convenience, complexity level, and relative value.

Diffusion of innovation theory, as pioneered by Rogers (1995), has served as foundational to understanding how innovation attains adoption. It is described as the process that seeks to explore a specific innovation in terms of how, why, and when it originated and spread through a specific population or organization (Kapoor et al., 2014). Kapoor et al. (2014) referred to the "diffusion of innovation theory" to examine factors that influence innovation adoption in an organization and to identify the dynamic capabilities that influence these innovations.

Diffusion of Innovation theory builds on organizational life theories drawn from sociology, economics, and communication theories (Lyytinen & Damsgaard, 2001). It provides a predictive framework that innovators can use to enhance the adoption of new technologies

(Lyytinen & Damsgaard, 2001). The theory has particularly gained wide recognition across the IT industry over the past five decades, with hundreds of articles published drawing from it (Prescott and Conger, 1995; Zanello, Fu, Mohnen et al., 2016). Broadly, diffusion of innovation theory seeks to provide an explanation and rationale for intention and actual adoption of new innovation.

Previous studies referred to a range of factors including: access to information on the technology (relative benefits, backward compatibility), characteristics of adopters (experience from the past), the nature of the social systems (support from management, access, and exposure to change agents, social norms), and the depth and type of communication (type and frequency of media used) significantly influence the adoption of new decisions (Barrane et al., 2018; Diebolt et al., 2016; Zanello et al., 2016).

The nature or type of innovation also widely influences the process and extent of its diffusion. Technical and administrative innovations follow the distinct path in their adoption (Diebolt et al., 2016). Rogers (2010) defines Diffusion of innovation as a process of communicating innovation over a certain media during specific period to individuals within the social system. Diffusion of innovation theory illustrates rates of adoption depending on innovation features and the nature of the social system (Wolfe, 1994). Factors influencing innovation diffusion include: the characteristics of the cultural community, the social circle they are associated with, the process of communicating the innovation (Peres et al., 2010).

Basloom et al., (2022) assessed the perspectives and attitudes of civil service managers on administrative innovation within the Yemeni government, a nation in crisis. This assessment was framed using a combined approach of the "technology-organization-environment (TOE) and 'diffusion of innovation (DOI) theories". Through a survey on 200 Yemeni public managers, it was observed that their preference leaned heavily towards the private sector management style, emerging as a primary instrument for public administrative innovation. Key determinants for the feasibility of such innovation included the adoption of information technology, the caliber of human resources, and a budget management focus.

Abdulrahman, (2022) investigated the dynamic capabilities that drive eco-innovation within the public sector. The researcher explored in what way institutional characteristics, organizational culture, and organizational processes serve to drive eco-innovation within public sector organizations. Abdulrahman (2022) extends the research by Osborne and

Brown (2011) who suggested that future research should evaluate the institutional and organizational qualities that determine innovation and its diffusion within the public sector. Results highlighted the relevance of implementing eco-innovation practices and projects in the UAE. In addition, Saad et al., (2023) in his study of construction companies, investigated the factors affecting public clients and validated the innovation diffusion theory. His studies paper indicated that there's a communication problem manifested in the public construction sector, highlighted by the diminished trust public clients exhibit towards businesses..

According to the theory of diffusion innovation created by Rogers (1995), five characteristics of a novel behavior—relative advantage, compatibility, complexity, trialability, and observability—all play a role in whether the behavior is adopted or diffused. Innovation always expresses a new form of social value – from incremental to radical and breakthrough (Carayannis & Campbell, 2009).

*Relative Advantage:* For Rogers (1995), it is the degree to which states to how much an innovation is seen better than what it had replaced. Research sheds light on a new activity's potential cost-effectiveness as well as customers/citizens benefits. For instance, a modification may not be enacted if it "negatively" affects the power dynamics between or within professional groups. On the other hand, if the suggested behavior raises the organizations' status as innovators and increases revenue for public government and citizens, the innovation may be readily accepted.

However, the citizen's assessment of whether the invention would be helpful may be more significant than the objective statistics. The interplay between the interests of the citizenry and the welfare of the citizen are two factors that influence decisions about implementing best-evidence practices.

**Compatibility:** refers to how much an innovation is considered compatible with actual values, previous practices, and its alignment with latent adopters needs and expectations. In order to be adopted, the innovation has to solve an issue that people perceive as a problem. An innovative method that makes it possible to identify quality services early, for instance, is likely to be accepted. As a result, it is more likely that tests and procedures will be used that seem to offer this capability.

**Complexity:** The level at which an innovation is considered difficult to understand and apply is measured by the term "complexity". Simple and clearly defined government procedures are more likely to be adopted. This might result from these activities' complexity, at least in part. Additionally, it is possible that some government workers lack the expertise in consulting techniques required to effect change.

**Trialability:** is defined by Rogers as the degree to which it is easy to verify or test an innovation and modify it. It enables people to investigate the application of the procedure, its acceptability to people, and the potential outcomes. Rogers contends that the ability to measure the cost-benefit of an invention encourages faith in the validity of the evidence and the logistical feasibility of its implementation.

**Observability:** The degree to which the innovation's outcomes are clear for outsiders is referred to as "observability." Due to the frequent inquiries from colleagues of a government adopting a new procedure, an innovation's "visibility" encourages peer discussion. The likelihood that a new procedure will be adopted is likely to increase if respected and powerful government make a case for it and demonstrate how to use it. The extent of change adoption by other professionals to new change in organizational behavior is influenced by the attitude of the role model. In the UAE government, novel methods are usually adopted very quickly because it perceived as a drawbacks to be "left behind" by not implementing emerging technology.

When discussing leadership and innovation applicable to public sector responsibilities, Khan and Khan (2019) used the Rogers principle of diffusion theory. To explain how leader perspectives impact innovation in public sector organizations, Kahn and Khan connected the diffusion theory to leaders and relationships in the public sector.

## 2.5. Public Sector Innovation Theory (PSI)

Schumpeter published the innovation theory for the first time in 1942. A unique product or species, novel manufacturing technique, novel market, novel resources, or innovative industrial structure are only a few of the five characteristics that Schumpeter listed as characteristics of innovation. The discussion of Schumpeter's idea of innovation takes place

within the framework of capitalism and economics, where starting a business risks can pay off financially.

This notion holds that innovation is the "creative destruction" of existing items in order to promote brand-new processes and products. Schumpeter highlighted the importance of profit making to private sector enterprises in order to exist. The majority of public sector businesses operate on taxes and do not generate profit. De Vries et al. (2016) assert, however, that both public and private businesses can innovate and that Schumpeter's philosophy can help public sector firms achieve financial success.

In contrast to private businesses, public organizations do not prioritize profit as their primary objective. Organizations in the public sector are funded by taxes that are imposed on goods and services that they provide. DeVries et al., (2016) points out to the unavailability of one common definition of public sector organization, it is up to the researcher to identify it. Schumpeter's definition of innovation for the public sector is different from Glor's (2008). Schumpeter defined innovation as the creative destruction of a method, a technology, etc. whereas, for Glor, a public sector innovation is a new policy, program, or process introduced for the first instance and is not limited the nature of innovation in processes or technologies. There were three main problems affecting people, organizations, and implementation difficulties in Glor's (2001) public sector organization theory.

The intersection of implementation, organizational culture, and motivation. can be seen in public sector organization theory. Glor (2001) continued by pointing out that patterns representing individual and implementation, as well those factors that represent employee motivation, organizational culture, and the difficulty to implement the innovation are employed to identify innovation at the public sector level

Public sector Innovation theory referred to as a subcategory of innovation theory by Gow (2014). Innovation studies revealed that 14% of the research was private sector innovation focused.

Gow (2014) found agreement across academics' assessments of the kind of employees who tend to innovate, the innovation process, and successful innovation projects. Gow (2014) notes that there are still differences of opinion among experts studying public sector innovation over the precise definition of a real innovation. A portion of the innovation spectrum that thinks even little improvements should be considered innovations is the problem. However, a different group argues that innovation is a result of deeds or things

that matter a lot. The dispute was acknowledged by Bloch and Bugge (2013), who explained it as the outcome of a disagreement about how to quantify innovation ability.

## 2.6. Sources of Innovation within Organizations

According to Borins (2002), the public sector needs to innovate because of the growing number of challenges it faces. These challenges have compelled it to cut costs and ease its debt load while also being forced to capitalize on emerging opportunities like information technology. The goal of Borins' research was to examine the connection between leadership and innovation in the public sector by looking at the findings with quantitative results. According to Borins (2002), the aim was to examine the connection between leadership and innovation. Borins (2002) looked at three issues in his study: bottom-up innovations, organizational turnarounds, and politically driven crisis responses. Innovation occurs bottom-up in the private sector. Higher up in an organization, it can be difficult to observe or comprehend the frontline employees and middle management who know the problems. However, private sector innovation is thought to have its roots at the top, innovations in private sector organizations can come from any level. According to Borins, senior management supports 25 percent of private sector organizations innovations, with 50 percent of private sector innovation coming from front-line staff or mid-level managers. Borins (2002) gave several instances of internal organization innovation. When given the freedom to consider potential improvements, mid-level managers and lower-level employees created these innovations, which he called "bottom-up development" because they were integrated into official designs.

Wipulanusat et al., (2018) investigated the impact of innovation drivers, specifically leadership and organizational culture, using a quantitative methods (SEM). The purpose of the authors' choice of this design was to support research into the relationship between organizational culture, leadership, and workplace innovation Wipulanusat et al., (2018) discovered that private sector organizations needed bottom-up and top-down innovation to perform at their best. Wipulanusat et al., (2018) agreed with Borin's assertion that private sector organizations innovation requires input from various private sector organizations levels.

Borins (2002), Glor (2008), and Wipulanusat et al. (2018) took a different approach to sources of innovation within organizations when conducting their study on psychological safety. Some creative ideas as they approached the problem from the perspective of organizational culture, where all employees must feel at ease. The top-down and bottom-up approaches are both referred to as climates and properties in Glor's grounded theory for the private sector organizations theory of innovation, which also supports the notion that private sector organizations innovations need both of these approaches. The workplace culture needs to support work practices which acknowledged the freedom of employees to recognize issues and take proactive measures to address them.

According to researchers, the public sector needs innovation. Involved parties in the public sector have needs and expectations that must be met, and they are aware of this. The financial pressures put on private sector organizations also contribute to the need for innovation in private sector organizations. Everywhere in the literature, the need to cut operating costs is emphasized. Using innovation to accomplish both objectives is one way to satisfy both the needs of the general public and the demands of the economy. Numerous authors have done research on the ongoing demand for public sector-specific innovation research. Given that it presents a fundamental problem and a rationale, this study relates to the need for public sector innovation research.

## 2.7. Innovation in Public Sector

Researchers largely agreed on the benefits of innovation for the public sector. Wipulanusat et al., (2018) carried out a research to ascertain the organizational culture influence and leadership on job satisfaction in the public sector. Wipulanusat et al., (2018) conducted a quantitative investigation into public sector employees' job satisfaction. Bekkers et al., (2011) stated that in order to meet the needs of society, governments must innovate by creating new processes, organizational structures, management strategies, and policy concepts. Wipulanusat et al., (2018) went on to say that, innovation is crucial for private sector organizations because it is necessary to increase productivity and effectiveness.

Studies from different regions Citing the case of the UK and Australia, Osborne (2011) shows that efforts towards developing highly innovative public agencies have not yielded expected results. This raises the question of why public agencies are not being as innovative



compared to private enterprises. In the United States (US), Canada, and Denmark, several measures have been put in place to encourage innovation within public agencies with mixed results (Harris & Aldbury, 2009). Considering the context of this research, the UAE government has invested significant resources in the public sector to create innovative and governed processes and structures (Al-Masari & Curran, 2019).

Almost a decade ago, Lee et al. (2012) stated that studies should seek to understand the distinctive organizational dynamics that undermine the ability of public sector organizations to drive and sustain eco-innovation. Similarly, Osborne and Brown (2011) suggested for future research to evaluate the institutional and organizational qualities that undermine innovation and its diffusion in public sector.

To identify further the qualities required to create and support cultures of innovation, a critical review of academic publications was conducted on leadership and innovation in the public sector. The authors identified a lack of agreement on a definition for Public Sector Innovation (PSI) and a corresponding dearth of management frameworks capable of elucidating innovation processes. Moussa et al. (2018a), provided a great deal of information about the issues with creating innovative cultures. For Moussa et al. Innovation was only required to develop opportunities for Public Sector Organization (PSO) goals, excellence, growth, and survival. Their study was carried out under the assumption that innovation had already been recognized and understood to be essential. In addition to research findings presented the need to address leadership gaps, the authors' research identified several PSO barriers preventing the adoption of an innovation culture.

Bekkers, Edelenbos, and Steijn (2014) pointed out the necessity for PSI by stating which is a prerequisite for developing a competitive economy. Bekkers et al. (2014) identifying the theories, concepts, tools, forms, structures, methods, and processes that enable fruitful communication between the state and society. Bekkers, Edelenbos, and Steijn (2014) contrary to Moussa et al. (2018a), expanded on their justification by pointing out that PSI is required to build a competitive economy and have a beneficial impact on cultural and social renewal. Bekkers, Edelenbos, and Steijn (2014) discovered that the gap between governments and society is widening. The growing disparity, stemming from specialization, differentiation, and fragmentation, has led to a simplistic perspective on multifaceted challenges and needs.

In all of the reviewed literature, the need for innovation within private sector organizations was clear. The shared need was the requirement to offer the impacted populations the necessary resources and services. Considering qualitative, quantitative, and literature reviews, the authors' approaches to the private sector organizations innovation study varied. Flynn (2007) defines the public sector as this area of the economy that contracted by the state which is subsidized or regulated in a public context. The public sector is made up of states such as Regulators and government agencies that offer services like education, health and safety, and public companies. The sheer weight of innovation in business has increased political interest in how to foster innovation in the public sector (Arundel et al., 2018). Effective government and public services depend on successful innovations that meet community needs, resolve conflicts, and make the best use of technology and resources. According to Damanpur and Schneider (2009), public sector innovation contributes not only to quality services, especially in addressing social challenges, but also to government organizations, as mandated by defined policies that can improve their analytical skills.

The objective of innovation is to advance the policy debate by enhancing mutual meanings and by building a better proof base. Governments have the competence to renovate. Innovations in the public sector can originate from many aspects: public goods and services, marketing or organizational approaches, public policies that accept economic or societal challenges. The statement that governments foster innovation groups, award innovation prizes, and occasionally are the ones to shape – not to familiarize – private sector novelty are indicators that governments do innovate (OECD, 2011).

Civil domestics and public staffs are at the center of these new thoughts and procedures to reach superior service delivery. Now, people assume that the government will provide more services. Technology has changed the way citizens communicate with their governments and lead to more demands. These increased prospects shared with new challenges due to complex issues and fiscal difficulties need more innovative methods in the public sector (OECD, 2011).

According to Leyden and Link (2015) found that innovation in the public sector occurs in the entrepreneurial activity in a several areas (economics, management, political science, and public administration). The difference is the organization atmosphere in which public sector units operate, which influences the nature of incentives and rewards, access to capital, and the ability of public sector units to act. The general need for individual benefits is similar

in both public and private sector. However, in the public sector, these benefits are perceived rather than financial benefits that appears naturally in the form of Constitutional and legal restrictions can hinder certain activities, reduce access to funding, make efforts publicly visible, and typically slow an entrepreneur's trajectory. However, Bellone and Goerl (1992) make a compelling argument stating that those policies can and should be an integral part of the public sector. In recent years, digitization (e-government) has been given high priority in the public sector, specifically in record keeping, easier access to information, and “customer service” (such as paying taxes and issuing licenses).

E-government is the full benefits use of ICT to deliver access to government information and public facilities for residents and business associates. The average public's expectations of government efforts relate to the government's ability to improve the quality of citizens' life. Governments must secure that policies, regulations and systems enable citizen participation and consider the need for sophistication in service delivery. The paradigm of service delivery must be modified and updated in order to satisfy citizens' aspirations for social security and enhanced quality of life. Al-Khouri (2012) argued that government policies are expected to allow governments to assume essential organizational changes, that:

- Ensure services development
- Minimize unessential costs and regulatory liabilities on governments
- Increase learning and training schemes
- Inspire positive supervision performance
- Foster innovation and new applications
- Foster market conditions and construct a business situation that validates a dynamic economy.

E Government is gaining an increasing role in public policy by satisfying citizens' needs and associating them quickly with no queues and a 24/7 service (Ambali, 2010; Bonina & Cordella, 2008; Navarra & Cornford, 2007; Torres et al., 2005). Cost-cutting is an important element driving decisios making. If implemented wisely, progressive eGovernment might have the ability to reduce expenses by as high as 90 %, through rationalized communications and integrated systems which provide high levels of efficiency, effectiveness and expediency (Al-Khouri, 2012).

Definitely, ICT proposes higher growth and competition in the public sector exactly in parts of customer service and other organizational excellence plans. ICT not only supports in decreasing the charges on public services through computerization and mechanization but it also fulfills demands for organizations to advance performance and change conventional attitudes (Suomi & Tähtkää, 2002). Growing computerization in the public sector is driving a new balance between the two sectors, private and public (Das et al., 2010). In specific, public sector entities are increasingly focusing on their primary roles and competencies and are considering outsourcing other functions to private sector providers. (Suomi & Tähtkää, 2002). In this sense, ICT has played a key role in helping governments accomplish remarkable productivity gains (EIU, 2004). Government investment in ICT has so far focused on government validation, cost reduction and service improvement, with little interest in creating public-facing systems that support public participation (Longford, 2002). This narrow view of e-government calls for a skeptical view of the achievements of informed ICT (Longford, 2002).

Governments are accepting new approaches that are transforming the logic underlying the design and evaluation of public sector organizations (Lane, 2000). To have important outcome for the improvement of services provided by governments and to have a profound impact on the public value attached to the services provided (Bonina & Cordella, 2008). E-government has ensured improved information delivery via email and SMS text (Torkzadeh, Chang, Hansen, 2006).

Many large corporations have established external knowledge networks, collaborating with users, scientific professionals, and governmental bodies to aid in generating innovative and fresh ideas. (Nambisan, 2008), while other organizations utilize open-source to come up with new prototypes (Weber, 2003).

Contrasting the private sector's structured and team-based approach to innovation, the public sector often faces perceptions of being entrenched in bureaucracy, adhering strictly to rules, and showing resistance to change. This perspective serves as a cornerstone in neoliberal criticisms, pointing to the public sector's apparent lack of adaptability and creativity.

Even though some areas of the public sector may exhibit a risk-averse attitude, prioritizing a "zero-error" approach, the notion propagated by neoliberal criticisms that the public sector is resistant to innovation is overly simplistic. The postwar era has witnessed substantial innovation within the public domain. Comparing today's public policies and services with

those from 40 to 50 years ago reveals a marked shift, showcasing the public sector's capacity for both gradual and disruptive changes.

An examination of applications to the Ford Foundation's innovation scheme in the mid-1990s reveals that public sector innovation frequently emerges as a reaction to various factors. These include newly enacted legislation by national governments, proactive measures by new leadership and senior managers striving to demonstrate their competence, public crises or controversies highlighted by the media or external evaluations, budgetary reductions or unexpected shifts in program demand, and the possibilities presented by technological advancements. (Borins, 2001).

The unplanned nature of public sector innovation highlights the necessity for a revamped innovation strategy. This strategy should transform innovation from a sporadic occurrence to a consistent and widespread activity across all areas of the public sector. The push for this revised innovation agenda stems from three increasing pressures. Firstly, there's a heightened expectation from citizens and businesses regarding the efficiency, accessibility, and impact of public services. Additionally, there's a growing desire for governments to be more receptive and adaptive to their needs. (Vigoda-Gadot, Shoham, Schwabsky, & Ayalla, 2008).

Calls for customized services and flexible regulations is also increasing (Bowden, 2005; Carter & Belanger, 2005). Nevertheless, Public sources are limited due to various factors, and the labor-intensive nature of public services can't match the efficiency of some private sectors. This, combined with the repercussions of the worldwide economic crisis, has stressed public budgets. There's a clear need for innovative solutions to meet growing demands without increasing costs. Professionals and politicians alike have higher expectations for public governance, especially in addressing societal, economic, and environmental challenges. However, the increasing complexity of societal structures makes governance more challenging. (Kooiman, 1993).

Moreover, the updated innovation agenda offers a prime chance for public workers to utilize their professional expertise and skills, which were previously stifled by New Public Management reforms imposing strict performance metrics.

Furthermore, unlike private market consumers, those who use public services are now more vocal in expressing their needs, giving constructive criticism, and collaborating in creating solutions.

In addition, previous studies highlighted the requirements which influence the capacity to adopt innovative applications in many businesses, such as the automotive industry (Chuetal.,2019; Yuenetal.,2021), renewable energy industry, retail sector (Royetal., 2018; Tabrizian, 2019), and information technology sector (AlRahmietal., 2021; Minetal., 2019; Nguyenetal., 2021; Amini & Jahanbakhsh Javid, 2023; Hooks et al., 2022). A great number of researches have referred to the diffusion innovation theory to examine innovation parameters; these frameworks are useful in better understanding the user behavior and help in developing future adjustments and innovations.

However, previous studies have concentrated merely on exploring consumer behavior and innovation adoption.

## 2.8. Public Sector Relationship with Creativity and Innovation

Amabile (1996) and West (2002) defined creativity as the production of novel and practical ideas. Sarooghi et al. (2015) added to this definition of creativity by stating that it is the process of developing original and worthwhile insights. Sarooghi et al., (2015) elaborated on the connection between creativity, innovation by pointing out that creativity comes first, and that innovation is the actualization of creative ideas that result in new goods and services.

According to Sarooghi et al., (2015) the process of innovation encompasses two components: creativity and innovation. Sarooghi et al., (2015) used a bivariate analysis strategy combined with meta-regression to identify the relationship between creativity and innovation. Sarooghi et al., (2015) discovered a high correlation between creativity and innovation. Sarooghi et al., (2015) noted a difficulty was that creativity and innovation are frequently seen as having the same relationship. Sarooghi et al., (2015) distinguished the difference between creativity and innovation. Finding a problem or issue that needs solving is the first step in being creative. The production of concepts for problems or issues is what is meant by creativity. Innovation is the introduction of a novel notion or potential remedy and its subsequent evolution for practical application. Sarooghi et al., (2015) pointed out that the process of creativity and innovation is complicated and nonlinear, revealing its uncertain nature. Sarooghi et al., (2015) discovered many connections that could affect how strongly the two concepts are related. Individuals are at level one, teams are at level two,

and businesses are at level three. Sarooghi et al. (2015) discovered that, in addition to the element under study, a number of other factors, including firm size, industry, and innovation type, influence the relationship between creativity and innovation. Sarooghi et al., (2015) pointed out that their innovation processes vary significantly across empirical contexts and research designs, creating pressure, which may affect this relationship explained by their innovation processes. Sarooghi et al., (2015) went on to say that institutions, cultures, organizations, and the outside environment have a big impact on how creative ideas are transformed into innovations, whether products or services. In their research, Sarooghi et al., (2015) did not investigate empirical factors distinguishing the public sector from the private sector and did not consider how the particular characteristics of culture or geography may have an impact on their research findings.

Sherief (2019), noting that earlier studies had concentrated more on individual creativity, and approached it from the perspective of workplace culture. Sherief (2019) carried out a qualitative study combining interviews and literature reviews on organizational creativity, noting that creativity and innovation result in a steady stream of fresh and practical government services. Sherief's study aimed to compile a list of organizational climate factors that could influence innovative behavior in the public sector. Sherief (2019) noted in his study that some researchers divide the creative and innovative process into two stages: exploration and exploitation. When employees have identified a problem that needs to be solved and are developing and considering potential solutions, this stage is aligned with creativity. The exploration process is completed when novel and practical ideas are recognized. When employees persuade their colleagues to adopt a new item's value, exploitation has begun. PSOs need to value the skills and aptitude of their workforce and promote environments that are creative and innovative, according to Sherief (2019). Sherief's (2019) organizational climate research indicates, a clear organizational vision, freedom of expression, available resources, leadership support, thoughtful discussions, openness to varied perspectives, and an organizational readiness to embrace risks all foster creativity and innovation.

From a transformational leadership perspective, Wang and Zhu (2011) executed a quantitative study on creativity and leadership. The authors concentrated on comprehending the impact of transformational leadership and its effects on creativity. Wang and Zhu observed that there is still much to be learned about the connection between transformational leadership and creativity while conducting their research. They noticed that leadership, and

particularly transformational leadership, had an advantageous impact on people on a personal level. In contrast to other researchers, Wang and Zhu's method of approaching the subject of leadership for creativity was unique. Wang and Zhu (2011) concentrated on a particular leadership style not on the general aspects of organizational culture. Wang and Zhu also observed that group-level effects of leadership style were less of a problem. Nevertheless, Wang and Zhu (2011) acknowledged in their findings that both individual and group creativity are complex and subject to contextual factors at different levels. Wang and Zhu also made note of the potential correlation between "transformational leadership" and creativity impacted by the distinctions between individualistic and collective cultures.

There is a connection between creativity and innovation, according to numerous researchers who Acknowledged the intensity of the relationship yet with identified challenges. Additionally, there doesn't seem to be a common agreement among researchers preaching that creativity is an essential component of innovation. Others, however, see them as distinct yet connected.

Researchers consent on the link between creativity and innovation, but they don't go into detail about how these concepts differ in organizations in the public and private sectors. Amabile, Schatzel, Moneta, and Kramer's (2004) longitudinal study of leaders' behaviors combined one quantitative and two qualitative studies. Results show the central role that creativity and innovation play in an organization's capacity to achieve its objectives. Amabile et al., (2004) discussed how businesses develop their workers into innovative teams. Leadership and multiple levels of leader behavior must support the ability of workers to be creative and support innovation. Componential theory, interactionist theory, and multiple social domains theory are three theories of organizational creativity mentioned by Amabile et al., (2004). Amabile et al., (2004) discovered that behaviors that are relationship-focused and concentrate on socioemotional support the creation of creative environments. This strategy emphasizes how important it is for leaders to foster an environment that encourages innovation and creativity.

Innovation and creativity have a positive relationship, according to numerous researchers. Though the relationship is linear, it has been established that creativity always comes before innovation and that the relationship is constant in its iterative nature. Researchers' claim that coming up with potential solutions is an example of creativity. Innovation, which is the transformation of those concepts into workable solutions, comes after creativity.



Stakeholders must exercise original thought when a problem or issue is identified where a solution is required or beneficial. The timeline for development is determined by organizational goals and objectives which play a crucial role in determining the emergence of innovative solutions.

## 2.9. Variables conceptualization

Conceptualization is the most fundamental process in science. Conceptualization is the process of clearly defining what the researcher means and does not mean by the terms employed in the thesis. Variables, also referred to as "construct," represents the culmination of conceptualization. A variable might be as simple as a single word or as complex as a spectrum of elements. Concepts, on the other hand, are words or symbols representing a complete idea. It's essential to grasp every variable within a definition to fully comprehend the description of a particular concept. Variable needed to be divided into distinct phenomena in addition to being organized into meaning wholes for observations. The actual process of observation or measurement interacts intricately with the conceptual process during the data collection process. The variables will be defined by chronological order.

In the chronological literature review, the researcher focused on tracing the literature evolution debates or theories with regards to the thesis areas of focus. Besides, it helps to depict how the research concept was interpreted with time. This kind of method helps the researcher to present and explain the research evolution, and how it extends the studies and debates to date. Chronological literature review organizes the literature by decade or years: This approach is a more straightforward exploration of studies on a particular issue/topic in order of their chronological development. This examines how researchers dealt with the topic and debates forward over time. This approach explores how the discipline has progressed theoretically.

In this thesis, the chronological review presents an overview of the sequential development of the definition of each variables. Which provides a better insight into the subject. Given its chronological nature, it offers the reader a clear perspective on the researcher's view of the logical sequence and phases of development. This method efficiently covers a vast area in a concise manner.

### 2.9.1. Leadership for innovation

Innovation leadership is explained through three key characteristics: A functional approach, a concept of duality and a focus on dynamism. From a functional perspective, the requirements of innovation are analyzed through the activities undertaken by employees both individually and collectively to bring about innovation. The efficacy of leadership is influenced by whether an individual's behavior is constructive or detrimental in stimulating and balancing activities related to innovation. A key requirement of the functional approach is for the leader to accomplish the work. The employees themselves (McGrath, 1962) do not effectively do this. For example, a team may generate a number of high-quality ideas for his marketing campaigns, but may not be able to pursue those ideas sustainably until they are fully implemented. Starting with a functional approach, an effective leader must make up for this lack of teams by ensuring focus and persistence.

As per Maheshwari (1980), the approach by which decisions are taken within the organization is the result of an intricate interaction among certain variables, such as the organizational characteristics and setting, as well as the type of decisions being made., and the preferences and characteristics of the decision makers. Manz and Sims (1987) pointed out that conventional participatory leadership is different from empowering leadership. This is because participation is linked to determining decision-making authority and empowerment facilitates employee development. The nature of the task, the leader's authority, the subordinates' experience, all along with organizational culture, leadership and subordinates' preferred style, in addition to the time allocated for task completion all affect the leadership style chosen which in turn have a significant impact on innovative performance.

Blanchard and Wakin (1991) highlights the level of complexity a task has, determines the adequate leadership style choice. Literature contends that leadership behavior is culturally determined (Adler, 1991). Likewise, Adler (1991) pointed out that national limitations have considerable impact on leadership style. Moreover, Kim and Mauborgne (2005) noted that leadership is the capacity to instil trust and support among those needed for achieving organizational objectives. Howell and Avolio (1993) defined leadership as "working hard toward long-term goals, evaluating and emphasizing image enhancement, following the idea of adapting or changing systems to suit the image rather than within the group." Additionally, Howell and Avolio (1993) define leadership as a style where relationship

between leader and subordinates is built on the base of mutual exchanges. Yukl et al. (2002) describes the following aspects to determine the leadership style:

- The Level of authority within the hierarchy;
- Role and size of the organizational division;
- Characteristics of the Task and associated technology;
- Coworker interdependence;
- Crisis;
- Phases of the organizational lifespan;
- Team members competence and performance.

Leadership was one of the key elements that was frequently cited as having an effect on innovation (Shin & McClomb, 1998). Using charisma, motivation, intellectual challenge or individual attention, transformational leadership aims to move the worker beyond self-interests, according to Bass (2009), who claims that this type of leadership is often discussed when discussing leadership and innovation. This also places a focus on removing bureaucratic barriers and giving employees a sense of freedom and autonomy (Forrester, 2000). According to this, leadership is a process of organizing the movement of people towards a specific goal (Yukl et al., 2002) and innovation to agree on what needs to be done and how it can be done. Moreover, the innovation is described as the capacity to foster individual and collective efforts to achieve shared new goals (Yukl et al., 2002).

It is the responsibility of the leader to boost followers' self-esteem or self-efficacy. Innovative bosses encourage subordinates' realistic optimism through training and development. Employees with high optimism levels have demonstrated higher performance and fewer intentions to leave the company than those with low optimism levels (Luthans, 2002). Additionally, it calls for the flexibility to constantly alter one's leadership style to match the changing requirements of innovation. The needs for innovation do not change in a predictable or linear manner. Leaders must continually adapt to and exert control over these cycles since innovation is defined by an iterative cycle of carefully planned and less carefully planned episodes. For instance, they ought to alternate between promoting knowledge creation and making sure that knowledge is integrated (Lewis et al., 2002). According to West (2002), innovation and creativity form the primary steps of this complex

process; which does not follow a tidy linear progression. Creating a thorough model of how leadership affects the process is the only way to deal with this complexity.

To demonstrate the impact of leadership on creativity, researchers have looked at a range of paradigms and methodologies to evaluate how leadership encourages innovation. As opposed to the other writers, Borin's research from 2002 assessed leadership and innovation in the public sector by figuring out where PSI originated from and how it was best appreciated. In the public sector, Borins (2002) found a strong correlation between leadership and creativity. He examined the issue from the organizational level, but he did not address the circumstances under which organizational cultures developed to foster effective innovation. Borins (2002) took a unique perspective to the subject of innovation and leadership in the public sector. Instead of focusing on leadership styles like transformational, transactional, or empowering, Borins (2002) examined the areas of the organizational structure where innovations were found. Borins (2002) studied the link between leadership and innovation using case studies and quantitative analysis. In his research, Borins focused on three issues related to innovation leadership: building leadership capacity, formal leadership responses to innovations, and fostering an environment that encourages innovation. He was able to collect observations from both perspectives thanks to his research strategy. Borins (2002) discovered that bottom-up innovation was difficult because it needed leaders to promote the idea and move it up the organizational ladder. Depending on how the organization is set up and how closely it adheres to formal procedures, bottom-up innovations may be difficult to implement. According to Borins (2002), top-down innovations are easier to start because they are implemented under the formal authority of higher levels of organizational leadership. In either scenario, organizational conflict would impede the adoption of new technologies. The resolution of this conflict, in Borins' opinion, necessitates the creation of a conducive environment, aided by political and senior leaders. By analyzing quantitative data, Borins discovered that bottom-up innovations happen more frequently than they are acknowledged. While advancing their innovation, the innovators typically occupy an information leadership position and are probably put on a formal advancement path.

Numerous studies have indicated that employees' innovative behavior is strongly affected by their interactions with others and by the organizational context (Zhou & Shalley, 2003). It is believed that transformational leadership encourages idea generation. (Kahai, Sosik & Avolio, 2003). Although there is a focus on transformational leadership, experimental

studies have produced conflicting findings. Some studies concluded that transformational leadership and creativity are not compatible, while others came to a different conclusion. For instance, Shin and Zhou (2003) discovered a beneficial relationship between transformational leadership and employees' creativity. A transformational leadership style is helpful for managers to encourage their staff to be more inventive and creative in problem-solving and aids in their development to the fullest extent possible. Innovation leadership is the capacity to outstand through the seemingly contradictory characteristics of creativity and discipline. Innovation leaders have the capabilities to spot opportunities (Kahai et al., 2003). Successful innovators share a number of characteristics, have complementary talents and aptitudes, and combine breadth and depth that make them both generalists and specialists. According to Kahai et al. (2003), transformative leadership has a detrimental impact on processes and outcomes that are important to creativity.

According to Martins and Terblanche's 2003 research, an organizational culture and the ways in which innovation is encouraged determines how much it is actually present. This suggests that there may be what might be referred to as "innovation culture". Martins and Terblanche's (2003) model explores the organizational culture factors that are most likely to have an impact on innovation. They discovered that there is no consensus on what organizational culture is required to increase innovation and creativity after examining several existing models.

A leader's attitude and conduct are combined to form their leadership style, which is the generally consistent pattern of behavior that defines a leader and results in some regularity and predictability in interacting with group members. Organization cannot innovate with new knowledge every day because organization cannot lead your organization to innovate by changing direction every day. Knowing that Innovation is fraught with risk and uncertainty (Amabile et al. 2004). Research from the past supports the need for a fresh perspective on leadership for innovation (Anderson, De Dreu, & Nijstad, 2004). Without significant leadership support, according to Reiter-Palmon and Illies (2004), it is very difficult to produce innovative results.

Today's organizations still place a high value on great leaders, if anything, some organizational researchers would even go so far as to say that given the increased competition among businesses as a result of market and economic difficulties, they even place a higher value on great leaders than they did in the past. This is especially true when

an organization benefits from an innovative organizational leader. By encouraging others' creativity and ultimately launching innovations that can take the company to the next level, innovative leaders have the potential to have a significant impact on many areas of the business. Therefore, it falls on HR professionals to find and choose these candidates. The success of the HR team in achieving this objective can have a big impact on the drive and productivity of other organizational members. Authentic and innovative leadership behavior increases followers' likelihood to identify with the leader and the organization, fostering followers' confidence, optimism, and resiliency as well as their sense of shared values (Avolio, Gardner, Walumbwa, Luthans & May 2004). This model has recently served as the foundation for leadership research. The need for a new perspective on leadership for innovation is supported by previous research (Amabile et al., 2004) used a number of studies examining workers' perceptions of routine events, the workplace, and productivity. Amabile et al., (2004) used two qualitative analyses in addition to two quantitative ones to conduct a study on the behavior of leaders and how it influences the work innovation. The authors illustrated how the leaders' actions within the workplace influence innovation, laying the groundwork for innovation, Amabile et al., (2004) found that leaders who interact with their team members on a daily basis can have an impact on their perceptions, emotions, and performance, which increases employee innovation.

Leadership is a key role that influences the success or disappointment of an institution. Especially in international competition, the need for good leadership is increasing. Globalization, fueled by advanced technology, has enabled the introduction of counterfeit goods while allowing new competitors to enter other countries. As a result, products are no longer unique, especially in price (Kim & Mauborgne, 2005). Leadership assumes that subordinates are motivated by reward systems (e.g. rewards) and punishments. As an example, employees are rewarded for doing something good. If an employee does something wrong, they can be arrested. Transactional leaders operate within an organization's existing culture and maintain the status. Such leaders ensure that employees do their jobs and abide by organizational rules. Another example can be to provide employees with what they ask for (bonuses, resources, etc.) in return for what the manager requires. Transaction leaders can therefore support the innovation processes and activities by articulating required performance criteria and the extent to which needs are met.

According to Rad and Yarmohammadian (2006), a leader would have the expertise and capabilities to act effectively in one situation but not in another. Ambidextrous leadership necessitates sensitivity to the context in which the leader has to be equipped with, in addition to the capacity to dynamically adapt his leadership approach to shift according to task demands. A completely new product development calls for a different balance of forces than a product's adaptation to a new market. The relatively significant intellectual stimulation and exploration need to be given more weight by a leader (Keller, 2006). The ability to motivate followers beyond the norm for work standards is a trait of transformational leaders. They inspire followers to recognize and fulfill organizational vision and goals. Hence, coworkers tend to feel more motivated and individually recognized through their work, which ameliorate and advance work outcomes such as job satisfaction and extra effort. The qualities of consideration leadership, in addition to transformational leadership, are crucial for innovation outcomes (Yukl et al., 2002). According to Somech's (2006), participatory leadership style is positively correlated with team reflection, which results in team innovation of 1,292 participants from 136 primary care teams and their managers.

Leadership has been found to be relevant to innovation and has some similarities to participative leadership. The most important part of strategic leadership is the values and the strong vision. Leadership can improve team innovation and promote organizational competitiveness, but it raises the question of how shared leadership can be supported (Carson et al., 2007). De Jong and Den Hartog (2007) claim that an empowered manager recognizes the strength of both people and work groups, which fosters an environment that encourages innovation and allows for greater outcomes from creative projects undertaken by subordinates.

In addition, Garcia Morales et al. (2008) describes leadership that can influence the values and expectations of groups within an organization by establishing common attitudes to achieve organizational goals. Leadership is the recognition that the group is helping the organization to achieve to do so. Similar to this, transformational leadership has been demonstrated to improve employee empowerment, particularly in public sectors known for having a strong hierarchy and a lot of bureaucracy (Park & Rainey, 2008). Leadership is the ability of an individual to guide and direct assigned people to achieve a specific goal. Strategic leadership is the capacity to motivate others, to proactively make daily decisions related to the short-term and long-term development and existence of an organization (Rowe

& Nejad, 2009). A good innovation leader is not someone who knows the essential dimensions of success, but someone who can handle risk well.

Running for innovation means embracing this uncertainty, but it also means learning from the mistakes. Great innovators know how to combine their ideas with someone else's technology for a unique twist. Good innovation leaders know that projects that are likely to fail must be sacrificed as soon as possible in order to focus effort and resources on projects that are most likely to succeed. Consistent with this, external team leaders may also support, for example, by assisting development and creating an environment that supports new ideas (Choi & Chang 2009), or indirectly supporting those who generate new ideas to promote innovation. In general, new innovative ideas within teams are more likely to be developed in a helpful guidance and collaborative environment.

Nevertheless, it is not clear which particular leader behaviors contribute to the success of innovation. Empirical research has shown that leadership is one of the most crucial ways to promote and guarantee innovation. According to analytic evidence, a variety of leadership philosophies have positive associations with innovation, including transformational leadership, participative leadership, and leadership that initiates structure (Hulsheger, Anderson, & Salgado, 2009b). When Osborn and Marion (2009) empirically analyzed the relationship between leadership style and innovation in American and Japanese research-intensive industries, they discovered the surprising result that transformational leadership has significant implications to innovation.

In positive environment, employees like to be engaged in generating ideas. Similarly, transformative leaders may enhance their quest for creativity and innovation by applying individual thoughtfulness, charisma and inspirational motivation compared to transactional style leadership. Therefore, when given the consideration, support, and motivation of transformative leaders, employees seem to respond more to such leaders' transformational initiatives, even when faced with challenging environment. When leaders exhibit exemplary behavior and inspire motivation, employees tend to put in more effort towards organizational objectives, seeing these leaders as figures to imitate. (Oke et al., 2009).

The phrase "ambidextrous leadership" pertains to innovation leadership style that that understands the two-fold nature of innovation and takes actions based on this understanding. Depending on the specifics of the circumstance, ambidextrous leadership may imply antagonistic actions. It may imply that a leader expects a number of employees to work



closely with each other's to achieve a particular goal that the leader has assigned specifically. It may as well suggest that a leader encourages a team to look widely for novel concepts, free from the constraints of the present situation and the options the leader is referring to. As part of ambidextrous leadership, a manager may set up roles and processes and monitor how well team members follow them. It may also imply that team leaders motivate employees while refraining from interfering with their efforts to self-regulate. Ambidextrous leaders guarantee a comprehensive balance of forces that sustain either aspect of the dual nature of innovation. As team members advance on a project, leaders behaviors and actions changes continuously in order to achieve constant equilibrium. Ambidextrous leaders are aware if team members push the boundaries of innovation and develop increasingly novel and divergent ideas. They act to create a shared goal that incorporates the best suggestions and discards the rest so that the team can advance. Later on, the team might become bogged down in its routines and lose the ability to think of new approaches. In this circumstance, an ambidextrous leader might challenge the team to examine its own assumptions or expose the group to opposing points of view. Transformational leaders encourage behavior by altering the fundamental beliefs, values, attitudes, and presumptions of followers, as opposed to leadership styles based on individual benefits and the trade-off rewards for action.

The transformational leader fosters innovation by providing subordinates with the independence and freedom necessary for it to happen (Gumusluoglu & Ilsev, 2009). The degree to which leaders care about their employees' welfare is what Leadership is the extent to which a leader expresses support and care for followers, considers their welfare, treats team members equally, and exhibits friendliness and approachability (Bass, 2009). Exploitation builds on existing knowledge to extend current goods and services, whereas exploration seeks new knowledge for innovation. Therefore, leaders encourage employees to innovate based on the circumstances at the time by using their leadership skills. Additionally, leadership was considered as a support system where the leader appears in this case as a mentor while fostering an inclusive workplace that encourages innovation. Given that they both foster workplace cultures that value employees or subordinates, consideration leadership and transformational leadership complement one another.

Gumusluoglu and Ilsev (2009) claim that this leadership strategy includes behaviors that foster innovation. New perspective on leadership for innovation views competing activities for better management of innovation. While there are conflicts and trade-offs between the

exploration and exploitation halves of a duality, they are also interdependent (Farjoun, 2010). The concept of ambidexterity makes the crucial point that, in both situations, it is primordial to observe both sides of innovation dualities. Different contexts place a different emphasis on the relevant significance of both sides of a duality, but it is never enough for leaders to give one side more attention than the other is for an extended period. For instance, exploration is essential even in high exploitative settings like production departments. When unanticipated turbulence arises, new ideas which can enhance production efficiency and the potential alternative methods to complete the required task will be crucial (Farjoun, 2010). These leaders change their followers by increasing their awareness of how important organizational outcomes are, which will give them drive to perform and encourage them to put aside their own self-interests for the sake of their organizations' success. Considering their duties concentrated on service and community engagement,, transformational leadership is especially effective in the public sector when the organization's mission is emphasized.

For the sake of better understanding the literature on leadership and innovation, Rosing, Frese, and Bausch (2011) reviewed and meta-analyzed the existing research. Rosing et al., (2011) noted that innovation does not always happen immediately after developing a creative idea, other elements affect the creative idea's progression. It was also stated that creativity does not necessarily lead to innovation. Rosing et al., (2011) discovered a positive correlation between various leadership philosophies and innovation. Rosing et al., (2011) cited the study carried out by March (1991), they were the first to describe exploration and exploitation and their relation with creativity and innovation. A Rosing et al., (2011) divided innovation into two perspectives, the first of which was an exploratory approach where new procedures were developed. Rosing et al., (2011) second perspective is presented. Exploiting currently available products or processes for new ends was referred to as exploitation. Exploitation necessitates a transformational leadership style that encouraged employees to be creative and take calculated risks during the innovation development process. Exploitation that aims to increase the scope of an actual present process counts on transactional leadership, for mutual trade-off (achievement vs reward) in a risk-averse environment. According to March, when there is a need for a fresh new insight to address an existing knowledge gap, exploration is related to a wide tactic of experimentation, and risk-taking. Exploitation involves a reduction in perspective, the utilization of prior knowledge, the mitigation of risk, and the modification of prior knowledge for a better or

alternative goal. According to March, exploitation also helps in boosting creation of new ideas. In their analysis of 10 leadership philosophies as they are related to innovation, Rosing, Frese, and Bausch (2011) discovered that transformational leadership accounted for the greatest proportion of articles. Rosing et al., (2011) compared transactional leadership with transformational leadership, concluding that the former instills employees to experiment and be risk taking, while the latter relies on an exchange-based relationship that offers rewards for achieving goals.

The concept of innovation in its broadest sense. Gunzel-Jensen et al. (2018) haven't mentioned the concerns about exploitation and exploration that Rosing et al. (2011). Notably, Rosing, Frese, and Bausch (2011) suggested that for the sake of accurately predicting leadership influence on innovation, it is crucial to consider all of the process's different components. Gunzel-Jensen et al., (2018) researchers discovered a strong correlation between public sector innovation and transformative leadership and leadership empowerment, best consistent with the concept of explorative innovation. Gunzel-Jensen et al., (2018) as they had done formerly with the explorative transformation-empowerment leadership, they failed to identify or offer any additional information on exploitative innovation. From these perspectives, leaders can make decisions considering four aspects of leadership: forming teams, organizing responsibilities and duties, making decisions, and leading through motivating follower to perform. A research carried out in Hong Kong in multiple service industries (hotel, retail store, restaurant, bank, and travel agent), Cheung and Wong (2011) found a favorable connection between transformative leadership and employees' innovative ideas. Additionally, the study showed that this beneficial association was more pronounced when leaders were more encouraging. In general, transformational leadership is thought to foster employee innovation and organizational innovation better than other leadership philosophies (Garca-Morales et al., 2012). Transformational leaders seek to persuade their staff members of their vision. As a result, employees are more likely to exert more effort to pursue the necessary changes.

Additionally, according to a study of R&D personnel in the high-tech fields of medical engineering, electronics, semiconductors, software, chemistry, and biology conducted by (Eisenbeiss and Boerner , 2013), German employees exhibit greater innovation in the presence of transformational leadership. Similarly, Noruzy et al. (2013) defines leadership as a style that requires inspiring employees through engaging speeches and well-informed suggestions. Leaders act an essential role in improving the processes, structures, and

environments to innovate and foster team predictions about innovation (Chan, Liu, & Fellows, 2014). The ability of leaders to take chances on novel initiatives and adopt novel viewpoints is known as leadership for innovation (LFI). In order to become innovative and to inspire team to explore innovative ideas, leadership is essential in every organization. Innovative leader actions create a workplace where followers can feel supported emotionally and can feel a sense of warmth, friendliness, and trust. Providing guidance and support for followers with regard to personal issues, being approachable, and expressing gratitude and support are some exemplary behaviors. Leadership is considered to be one of the most important factors to achieve individual and organizational success and innovation (Engelen, Schmidt, Strenger, & Strenger, 2014). Engelen et al., (2014) showed that transformational leader behavior has a beneficial impact on innovation within the organization. in a cross-cultural study involving 951 entities across eight nations (Austria, Argentina, China, Singapore, Thailand, Germany, Switzerland, and the USA) in various industries (financial services, IT, automotive and construction, engineering).

Furthermore, Sethibe and Steyn, (2015) describe leadership consisted of four factors: influence, brilliance, inspiration, intellectual stimulation, and personal attention that considers personal self-interest and inspires individuals through rewards. Leadership is seen as a social process that occurs in within group of people influenced by a leader who affects their behaviors to accomplish the aspired organizational objectives . The leader's role as a leader in influencing desired behavior can range from inspiring, motivating, and visionary to designing the right organizational context. This empowers employees to make operational decisions and frees leaders to focus on the organization's strategic decisions. Strategic leaders recognize the institute's ability to inspire innovation, lead in times of uncertainty, and support organizations over time.

Slimane (2015) argued that there was a relationship between leadership and innovation in his research and worked toward defining it . According to his study, Slimane (2015) noticed that leaders and innovation go hand in hand because leaders collaborate with other stakeholders to find solutions to issues. Slimane (2015) discussed innovation leadership from a social perspective. In 2008, Slimane (2015) considered leaders' interactions with others from the following perspective but avoided talking about the categories for innovation: By inspiring and motivating others through their actions, leaders can advance social change emphasizing that innovation leadership is a collective action of individuals. Moussa et al., (2018) described too in their studies the social issues of leadership. Similar

conclusions were made with regard to the impact of leaders on the attitudes and behaviors of their subordinates.

Empirical evidence of strategic leadership includes establishing strategic vision, manipulating and sustaining core competencies, strengthening human capital, maintaining an efficient organizational culture, emphasizing on ethics, and \ strategic management (Hitt, Ireland & Hoskisson, 2016). In the public sector, innovation is thought to be significantly influenced by leadership style. Wipulanusat et al., (2018) examines the leadership philosophies engineers believe are important for fostering innovation in the public sector.

With reference to their findings, transformational and innovative leadership play the most important role in predicting how much employees want to be innovative. Wipulanusat et al., (2018) to describe practices that support innovation, also used the term “Innovative leadership”. Leadership for innovation included assistance to subordinates, welfare, fair treatment, and warmth. It was identified as a behavioral dimension at Ohio State University in the late 1940s. Wipulanusat et al., (2018) found that the two leadership philosophies that most effectively foster innovation in public sector organizations are transformational and innovation. Similar to transformational leadership, innovative leadership creates a work environment where followers can feel supported emotionally, welcomed, and trusted. In the context of organizational innovation, transformation and innovation were found to be the two most prevalent leadership styles.

Leaders play a critical role in fostering work environments where innovation is valued. In many industrialized nations, the public sector accounts for up to 34% of GDP. Private sector organizations are under pressure due to the governed population's expectations and demands for services. Citizens anticipate that governments and the institutions that support them will meet their needs. Sarooghi et al., (2015) described a process to meet societal expectations as requiring the exploration of creative and innovative solutions, which necessitates PSOs to develop leaders who comprehend the cultural aspects of an innovative organization. Knowing how PSOs can innovate better helps leaders use “leadership for innovation and an ambidextrous culture for innovation”, both of which are important factors in fostering workplace innovation (Wipulanusat et al., 2018). According to Gunzel-Jensen (2018), organizations can innovate more easily when their leaders exhibit transformational behaviors. However, Gunel-Jensen (2018) described that empowering leadership improves employees' capacity to make free decisions regarding their work-related tasks.

In addition, Moussa, McMurray, and Muenjohn (2018), shared this understanding describe the connection between “leadership and innovation” as playing an important role. Moussa et al., (2018) discovered that innovation in private sector innovation is a challenge and lacks clear solutions. Whereas, Moussa et al., (2018) concluded from literature review, that employers improve their innovation cultures by fostering management skills, identifying sources of innovation to avoid obstacles, and creating an environment that encourages innovation among all members of the organization. Moussa et al., (2018) conducted research on the characteristics of effective leaders to facilitate the innovation environments.

Rosenburg et al., (2018) recognized the rate of transformational, transactional, and empowering leadership effects on PSI. Gunzel-Jensen et al., (2018) focused on capacity building when addressing the PSI leadership issue. They stated that empowering leadership should be used in conjunction with transformational or transactional leadership approaches when considering means to increase innovation capacity. According to Gunzel-Jensen et al. (2018), empowering leadership focuses on increasing an organization's capacity for innovation rather than just motivation. Their research discovered that transformational leadership displayed a favorable PSI relationship when combined with empowering leadership.

Leadership for Innovation (LFI) is the extent to which a leader embraces risk. and be open to new perspectives for creativity. Innovative leadership exist among leaders who take actions aimed to apply creativity to innovative projects in the context of work (Karia & Abu Hassan Asaari Muhammad, 2019). LFI is the ability to take risks, connect various thought matrices and skills ready to be implemented within the creative process generate new ideas and propositions.

As a result, a key component of the activities involved in the innovative process is the creator's mental state. Similar mind set is influenced by the environment and operational autonomy. Transformational style of leadership seems adept to promote creative behavior. As a matter of fact, as the name suggests, a transformational leader looks for change or transformation, which is a key motivator for the creative process. Employees are encouraged to reconsider some of their presumptions and established methods of operation, for instance, when a leader offers intellectual stimulation. Such leaders also encourage their team members to ponder upon new ways to problem solving which might result in the creation of something radical and wholly original (Karia & Abu Hassan Asaari Muhammad, 2019).

Leaders are likely to reflect more deeply on particular goals, the right competencies and knowledge required to achieve them, job assignments, and possible reward systems. They reach their goals by using people to control different types of resources and rewards to achieve results. For instance, some teams tend to explore because they include many highly innovative team members. A leader will rarely need to encourage more innovation in such a team and instead should focus more on balancing the team's singular focus. In similar teams, the leader may encourage members to collaborate more closely so they improve ideas which build upon one another. Also, the leader may require to consider the viability of new ideas. Other teams might be extremely ambidextrous, which means they can switch between the necessary tasks on their own to self-regulate the demands of innovation. In such a situation, a leader will only infrequently need to step in to maintain the balance of forces and can instead concentrate on creating a conducive environment in which the team can maximize its potential (Karia & Abu Hassan Asaari Muhammad, 2019).

### 2.9.2. Workplace Innovation

Damanpour and Evan (1984) defined Workplace innovation when one employee or a team concentrates on enhancing the management and technology within an organization. This definition highlights workplace innovation characteristics, such as implementing innovative interventions, managing the human capital, with developed systems equipped with advanced technology.

When an organization's strategic goals are aligned with workplace innovation, it promotes the refinement and development of products, processes, and services, thus leading to improved organizational performance.

To be successful, workplace innovation needs to establish innovative processes backed with ongoing learning, brainstorming, and change flexibility. This requires the following conditions:

- a dedication to learning from many sources;
  - Giving employees the freedom to fully develop and use their skills and creative abilities.
- This includes empowering job design, self-organized cooperation, participation in the innovation process, and employee involvement in strategic management.

The importance of an organization in the success of workplace innovation has been stressed by several academics. Scholars have argued that organizational culture plays a crucial part in the successful management of innovation in the public sector. Numerous studies have described the culture for innovation from a cultural viewpoint as one that fosters risk-taking, encourages an entrepreneurial attitude, and supports invention.

Workplace innovation is to create links between the leadership's strategic knowledge, front-line workers' professional and tacit knowledge, and experts' understanding of organizational design. It aims to involve all parties in a conversation where the stronger argument wins out (Gustavsen, 1992). If any of its constituent parts cannot be identified, workplace innovation runs the danger of staying an ill-defined idea. Workplace innovation, also known as the mobilization of human resources, is the process through which personnel are used to enhance performance and generate high-quality jobs (De Sitter, 1995). The dynamic perspective of the workplace investigates the process of its development and renewal whereas the static view of the workplace views it as the physical bounds of social life. According to Slappendel (1996) in the earlier literature, innovation focused on the individual level and dealt with the adoption of novel ideas and practices. In addition, innovative SMEs can be engines of economic development. (Huselid, Jackson & Schuler, 1997) came to highlight not only the importance of the individual level, but also the significance of internal consistency in policies and practices such as workplace collaboration, team-based job designs, adaptable laborforce, initiatives to improve quality, and employee empowerment. While these two steps clearly require different types of leadership, they are inseparable and complementary when it comes to the success of new demanding working environments. Therefore, mutual collective team work and are likely to foster team innovation (Spreitzer et al., 1999).

Workplace innovation has many aspects, but it is always distinguished by an explicit emphasis on the elements in the work environment which dictate the degree to which employees are able to leverage their competencies and creative abilities to their fullest potential, thus strengthening the organization's capacity to innovation and competitiveness whilst improving working life quality. (Totterdill, Dhondt & Milsome, 2002). The process of innovation has been seen as the formation of stronger bonds and new relationships between actors. This is reflected, among other things, in collective learning, creating new common references, and changing certain rules of the game at the local level. From many contexts, innovation is recognized (detecting a gap between expected and actual



performance), identified (developing a solution to fill this gap), implemented, and integrated into everyday activities. It has been suggested that it consists of four phases, such as institutionalization. Innovation plays an effective impact on economic growth and development which is beneficial for both the individual and organizational levels (Jung, Chow & Wu, 2003). In addition, Kim and Bae (2005) concluded that workplace innovation leads to positive organizational outcomes which may be minor adjustments, and not necessarily highly significant.

It is acknowledged that leaders have a crucial role in encouraging employees' creative actions, particularly under trying circumstances. In addition, Teague (2005) advocates that organizations with mutual supportive employment practices excel and outperform since their combined impact exceeds the sum of individual metrics. Many studies on WI come to agree to the “atomic” idea of innovation, and identify innovations as new organizational solutions (Tidd, 2006). Garcia Morales et al. (2008) describe innovation as any new idea, method, device, or act that creates a new product, service, or process.

Technology innovation is seen as both a prerequisite for and a complement to workplace innovation. According to empirical data, technology innovation makes up 25% of radical innovation success whereas workplace innovation makes up 75% (Pot & Koningsveld, 2009a). According to research, workplace innovation may simultaneously increase quality of life at work and productivity, particularly in initiatives with significant employee involvement (Ramstad, 2009). It is believed that businesses with high levels of workplace innovation and employee success also have better working conditions.

As a result, training, developing, and encouraging team members to solve problems together and achieve team objectives are vital in internal unit management (Morgeson et al., 2010). In addition, the term 'innovation' is linked to products, and product innovation is bringing to market new goods or significantly superior services in terms of functionality.

It would be inaccurate to describe workplace innovation solely based on past static practices. Effective workplace innovation isn't about adhering to a linear change process with a clear outcome, instead, it revolves around the capability to forge innovative and ongoing development processes. This involves learning from a variety of sources, blending different models, and experimenting (Totterdill, Alasoini, Banke, Berckmans, Telljohan & Zettel, 2010). More important, is to recall that creativity at work is by nature a social activity. Although the straightforward application of experts' codified knowledge to the organization

of work is unlikely to be successful, expert knowledge may hold a crucial role in allocating resources for innovation. Instead, innovation in the workplace focuses on enhancing skills and competency via creative teamwork.

Thus, it is crucial to acknowledge both method and outcomes when describing workplace innovation. The phrase refers to the collaborative innovation process that produces outputs in the form of collaborative workplace practices. These collaborative methods, which are based on ongoing self-reflection, growth, and learning, support the innovation process in management, work organization, and technology adoption. The most important aspect of this discussion is that "technological and economic innovation alone is not enough to solve today's social problems such as poverty, pollution, climate protection and geopolitical tensions" (Howaldt & Schwarz 2010).

The creation and execution of convincing interventions in the areas of work organization, control structure, and employee employability are useful to workplace innovation. These areas deal with the design of the organization, the design of management duties, and the design of employment. The "job-demand-control model", "modern psychotechnology with the aim of simultaneously improving organizational performance and quality of working life. (Van Hootehem et al., 2008), emphasize the action regulation theory, and conceptualizations of social innovation as theoretical contexts from which these elements might get their theoretical support. (Murray et al., 2010) They present broad perspective with many underlying sparsity of emphasis. In their organizational-level discussion of workplace innovation, there is societal discussion and there is what they called "social innovation".

Social innovation is viewed as an encompassing subject since it addresses both societal and social issues like economic downturns, joblessness, inclusion, societal unity, environmental shifts, and fostering innovation, productivity, and growth. "Social innovation" denotes novel methods that address urgent societal demands and influence interpersonal interactions. The establishment of novel societal bonds or collaborations, which incorporate the final consumers and amplify policy efficacy, are the hallmarks of social innovations. (European Commission, 2010).

Another definition of social innovations is that they are "social both in their ends and means." According to a research on social innovation by the Social Innovation Exchange (SIX) and the Young Foundation (Caulier-Grice et al., 2010). They precisely identify social

innovations as novel concepts (i.e., goods, services, and business models) that both address social needs (better than alternatives) and establish new social bonds or partnerships. In other words, they are inventions that benefit society and make society more capable of acting. The EC has adopted this approach (European Commission, 2010, p. 2), stating that social innovation should now be a cornerstone of a new strategy for growth and jobs, just as encouraging innovation, entrepreneurship, and the information society was at the core of the Lisbon strategy for growth and jobs.

- The European Commission has recognized three kinds of social innovation:
  - "Grassroots social innovations" address immediate needs of society's vulnerable groups that aren't catered to by the market.
  - "Broader" social innovations target societal issues that blur the lines between social and economic concerns.
  - "Systemic" innovations focus on fundamental changes across strategies, policies, and organizational structures, like awareness campaigns for recycling and climate change.

Despite these agreements, workplace innovation programming is often overlooked. Recent European Commission documents, however, highlight the link between work organization, skill development, and social innovation. This suggests that Europe is witnessing a convergence of social and workplace innovation.

Workplace innovation is fueled by open dialogue, knowledge sharing, experimentation and learning in which diverse stakeholders including employees, trade unions, managers and customers are given a voice in the creation of new models of collaboration and new social relationships (Dhondt, van Gramberen, Keuken, Pot, Totterdill & Vaas, 2011). Frank Pot (2011) describes workplace innovation in terms of “new and combined interventions in work organization, human resource management and supportive technologies”, a broad definition which has now become widely accepted.

Workplace innovation is a strategically induced and participatory approach in organizational practices of managing, organizing and providing human and non-human resources that simultaneously results in improved organizational performance and improved quality of work life. defined as a change adopted in Workplace innovation includes management (absorbing external knowledge), flexible organization, working smarter, continuous development of skills and competencies, networking between organizations,

industrial relations (including human resource management) and industrial relations. It includes aspects of relationship modernization (Pot, 2011). The manner in which employees engage and connect with one another greatly influences workplace innovation (Pot, 2011) and contributes to firms' competitive advantage (Oeij et al., 2011).

Existing research shows that workplace innovation is largely, the progress of working environments including employees work life (Oeij et al., 2011).

In order to tackle the “workplace innovation”, maximizing the use of human resources is a prerequisite. The conceptualization of workplace innovation, and in order to reap the benefits associated, requires to look at the organization as whole and consider the interplay among strategy, structure and culture. To elaborate more as an example, rigid organizational hierarchy and structure would infer direct leadership styles and human resource management (HRM) practices toward a clear division of labor and management. On the other hand, less hierarchy can lead to employee participation, leadership style and his HRM practices towards promoting engagement (Pot, 2011). Hammond et al. (2011) provide evidence to support this claim, demonstrating that workplace innovations are very weakly influenced by person variables, job-related factors, and environmental factors.

Workplace innovations involve strategically driven changes in how an organization manages, organizes, and utilizes both human and non-human resources. These changes, which are collaboratively embraced, result in enhanced organizational outcomes and an improved quality of work life. (Pot, Dhondt & Oeij, 2012). Jobs and workplaces which demand greater autonomy require greater discretion for learning and problem solving (Eurofound, 2012).

It provides a detailed description of the whole network of social, organizational, and design components that make up the setting in which the work is produced. The idea of a workplace conveys in concrete terms the spatiality that organizational members perform and/or the physical space that makes up an organization (de Vaujany & Mitev, 2013). To improve the efficiency of the organization and elevate the work living conditions, (Dhondt et al. 2014) offer suggestions regarding the ways to develop job opportunities and boost staff members active engagement, leading to more innovative workplaces.

Creativity too, is perceived as conducive to workplace innovation (Ghosh, 2014). Ghosh (2014) states that workplace innovative activity is often measured by the number of

innovations, the speed with which innovations are implemented, the novelty of an innovation, and competitive innovative activity in comparison to counterparts.

Through the involvement of both managers and employees, stimulating creativity, clearing hurdles to innovation, and solving problems team activation, prove to be beneficial in dealing with challenges. (Totterdill & Exton, 2014c). A more innovative workplace also benefits from teamwork and job autonomy, which give workers greater say in choices that affect them on the job (Xerri et al., 2015).

It is crucial to comprehend the meaning of the two key words that make up work innovation before reviewing the existing literature on the topic, innovative work environments. The discussion surrounding the idea of the workplace is complex. According to (Cresswell 2015), the definition of a workplace is typically the result of the social process of valuing workspace. The study of the workplace in organizational studies is influenced by a variety of perspectives, including sociology of space, sociology of architecture, sociology of materiality, and environmental psychology. According to Delbridge and Sallaz (2015), scholars generally treat the concept as having multiple dimensions. Human geographers have long advocated the concept of place thickness, contending that because a place contains a variety of features that cannot be combined with one another, it cannot be reduced to a dimensionless point (Cresswell, 2015). Throughout the workplace, non-traditional initiatives were referred to as "workplace innovation." Even though the rise of innovative approaches to work began in the sixties., they had not yet been classified as innovations because they were not widespread or common due to underdeveloped technologies (Ruostela et al., 2015).

Therefore, in order to understand workplace innovation, it is recommended not only should we focus on the particular HRM practices and their results, but we should also take into account the organizational structure and management style that underlies strategic decisions.

Focusing on technological, business model and marketing innovation some decision-makers underestimate and underutilize the potential of workplace innovation, with little awareness on the role of organizations and people in the success of non-technological innovations. Too many HR managers and line and operations managers work in separate silos within the organization.

Workplace innovation may be seen as a social process. In fact, a social participatory process combines human, organizational and technical aspects to shape labor organization and

working life. This participatory process leads to enhanced organizational efficiency and a better quality of workplace life simultaneously. Workplace innovation is an essential constituent of the strategy for smart, sustainable and comprehensive economic growth (EU2020 Strategy) by means of improved productivity, enhanced satisfaction of work conditions along with greater innovative capabilities. Workplace innovation fosters the potential of technological and economic innovation, delivering productivity and innovation leaps at the private and public level. Neglecting investment in workplace innovation leads to waste in untapped capacity and slow evolution of the knowledge economy, a gap exacerbated by the emergence of novel work patterns and emerging of organizational systems and procedures. As an example of study, data from the European Working Conditions Survey (EWCS) show that workplace innovation leads to active working conditions. Workplace Innovation (WPI) in its structural (division of labor) and/or cultural (empowerment) form enables employees to be involved in organizational enhancement and change to ameliorate work-life quality and performance, translated improved new implemented or adjusted practices. Percentage of workforce that improves organization (Oeij et al., 2015). Disoska and Toshevska-Trpchevska (2019) argue that external environmental factors play a real role in determining organizations' innovation activities, yet the nature of internal organizational factors are key in shaping the innovation cycle.

Gaining agreement on the definition and scope of workplace innovation is essential as its awareness grows in the workforce. Documents from the 1990s mention "workplace innovation(s)," generally pointing to the introduction of new work patterns and differentiated ways of employees' involvement.

Yet, nowadays, this concept is more specifically characterized by specific work activities, such as:

- clear job Design,
- Autonomous team collaboration,
- Technology that prioritizes humans,
- Employee-led enhancements and innovations,
- More streamlined organizational hierarchies,
- Mentorship-driven management,

- Systems and processes rooted in trust,
- Employee participation in decision-making,
- Collaboratively shaped leadership. (Totterdill, 2020).

It is impossible to address most of these notions here. It is crucial to remember that there are both broad and specific meanings of the term in the subject of workplace innovation. The focus of this study is on workplace innovation as a renewal of labor relations (employment relations), network relations, and work organization. It is differentiated from "non-technical innovation," which is more general and encompasses business models, marketing plans, and open innovation, as well as "social innovation of work and society." Contrary to popular belief, "lean thinking" is an essential perspective for restructuring work processes and producing high-quality projects. Instead, it is frequently seen as a cost-effective method of making firms leaner and meaner while demonstrating little regard for the effects on personnel.

In a similar vein, Bartram et al. (2020) assert that industry must be the driving force behind organizational change because environment and strategy are crucial in fostering innovation because they strengthen interactions between customers and employees, businesses and partners, and the firms themselves. At the corporate level, social innovation or workplace innovation is seen as regeneration. Undoubtedly, corporations' function in an open environment (also known as "open systems"). Therefore, workplace innovations have an impact on both the internal and external (network) operations of a company, including work organization and labor relations. As a result, workplace innovations are also impacted by environmental change. WPI is concerned with how individuals work and how much autonomy they have at work (Khan & Mohiya, 2020). Although employees always benefit from information exchange inside firms. Employees do not feel compelled to share their expertise, according to Arsawan et al. (2020), since they view it as a temporary competitive advantage that must be retained in order to increase their own productivity.

According to Patricia et al. (2020), the organization's ability to adapt employees' capacities through gamified co-creation activities affects how much their individual creativity contributes to corporate innovation. Workplace innovation can only be actualized when those methods are integrated across all organizational tiers (Khan & Mohiya, 2020; Patricio et al., 2020; Wipulanusat et al., 2020). Engaging and involving employees throughout the organization can yield noticeable outcomes in work environments.

### 2.9.3. Career Satisfaction

The definition of overall job satisfaction by Locke (1969) is "a function of the perceived relationship between what one wants from one's job and what one perceives it to offer." The quality of one's overall quality of life, or life satisfaction, can also be seen as having a relationship with or being a component of one's career satisfaction. According to Andrews (1974), life satisfaction is the core standard or goal for human experience. Aiming at studying various forms of life satisfaction predictors, diversified empirical literature were done to explore life satisfaction. Both Andrews and Withey (1976) and Campbell, Converse, and Rodgers (1976)'s theoretical framework are referenced in the current study. They developed a "facet model" which views life satisfaction as having various elements or domains, including work, community, health, recreation, social life, ... In light of Campbell et al.'s research and Hall's 1976 assertion that careers are crucial to people's adult lives, 's (1976) domain model of satisfaction, career satisfaction was considered to form an integral part of life satisfaction. Looking at people's psychological states when experiencing career changeovers, work instability or pressured environments focusing only on deliverables and milestones, it is obvious to relate career satisfaction and its impact on life satisfaction. According to Shin and Johnson (1978), this view point is anchored in old history; it has its roots since Aristotle

Job satisfaction was tackled through different contexts, counting its relation to values and job performance (Chapman & Lowther, 1982). There are sponsors, parents, and research coaches (Hall & Sandler, 1983). Dedicated Employees who are satisfied with their overall career are happy in their life as well (Bird & Russell, 1986). Gattiker and Larwood (1988) define job satisfaction as reflecting an individual's values and preferences regarding pay, reward, or level of safety to be inspired. It has been looked at as an essential consequence of a person's professional life as a whole. (Gattiker & Larwood, 1988). Employees also appreciate having a say and impact on decisions. Their morale peaks when they are involved in governance and the decision-making process (Rice & Austin, 1988). Historically, many studies on careers perceived individuals as inactive, affected primarily by external factors (Bell & Staw, 1989).



Satisfaction is an important factor in the employee's willingness to stay or leave his job. (Smart, 1990). Job satisfaction is perceived as the extent to which an employee has positive or negative feelings about his job (Odom et al., 1990).

In fact, the degree of satisfaction plays a crucial role in an employee's "intention to leave" and acts as a moderator for other factors like the perception of salary fairness and the extent of influence. (Matier, 1990; Smart, 1990).

Career satisfaction is the joy people experience as a result of their jobs' intrinsic and extrinsic elements, such as compensation, opportunity for growth, and professional development (Greenhaus et al., 1990). High performance employees enjoy better career prospects and greater job satisfaction (Igbaria & Wormley, 1992). It is when an individual derives from internal and external aspects of a career, such as salary, promotion, and development opportunities to be integrated to work (Aryee, Chay & Tan, 1994); avoided job stress (Bozionelos, 1996); and decreased job pressures of professionals and managers (Richardson, Mikkelsen, & Burke, 1997). There are various concerns with the workplace that specifically impact women faculty members and have been independently researched by higher education scholars that fall under these three categories. For instance, the labor itself is a crucial component of faculty career satisfaction: the responsibilities for research, teaching, and service (Olsen et al., 1995).

The satisfaction a person experiences at work due to external and/ or internal factors is referred to as career satisfaction (Judge, Cable, Boudreau & Bretz, 1995). Women professors express the same high standards for their intellectual lives, but feelings of overload may have an impact on how satisfied they are with their work lives. Women in departments with few other women, for instance, may experience pressure to take on more committee and student advising responsibilities. According to Judge et al., 1995, career satisfaction is the way people evaluate their career achievements and their aspirations for future progression. This differs from job satisfaction in that it speaks to the individual's personal satisfaction encompassing many aspects of his career success and progress.

As a result, career satisfaction is defined not only as the satisfaction people get due to intrinsic and extrinsic aspects of their careers, it includes also personal ambition future work related aspirations, and developmental opportunities (Judge et al., 1995, p. 487). This study uses the terms "career success" and "career satisfaction" interchangeably, as is common in career research. According to Judge et al., 1995) a person's career success is determined by the positive psychological or professional results or accomplishments they amass through

their employment. Several human capitals, motivational, and demographic factors that are connected to career success have been included in models of career success (Judge et al., 1995).

Career satisfaction is the subjective assessment of one's career success and progression, in contrast to some objective criteria like salary level and promotion. It is frequently regarded in contemporary literature as a key predictor of an individual's subjective career success.

Job satisfaction is typically understood to be a complex construct which involves employee perceptions about best job conditions. It includes specific requirements of job fulfillment connected to pay, benefits, promotions, working conditions, supervision, organizational procedures, and interactions with coworkers (Misener et al., 1996).

In studies on career dynamics, career satisfaction was commonly seen as a criterion variable (Bozionelos, 1996). This can be supplemented, though, by considering additional work, personal, and cultural factors that may affect career satisfaction too (Aryee & Luk, 1996). How well employees believe they are respected and valued by their colleagues as well as by the institution is another aspect of satisfaction. Feeling valued can take many different aspects, such as being rewarded or receiving an equitable distribution of resources like research support, clerical and graduate support, technology, and comparable pay (Hagedorn, 1996).

Employee satisfaction has a substantial negative impact on employee turnover and absenteeism and a substantial positive impact on out-of-role and in-role performance. In addition, maintaining job satisfaction can increase employee productivity. Johnsrud and Heck (1998) suggested a workload model which categorized work life into three constructs: "professional priorities and rewards, administrative relations and support, and quality of benefits and services".

This is certainly related to the fact that employee mental health and well-being in the workplace are studied as well in positive psychology. Fundamentally, the goal of positive psychology is to help people enjoy life. Employee-perceived job satisfaction echoes how employees perceive their career-related roles and accomplishments.

Job satisfaction is a significant predictor of job success and has been conceptualized to include as previously discussed both extrinsic and intrinsic outcomes, thus using both

objective and subjective measures (Nabi, 1999). More specifically, Sources of satisfaction include being able to work, support others and solve problems (Garske, 1999).

Job satisfaction is defined by this individual's sense of career achievement and fulfillment. it is an indicator of perceived quality of work life and has been a significant criterion for evaluating an individual's entire career (Judge et al., 1999).

Additionally, studies have shown that life happiness is positively correlated with professional satisfaction when considered as a whole (Beutell & Wittig-Berman, 1999). Their perception of having control over their professional growth, their high levels of autonomy, and the challenge they seek out at work are significant (Manger, 1999).

A strong feeling of community has also been linked to contentment, according to several academics. Employees' opinions of their responsibilities, successes, and career-related accomplishments are reflected in their perceptions of their perceived career satisfaction. Career happiness has been defined as encompassing both extrinsic and intrinsic outcomes, and is thus assessed using both objective and subjective markers (Nabi, 1999). Career satisfaction is a significant predictor of career success.

However, Recent research have assumed that a person's personality may directly affect the surroundings through certain behaviors. This aspect of researching professional success has largely gone unnoticed (Seibert et al., 1999). Since career success can be seen as the cumulative outcome of behaviors over a long-time period, personality is likely to play a role (Seibert et al., 1999). Perceptions of fairness and transparency in the tenure process are important factors in career satisfaction (Park & Willinger, 2000).

Career satisfaction is measured as long-term satisfaction with one's career (Seibert et al., 2001). Several research studies have identified factors associated with job satisfaction (Andrew, Faubion, & Palmer, 2002; Garske, 2002). Similarly, how employees view the quality of their work life greatly influences their satisfaction or morale. (Johnsrud & Rosser, 2002). As Johnsrud and Rosser (2002) state for example, "Faculty members are dedicated to their work, and they love what they do" (p. 518). Additionally, Harter, Schmidt, and Hayes (2002) discovered that satisfaction is linked to a variety of other economic outcomes at magnitudes that are significant to firms, including customer satisfaction, loyalty, profitability, and decreased staff turnover.

Additionally, studies show that workers who are happier in their jobs are more inclined to actively contribute to the success of the company (Harter, Schmidt & Hayes, 2002). Job

satisfaction is significant for both individuals and organizations. However, research on employee satisfaction in organizations is inadequate. Job satisfaction correlates with job engagement in educational areas (Goulet & Singh, 2002), like in education and coaching (Raedeke, Warren & Granzyk, 2002). Because objective career success involves tangible results, it typically relies on a third-party perspective and does not reflect the own assessment of success. Sources of dissatisfaction include limited career opportunities (Garske, 2002), low salaries (Garske, 2002). Additionally, Mosadeghrad (2003a) described employee job satisfaction as a mindset toward one's work and the companies in which one works. Using a comparison of actual results and planned results, we may define work satisfaction as an employee's affective response to a job (Mosadeghrad, 2003b).

Subjective measures of career success have gained in importance in recent years (Arthur et al., 2005). For graduates, finding a fulfilling employment is likely to be of utmost significance because they invested a significant amount of time, effort, and for many, money in obtaining their degrees (Purcell, Elias, Davies, & Wilton, 2005). According to Harrison et al. (2006), job satisfaction is an indicator of employee satisfaction with the work environment, person-environment compatibility, professional development, and job characteristics. Rothwell and Arnold, (2007) is defined as career satisfaction is one of the most important predictors of career success because subjective moods of success are associated with many aspects of work behavior and well-being. As mentioned earlier, there are three types of professional competence: "Know why", "Know who", "Know how". Expertise competencies include professional judgment, positive personality, and openness to experience. Job satisfaction increases over time to a very limited extent. It is an assessment of an individual's progress against various career-related goals (income, performance, development, etc.) and career-related achievements (Hofmans, Dries, & Pepermans, 2008). Employees who are satisfied tend to excel in their roles, performing tasks more effectively and assisting their colleagues, in contrast to those who are discontented. (Boehm & Lyubomirsky, 2008). Job satisfaction often relates to how someone feels and sees their own job success in relation to their own self-set criteria (Bozionelos, 2008).

With reference to their research (Hofman, Dries, & Pepermans, 2008); when employees receive good compensation, the factors of income, status, and promotion that were used to gauge a person's career attainment seem to be less important. The personal satisfaction they derive from their careers is what matters to them.

It makes sense that the focus has shifted to career satisfaction since the definition of satisfaction is related to a person's inner feelings of happiness. Subjective indicators, focusing on personal assessments of intrinsic rewards like happiness and positive relationships, are viewed as vital elements in genuinely capturing career self-satisfaction. because each person has his own criteria of success and future work aspiration, which is different from others' needs for achievement. According to research, if marked by a shortage of appropriate career prospects, individuals returning home might be dissatisfied with their domestic careers. or roles that are below the level of their employment abroad (Begley et al., 2008).

According to McDonald and Hite (2008), achieving a subjective definition of success in one's career includes feeling satisfied, fulfilled, and enjoying one's work. Companies that are able to meet these needs and expectations will manage to successfully draw in and retain the best talent, which boosts output and performance, lowers turnover (and avoids the opportunity costs associated with hiring new staff), and improves the quality of the service offered (Laschinger, 2012). Personnel thus become sources of competitive advantage. These advantages support businesses' expenditures on tools to create career paths for staff members, particularly in engineering organizations. Through improving employees' adaptability for change, adjustments, and continuous improvement, companies are able to reach higher performance beside achieving horizontal and vertical mobility.

As per Kong, Cheung, and Song (2012), job satisfaction relates to both internal and extrinsic career values, which include things like earnings, compensation, and possibilities for professional growth and development. According to Kang, Gatling, and Kim (2015), professional happiness is viewed as a measure of subjective career success. Stoia et al. (2015) reveals that satisfied employees are capable to attain higher goals and challenges than less-satisfied employees. In addition, satisfied employees are 47% more productive than employees who are not satisfied. In addition, there is a close correlation between absenteeism (illness) and job satisfaction. Satisfied employees are absent less than dissatisfied employees. Furthermore, a worker who is satisfied with his work has 180% more energy compared to unsatisfied worker. This greatly affects not only their behavior, but also their relationships with peers. Moreover, satisfied employees are 50% more motivated than dissatisfied employees is high. Finally, 25% of satisfied staff perform their tasks with greater efficiency and efficacy. and 25% are more confident than employees who are not satisfied.

Consistent with these findings, a survey has been conducted of productive workers aged 25 to 34 in the UK and found that the workers were compared to workers of other age groups are unsatisfied at work. Another survey was conducted concurrently in Indonesia, Hong Kong, Malaysia, the Philippines, Singapore, Thailand and Vietnam, found that employee satisfaction in Indonesia, Singapore, Malaysia and Vietnam increased compared to last year, in contrast to the Philippines, Thailand, Hong Kong. In Indonesia alone, 71% of 100 people say they are satisfied with their current job. There are three main reasons why employees are satisfied with their jobs: The place of work, the relationship between co-workers, and the reputation of the company.

Job satisfaction refers to employees' job and life satisfaction (Prasetyo, Ratnaningsih & Prihatsanti, 2017) when it comes to using all the best resources to meet challenges. This increases not only the individual well-being, but also other people well-being, those influenced and motivated by what is being done.

Career satisfaction denotes how closely employees feel their career advancement aligns with their goals and values, and the degree of contentment they derive from their chosen profession. (Jabeen & Isakovic, 2018). Publications focused on factors influencing employee career satisfaction (Linder, 2019) were inclined to emphasize on recognizing organizational factors in general (organizational support, organizational culture), while limited research has been conducted on returnees (i.e. employees returning back home)

Nevertheless, Subjective professional success is how a person assesses their own progress in their career., same like career satisfaction (Spurk, Hirschi, & Dries, 2019). furthermore, numerous past studies have referred to career satisfaction as a measure of subjective career success (Spurk, Hirschi, & Dries, 2019).

#### 2.9.4. Innovation Behavior

Innovation highlights a more complex process that refers to activities aimed at developing, implementing, reacting to, and modifying ideas (Van de Venn, 1986). At the end of the innovation process, individuals People who exhibit innovative behavior capable of coming up with ideas and solutions Prototypes or models of innovations that can be experienced, adapted and used work roles, groups, or entire organizations (Kantor, 1988). Innovative

action is a multi-step process of identifying a problem, brainstorming, or finding a solution. Building support for ideas and their implementation (Kanter, 1988).

The role of innovation in public management has been a subject of debate because Taking risks and administrative autonomy run counter to conventional governments preoccupation with supervision and accountability, which might end up in major setbacks, abuse of civil rights, discrimination and malfesance. (Terry, 1993).

As discussed previously, creativity is a key component of innovation behavior. Research and practice frequently revisit 'creativity' and 'innovation' interchangeable (Scott and Bruce, 1994). Although related, these constructs have some advantages. Similarly, some emphasize that innovation is more than just a thing. Introduction and applying new ideas intended to improve organizational performance (Scott & Bruce, 1994).

Individual innovations in the workplace were conceived as complex. Later on, an innovative individual is a perceived as someone with innovative ideas endeavors to share and advocate for these ideas within the organization. Ultimately, innovative conduct encompasses drafting strategies and timelines to actualize these new ideas for productive utilization. (Scott & Bruce, 1994).

For Scott & Bruce, Innovative behavior, is when an employee identifies a problem and develops something new or adopted solutions to this problem. Then, he looks for ways to advertise building her or his solutions and ideas and legitimacy, supporting both internally and externally outside the organization.

Altshuler remarked that there's a prevailing sentiment of distrust towards innovation in the public sector. However, Given the significance of innovation, public sector entities are progressively anticipating their employees to have an active and participative role. (Altshuler, 1997).'

Furthermost, research has focused on innovation at the policy, organizational, as well project levels (Borins 2000). In his review of award-winning government innovations, (Borins 2000) discovered that the innovators don't belong often to top-tier managers but rather those "street- level bureaucrats". Employees at the mid or lower ranks play a pivotal role in effectively bringing new ideas to fruition.

Innovative behavior refers to actions taken within an organization to improve individual and organizational performance by enabling employees to adopt innovative thinking and

respond quickly and accurately to changing customer demands. It is the act of generating, cultivating and practicing innovative thinking (Robert, 2001), the innovation behavior is divided into five phases, including opportunity pursuit, idea generation, research support, and application, through 289 individual innovation behaviors contained in 28 publications.

Innovation that lacks explicit authorization, or projects deviating from standard procedures, are deemed unsuitable and not given the green light. (Halachmi, 2002). What most of them have in common is the creation of useful original or innovative ideas. Innovative behavior leads to the generation of new ideas, and leaders must be encouraged to think about new ways of working in order to enable organizations to achieve innovative outcomes. Many institutions use different types of stimulus aspects to foster organizational innovation.

However, providing support to employees for their innovative behavior is a crucial factor in mobilizing the innovation process within an organization. (Martins & Terblanche, 2003). Research has shown that Organizations that welcome change, encourage idea generation, and allow employees to approach challenges from diverse perspectives, demonstrate supportive a culture for innovation behavior. (Jung, Chow & Wu, 2003).

Stimulating innovation is significantly dependent on the institutions that stimulate innovation. Promoting and inspiring innovative behavior will share awareness of practices, procedures, policies, and methods for getting things done around the organization. As a result, the organization supports innovation. It becomes recognized by specific behavioral tendencies, attitudes, and emotions (Jong & Hartog, 2003). Innovation pertains to “an idea, practice, or project that is perceived as new by an individual or other unit of adoption” (Rogers 2003). Lu Xiaojun (2007) and others have tested this in real situations and defined innovative employee behavior as follows: In the professional environment, workers often propose novel solutions and ideas to tackle challenges, with significant dedication applied to their realization. The inclination of employees towards innovative actions stems from both innate and external influences. Innate influences refer to the inherent qualities of creative individuals and their enthusiasm for innovation. Conversely, external influences consist of a collaborative team setting and higher management endorsement. The combination of these inner and outer elements boosts the creative prowess and innovative spirit of employees.

Innovations must be able to be implemented, unlike inventions, and they vary depending on ongoing advancement in that go beyond simple adjustments and modifications (Moore &



Hartley 2008). More regulations, checks, and restrictions that restrict what constitutes acceptable civil servant activity are sometimes regarded a remedy in place of innovation (Kelman, 2008). Innovative behavior is related to the manager's leadership style, as the leader sets organizational goals, makes decisions about the acceptance and adoption of new ways of working, and encourages staffs. Innovative behavior within an organization can create a better-connected environment for subordinates and leaders, eventually contributing to organizational innovation. A literature review reveals limited attention to assist innovative behavior as an environment for innovation in institutions as facilitators (Gumusluoglu & Ilsev, 2009a). The idea that governmental organizations lack innovation is debunked by research because there is no market mechanism to reject companies who fail to adapt to their work environment (Damanpour & Schneider 2009).

Innovative behavior is the foundation of organizational change and was suggested to be the basis of organizational innovation (Wang, Liu, Tseng & Tsai, 2010). Innovative behavior has been the focus of leadership and innovation research (Pieterse, Van Knippenberg, Schippers, & Stam, 2010).

Individual innovation is a phased progression that begins with identifying issues and formulating ideas, either organically or by adopting strategies from external sources (Fernandez & Wise 2010). Implementing innovative methods can aid public entities to adapt quickly to changes and to anticipate stakeholder demands this will give more legitimacy for governments targeting continuous public value creation (Moore 2014).

Nowadays, in a time of financial restraint, public entities across the globe are confronting a rapidly changing operational context, coupled with the challenge of delivering more using fewer resources, innovation has emerged as a pivotal element in providing effective services to the community. (Bernier, Hafsi, & Deschamps 2015).

Based on prior studies on public sector entities (Bysted & Hansen 2015), public sector workers characterize innovative behavior as the creation and execution of novel and beneficial concepts.

Empirical Research indicates that those employees working on the frontlines play a significant role in driving innovation within public sector institutions. (Bernier, Hafsi, & Deschamps 2015). The innovative behavior of individual employees has increasingly gaining more attention than previously (de Vries, Bekkers, & Tummers, 2016). Because of the public pressure on governments to cope fast due to high uncertainty conditions and shifts in public policy and priorities (Ricard et al., 2017).

### 2.9.5. Ambidextrous Culture

Innovative behavior is translated into employees' capability and the willingness to adopt or inhibit new ideas, products, processes, and procedures, (West & Farr, 1989).

Organizational culture is "the set of management practices and behaviors that describe and reinforce the fundamental values, beliefs, principles, and those core principles that serve as the foundation of an organization's management system" (Denison, 1990, p. 2).

According to academics, innovative employee behavior—such as coming up with and executing new ideas for projects or products—plays a crucial part in the success of organizations (West & Farr, 1990). Leana and Van Buren (1999), shared vision transforms diversity into focused thoughts and activities needed for exploitation, while organizational diversity inspires workers to do the actions needed for exploration. In this sort of culture, exploitation and exploration are combined. An "ambidextrous culture for innovation" is when organizations share norms and fundamental principles for establishing creative practices, processes, policies, and open work environments, while creating an adequate balance between exploration and exploitation activities, (Martins & Terblanche, 2003). Gibson and Birkinshaw (2004) argue that ambidexterity is embedded in the type of organizational culture, which promotes creativity and discipline at the same time and thus can help integrate exploration and exploitation to facilitate innovation. Gibson and Birkinshaw (2004) comment on the type of context needed for organizational culture and contextual ambiguity, arguing that business units should avoid both excessive discipline or leisure 'country club' atmosphere.

Fundamentally, these settings do not represent the underlying beliefs and norms that support contextual ambidexterity; rather, they reflect the business unit's procedures and systems. Innovative behavior, as well as individual creativity, are crucial for organizational efficiency, as is generally acknowledged (Yuan & Woodman, 2010).

Employees experience a greater degree of ambidextrous corporate culture, which makes it easier for their psychological needs to be met and leads to psychological empowerment (Seibert et al., 2011).

On the other hand, Zhu, Sosik, Riggio & Yang (2012) argue that a common vision is a transformational mechanism which motivates and inspires the active participation of employees in organizational leadership processes and the holistic evaluation of people.

Ambidexterity, refers to the institutional capability to explore new competencies while exploiting existing ones simultaneously. It has been labeled as a vital antecedent of organizational innovation (Junni et al., 2013). According to Schermuly et al. (2013).

It was noticed that employees who feel more psychologically empowered are more likely to overcome motivational challenges during the process of innovation. Employees are motivated to act based on their intrinsic psychological needs such as autonomy, competence, and relatedness. By giving people customized attention and a sense of shared purpose, transformational leaders support and reinforce workers' impressions of the culture (Duan & Huang, 2014).

Organizational culture has several unique characteristics, including the adaptability to external circumstances and normative integration and consistency. Consistency safeguards stability and preserving the course of action; adaptability instead, permits for modification and flexibility. Both characteristics of organizational culture have been used as organizational management tactics to address the dual issues of stability and flexibility, and internal integration and external coordination (Wang & Rafiq, 2014). The dual characteristics of organizational culture (consistency and adaptability) in organizational management processes has been recognized as the “concept of ambidextrous organizational culture”. A collective vision with organizational diversity stand out as two pivotal notions in contemporary management and ambidextrous culture. (Wang & Rafiq, 2014). In the meantime, there are still a number of valid investigations about the idea of ambidexterity that have not been adequately addressed:

First, exploration and exploitation are perceived as contradictory;

Second, no clear explanation of the best integration methods for exploration and exploitation to reach innovation (Wang & Rafiq, 2014).

Wang and Rafiq (2014) conceptualize this kind of organizations as ambidextrous organizational culture emphasizing one common goal along with flexibility to change and diversification.

It is a collection of organizational principles and standards that foster the comprehensive participation of members in shaping, sharing, broadcasting, and enacting organizational objectives. exploration is described as "a collection of organizational principles and standards that appreciate diversity, acknowledging and commending the unique perspectives, abilities, and knowledge of individuals.

Theoretically, this notion echoes the nature of cultural organization through the expression of its dual facets combining external adaptation (transformation and flexibility) and internal integration (constancy and resilience).

Practically speaking, it emphasizes employee contribution and involvement as an integral element in the organization, in contrast to traditional top-down forms of culture.

The link between ambidextrous organizational culture and innovative behavior is still not fully understood, particularly in terms of its fundamental mechanism and restrictive constraints. Although Wang and Rafiq (2014) offer a pathway from ambidextrous organizational culture to product innovation via contextual ambidexterity, this pathway adopts a resource-based perspective that ignores employees' psychological status and requirements, which are crucial for individuals to innovate.

Organizational culture is conventionally viewed as a complex construct that is molded by a top-down methodology and is a crucial component of the organizational setting.

This study investigates the idea of an ambidextrous organizational culture, which is created through a non-conventional process and adheres to a participative approach that connects public actors' perceptions of their institutional culture with their innovative behavior capabilities.

By examining the viewpoints and responses of employees within an organization that emphasizes both exploration and exploitation (ambidexterity), this research provides insights into the psychological aspects of organizational culture and its relation to innovation.

Moreover, by illustrating the link between an ambidextrous organizational culture and innovative conduct, the study extends the applicability of the self-determination theory. Earlier studies predominantly employed a resource-oriented approach to connect ambidexterity with innovative processes. (Wang & Rafiq, 2014).

The ambidextrous theory of leadership states that using the two different leadership style would drive positive outcomes at the individual or organizational level, and that when both types of leadership behavior are high, so organizational outcomes will be high (Zacher, Robinson, & Rosing, 2016).

Researchers have claimed that innovation behavior is the cornerstone of organizational innovation, consequently, the link between ambidexterity and individual innovation behavior should be well examined. (Rosing & Zacher, 2016). Organizational ambidextrousness may be encouraged and supported by bimanual leadership, which can

flexibly change behavior and coordinate between conflicts and tensions (Zheng, Wu, Xie, & Xu, 2017). An Ambidextrous Culture for Innovation (ACI) is an organizational commitment to form and sustain an equilibrium between exploration and exploitation to foster innovative practices, procedures, and policies in the work environment (Solis & Mora-Esquivel, 2019).

Organizational ambidextrous refers to an organization's ability to coordinate and applies efficient leadership styles to address development requirements while adjusting to a fluctuating organizational change. Ambidexterity resulting from organizational environment is suggested, practicing leadership and cultural characteristics that handle and accommodate to conflicts and inconsistencies.

Even though organizational culture is seldom tested conceptually in the organizational ambidextrous literature, the concept of ambidextrous organization is not new and has previously been applied to leadership and culture, but the idea of ambidextrous leadership and culture is still debated, even in complex construction projects and temporary projects.

The term organizational ambidextrous was first discussed by Duncan and defined as an organization's ability to meet business needs in a coordinated and efficient manner while adapting to changing circumstances. Ambidextrous arose from an organizational context.

Organizational ambidexterity is examined in reference to the ability to concurrently seek change, stability, flexibility, and efficiency. Ambidextrous theory of leadership described the interplay between two complementary leadership behaviors, initiation and termination behaviors, directive and empowering leadership, or transformative and transactional leadership.

The ambidextrous organizational culture group emphasized individual subjectivity to drive decision-making and self-development, and aligned task-related differences with organizational norms. Moreover, adaptive and coherent cultures, or such ambidextrous cultures built through a shared vision and organizational diversity, have been viewed as organizational resources responsible for organizational outcomes (Campanella, Del Giudice, Thrassou & Vrontis, 2020).

Thus, the main idea of bimanual leadership is that multifaceted activities are complemented by equally intricate leadership approaches, complementary leadership behaviors (initiation and termination behaviors, or transformative and transactional leadership). Using a community of practice as a case study, bimanual leadership in the form of initiating and

terminating leadership behavior is considered as a collaborative approach with the two-handed nature of the community form. Bimanual leadership can contribute to rebuild the public institutions. Leaders can be ambidextrous through organizational design choices and their role as integrators of various business processes.

Thus, the role of leadership in driving exploration activities (fundamental innovation outcomes) appears to be different from leadership in enhancing development activities (incremental innovation outcomes).

### 2.9.6. Workplace Happiness

Happiness research, particularly in the workplace, still has limitations and has to be enhanced continually, thus it is vital to examine more substantially. Happiness is a significant issue that must be addressed, particularly in the workplace.

It is an emotion-oriented appraisal of well-being that includes the predominance of positive emotions over negative ones (Diener & Emmons, 1984).

Happiness in the form of joy is an evident wished feeling in various fundamental human emotions. Experiencing happiness is intrinsic to our human nature, and the majority of individuals feel some degree of happiness (Diener, 1996). Studies of emotions, moods, and the structure of affectivity have consistently found that the most important aspect in explaining an individual's emotional experience is the hedonic tone, or pleasant-unpleasant (Watson et al., 1999). In the classical affective circle, happiness holds the utmost positive end of the pleasure-displeasure spectrum. (Remington et al., 2000).

"Being happy" and "being content" are both positive emotional states, but they differ in their intensity. Compared with dissatisfied employees, satisfied employees tend to be more active, solution-oriented, interested in their work, understand their colleagues, and persevere in the face of challenges.

Being happy is very important to most people, and happiness has emerged as an important goal in most societies (Diener, 2000). Over the past decade, happiness has been a major focus of positive psychology research, with Seligman and Csikszentmihalyi (2000) focusing on individual well-being, positivity and optimism. The authors outline a framework for a science of positive psychology.

Variables related to happiness fall into two basic categories: Intermediaries and Triggers. Mediators are certain factors that interact to influence an individual's job satisfaction. has three types of mediators. (a) Motivation and hygiene – job characteristics such as salary,

performance level and responsibility level. (b) demographics – personal characteristics of gender and ethnicity, and academic characteristics of types of educational institutions and specializations; (c) Environmental Conditions - Relations with colleagues, administrators, students and general perceptions of the climate. Triggers are major life events that change people's reactions to work, such as domestic events such as divorce, changes in life and career stages, and a sense of fairness in the workplace (Diener et al., 2003).

Happy employees advance fast in their professions as they generate good work and are willing to cooperate (Gavin & Mason, 2004).

Moreover, happy people are able to adapt to challenges (Lyubomirsky, King & Diener, 2005). Happiness yields to success largely due to the impact of positive encounters. Prior studies have indicated a favorable correlation between job satisfaction and diverse indicators of professional accomplishment. Compared with their less fortunate peers, happy people tend to earn more money, perform better at work, and help more their peers (Lyubomirsky, King, & Diener 2005). From a Human Resource Management (HRM) perspective, HRM practices (downsizing, outsourcing, dispatching) affect the nature and quantity of work (Colakoglu, Lepak & Hong, 2006). According to Haller and Hadler (2006) happiness entails a combination of life satisfaction, and positive emotions.

A happy or 'good' life involves acting ethically and positively, pursuing meaningful or self-aligned goals, utilizing and enhancing one's talents and capabilities, irrespective of one's feelings at any given moment. (Warr, 2007).

Stress, dissatisfaction and psychological distress at work are associated with lower productivity. In fact, elevated chances of mishaps, disputes in the workplace, higher rates of absence, more frequent sick days, exhaustion/burnout, and a high rate of attrition are linked to the onset of numerous health issues and escalating healthcare expenses. (Warr, 2007).

Conventional wisdom implies that hedonic happiness, perceived merely as the pursuit of pleasure, cannot be sustained in the long term without eudemonic happiness. Most well-being structures in organizations are conceptualized at the individual level, where differences in interests between individuals occur. Happiness-related components are typically characterized and evaluated at the personal level encompass. temperamental feelings, job satisfaction, emotional engagement, and common emotional state in the workplace. Constructs at the organizational unit level represent the collective well-being of groups, operational units organizations, and so on.

Philosophers and social researchers define happiness differently. The main distinction is between the hedonistic view of happiness as a pleasant emotion or positive judgment and the virtuous, morally righteous, true to oneself, meaningful, and/or promoting growth (Ryff & Singer 2008). Although the link between employee satisfaction and workplace productivity is inconclusive, it seems that happy workers must be productive workers (Zelenski et al., 2008). “Happiness” is universal to all individuals in all cultures because everyone seeks it. Thus, workplace well-being is related to individual job-life satisfaction and subjective well-being at work (Bhattacharjee & Bhattacharjee, 2010).

Happiness has captivated the focus of thinkers; it becomes the focus of psychological research (Gupta, 2012). Human resource (HR) and organizational behavior (OB) research has only recently begun to explore job well-being, or employee well-being. This is related to both work and personal life outcomes. Erdogan et al. (2012) states that happiness depends on satisfaction, career development, job characteristics, and human-environment compatibility.

The topic of well-being has been studied in various fields such as philosophy, religion, psychology, sociology and economics. So far, happiness extends to the workplace (Gupta, 2012). Happiness manifests itself in pleasant moods and emotions, well-being and positive attitudes.

A study has shown a strong correlation between happiness and job success (Gupta, 2012). When workers feel more positive than negative emotions, the organization is happier (Meldrum, 2013). When employees' subjective well-being is high, they feel more strongly and attempt to favorably assess the many situations they come across in their everyday life. Positive self-viewers also exhibit higher levels of life satisfaction. People who have low subjective wellbeing frequently feel unpleasant emotions like anxiety, worry, or rage and have unfavorable opinions about their living circumstances (Xu, 2014).

Januwarsono (2015) adds that when employees are happy and enjoying their work, can handle the most difficult situations. The term “workplace well-being” is related to job satisfaction because happy employees are more satisfied with their jobs compared to unhappy employees (Januwarsono, 2015). Meta-analysis studies on happiness have found that happiness leads to success in all areas of our lives (marriage, health, friendships, community involvement, creativity, etc.), especially in work, career and business. In summary, happiness is a competitive advantage for organizations that want to achieve



success through happy employees (Stoia et al., 2015). Moreover, happy employees are 108% more committed to their colleagues and 82% more satisfied with their jobs. Happy employees respect her job 28% more than unhappy employees.

When employees feel comfortable in their workplace, they work well and money is no longer considered as the main concern. In 2016, a survey of 'Generation Y' conducted by Jobstreet.com Indonesia found that 33.4% were dissatisfied with their jobs. The root causes of this dissatisfaction are limited career development opportunities, low incentives and strict management styles (Khoiri et al., 2016). Consistent with this, Tasnim (2016) added that job satisfaction is a major factor that makes someone happy at work.

While life satisfaction makes up the cognitive part, positive and negative feelings make up the emotional component. Gender, age, education, income, marital status, and personality type are other factors that affect cognitive and emotional well-being (Luhmann, 2017). According to Jayasinghe (2017), job happiness increases employees' overall happiness.

Happiness generally refers to positive emotions felt by an individual and positive behaviors that an individual prefers (Rahmi, 2019). A happy worker is one who always has a positive attitude. Happy employees bring happiness from home to the office (Rahmi, 2019). This is because individuals know how to manage and influence their work environment to maximize performance and increase job satisfaction (Rahmi, 2019). It is important that organizations strive for workplace prosperity and well-being. This means not only the benefit of the employee, but also the benefit of the organization.

Some scholars, following Aristotle, have described happiness in terms of characteristics like bravery, fairness, restraint, correctness, honesty, and humor. People who exhibit these qualities and conduct their lives accordingly feel happier (Oravec et al., 2020). Because current theories seek to encompass emotions, the ideas of the happy company and happy employees have grown increasingly prevalent in modern management techniques. Employees are happier and more able to favorably assess their quality of life when they reach their potential (Ibrahim et al., 2020).

What makes people unhappy is the lack of career development, leadership and training from the company. Moussa (2021a) point out the lack of empirical research on workplace well-being. The aforementioned debate on the origins of happiness. can provide opportunities for individuals and organizations to enhance personal well-being in the workplace and to increase job satisfaction. Although there is little research on how individuals can voluntarily

contribute to their own well-being at work, much of the advice for improving well-being in general. Instant happiness is associated with effective performance and perception of progress towards goals, so setting and pursuing difficult can amplify happiness.

### 2.9.7. Job stress

Workplace stress can affect behaviors that impair the smooth running of an organization (Gaudet, 1960). According to Kahn and Quinn (1970), job stress can be defined as requirements from any aspect of a job role that exhibit extreme or detrimental characteristics and lead for job dissatisfaction. Examples of such workloads include role ambiguity, role conflicts, and role overload. The person tries to avoid this by being late, absent, resigning, or otherwise. Therefore, the higher the stress, the more uncomfortable the work situation becomes, and the individual tries to get rid of it. Workplace stress has been shown to be associated with physical and mental health as assessed by employees (Beehr, Walsh & Taber, 1976).

Newman and Beehr (1979) identified job stress as “a situation wherein job-related factors interact with the worker to change his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning”

Stress has been shown to be positively related to job dissatisfaction (Mossholder, Bedeian & Armenakis, 1981). In contrast, King (1981) notes that stress is a central positive force essential for people to grow and develop .

Stress, is assumed as dissatisfaction (Barnes, Agago, & Coombs, 1998), can result from perceptions of inadequate compensation (Gmelch, Wilke, & Lovrich, 1986). This is named the high-activated negative-affect state which comprises stress but necessitates amplified motivation, attention and responsiveness (Frijda, 1986).

The wider significance of research on work-related stress becomes clear when recognizing that job stress impacts an individual's psychological and behavioral well-being both in the workplace and outside of it. The ramifications of this stress extending into a worker's engagement with family, community, and other non-work environments have been extensively recorded (Bromet, Dew & Parkinson, 1990).

Numerous sources of job stress are caused by the work environment and the roles employees pursue in their daily work. While considerable attention was directed to operational conditions that may lead to job stress, comparatively little investigations have concentrated on the safeguards against stress within the work environment.

Concepts like job stress, burnout, and job performance were discussed and empirically tested in industrialized countries (Maslach, 2003).

Job stress is referred as an individual's reaction to features of the work environment that appear emotionally and physically threatening (Jamal, 2005). This indicates a mismatch between the individual's abilities and the workplace culture, and the individual may be overwhelmed or completely unprepared to deal with certain situations. In general, the greater the imbalance between individual needs and capabilities, the higher the level of stress (Jamal, 2005).

Kivimaki et al. (2006) provide compelling evidence of these negative effects in the literature on job stress. Kivimaki et al. (2006) stating, "work-stressed employees have an average 50% excess risk for CHD [coronary heart disease]" (p. 431). The Conservation of Resources (COR) theory interprets stress as a depletion of resources. Others, however, contend that stress can actually foster personal development, mental toughness, sense of skill mastery, capacity for task prioritization, and self-awareness (Park and Helgeson, 2006). According to COR theory, low job stress is a sign of a serene and (to an extent) stagnant mental state that fails to stimulate the need for mental idea generation. On the other hand, employees who are experiencing moderate to high levels of stress are constantly under psychological pressure, which may stimulate their creativity more. Thus, it is proven that work-related stress has a direct and advantageous impact on creativity. According to Chen et al., (2006) stress is regarded as an undesirable tension. Although the influence of job stress is found to be negative, Baas et al. (2008) review on mood and creativity suggests that, in contrast to extremely low and high levels of activation, a moderate level of stress-induced activation may encourage an individual to engage in creative processes. Contrarily, low-activated negative emotions like unhappiness make people passive and inactive (De Dreu et al., 2008). Job stress is a bad kind of stress that has negative physical, psychological, behavioral, and social effects on workers, including anxiety and depression (Pearsall et al., 2009). Stress and creativity were the subject of a meta-analysis by Byron et al. (2010) concluded, "The results suggest that stressors' impact on innovation is more complicated than previously assumed and highlights the importance of identifying limiting factors that clarify divergent or inconsistent results.. An employee who feels stressed out communicates more poorly with customers and coworkers and experiences higher levels of anxiety. This lowers service quality and makes the employee unhappy (Malik et al., 2011). Crum et al., (2013)

discovered that people who believed stress was enhancing their performance and health experienced fewer negative effects.

Mullen et al., (2017) stress is a state that occurs when someone's resources are strained by their external work demands. The role an employee plays, which is the total of all the expectations placed on them, has an impact on stress as well. Since task contents contain as well the organization's goals (Hu et al., 2017), not all of the work a worker does within the organization may be their own task. Role pressure is a result of organizational factors and role expectations and can be brought on by conflict and a lack of clarity regarding the implications of one's personality and interactions with coworkers. When a hotel employee's goals are not clearly defined, their authority is not fully defined, and their responsibilities are not fully defined, role ambiguity occurs. Contradictions between an employee's roles within the company are what lead to role conflict (Hu et al., 2017).

In fact, some researchers contend that, depending on the situation, stress can actually enhance creativity (Montani et al., 2018). Overall, this shows how stress may affect creative thinking. Employees who are experiencing resource loss (high levels of stress) may use their remaining resources to find innovative ways to acquire new resources or lessen current losses. This relates to the third COR principle, which states, "when resource loss circumstances are high, resource gains become more important" (Hobfoll et al., 2018, p. 106), which speaks to the "readiness for action or energy expenditure." Hobfoll et al., (2018) expanded on the COR theory's discussion of resource conceptualization by arguing that context is important for understanding resources. Job stress can be viewed in this light because it ultimately motivates workers to look for and gather more resources, which can be understood as a potentially enhancing factor in this context. Again, this is consistent with (Hobfoll et al., 2018), COR third principle: "Resource gain increases in salience in the context of resource loss," which draws on the existing resources to create new resources, This comes in parallel the second principle to "invest resources in order to protect against resource loss, recover from losses, and gain more resources."

In addition, the COR fourth principle (Hobfoll et al., 2018), contends that under stressful circumstances, people may enter a defensive mode in which they conserve their available resources, reorganize by acquiring new resources, and work to maintain their resources while coping with the stressful condition. Due to their defensive "mode to preserve the self," workers under high stress (overworked or exhausted resources) may be more motivated and focused (Hobfoll et al., 2018, p. 106). According to Liu et al., (2021), problems that lead to

job stress include failing to follow instructions, not performing the duties of one's role, not making the necessary advancement in one's field, and communication problems.

### 2.9.8. Coworker Support

The distinction between affective and instrumental support may also be particularly pertinent in workplace studies, according to some empirical data, at least. Kalleberg (1977) examined the applicability, significance, and influence of various aspects of work for workers' job satisfaction using data from the 1972 Quality of Employment Survey.

One survey question asked respondents to rate their coworkers' friendliness and general (affective) support. While it was important to have friendly coworkers, Kalleberg (1977) found no connection between having supportive coworkers and job satisfaction. Another factor—resource adequacy—that did predict job satisfaction, however, received less attention. Respondents were specifically asked to rate whether they received the right assistance, tools, and knowledge to carry out their job responsibilities as well as whether their coworkers and supervisors were knowledgeable and supportive. It could be argued that this represents a measurement of helpful workplace support.

Although not explicitly conceptualized as social support measures, Kullberg's study findings on the distinct effects of friendly coworkers and adequate resources on job satisfaction imply that the distinction between affective and instrumental support could greatly advance our understanding of the stress-support-satisfaction relationship.

Additionally, issues with the conceptualization, measurement, and analysis of social support variables may be the cause of these flimsy and inconclusive results. Studies frequently fail to make a distinction between social support from coworkers and support from supervisors, for instance. Because supervisors may both cause and alleviate workplace stress, these combined measures could be problematic.

Moreover, the frequency and nature of employees' interactions with their supervisors may be very different from those with their peers. Similar issues arise when policies fail to distinguish between work-based and non-work-related support. The nature, sources, and effects of social support have drawn significant attention from researchers in the social and behavioral sciences (Cohen & Syme, 1985).

This multidisciplinary focus has resulted in numerous and diverse definitions and measures of social support. From these various taxonomies, four main types of support can be derived.

Further analysis of the impacts of social support at work, particularly with relation to job satisfaction, is necessary. Overall, research indicate very weak connections between worker affect and support, as well as erratic links between stress and support (Kasl & Wells, 1985). There are several sources of information about support in service settings, and each type of support has a specific function. The social environment that affects how coworkers and supervisors interact (Karasek & Theorell, 1990).

Previous research has shown mixed results about the impact of employee support on reducing turnover. Employees who receive more support may perform less well during hard periods when job capacity is low, customer demand is high, or when staffing levels are kept to a minimum. Employees who receive a lot of instrumental support may be fully aware that they receive more support than their peers receive, and feel incompetent. Hence, such staffs may be more likely to select themselves out from the company because the person is actually or perhaps not the fit for the right job. When the standard of service delivery was perceived as high, the results showed that staffs reported higher levels of support from both colleagues and superiors.

However, it should be noted that the impact of standards on boss support is weaker than the impact of standards on employee support. This suggests that employee service standards are being driven more strongly than those of supervisors and managers. An interesting investigation exists related to employee support that receive from others at work (Karasek & Theorell, 1990). As Hodson (1997) persuasively contended, the interpersonal dynamics in the workplace can play a significant role in enhancing employee job satisfaction, efficiency, and overall well-being

.Rarely has the possible role of workplace relationships in preventing job discontent and other undesired consequences been considered (Bennett & Lehman, 1999). The basic elements of managerial support are respect, trust and willingness to assist. Worker support had a lot to do with server guest orientation, but management support did not. Employees develop positive beliefs toward the organization in response to supportive policies (Eisenberger et al., 2002).

When support staff are recognized in the service environment, they lead to higher levels of engagement with guests. In addition, the employee needs group of peers to help perform service-related tasks, but the enthusiastic support of boss is not essential for guest orientation. Employee support includes unique elements that are not found in interactions between bosses and subordinates. The relationship between employee and supervisor

support suggests that servers view support roles related to employees differently than support roles related to managers and supervisors (Susskind, Kacmar & Borchgrevink 2003). Employees that feel valued perform their duties and responsibilities to the best of their abilities and have low stress levels and feel happy (Schiffirin & Nelson, 2008).

Support is provided both socially and practically. The former relates to the degree of cooperation between coworkers and supervisors to complete duties at work, whereas the former refers to the degree of social and emotional integration between coworkers and supervisors. The sense of social support and work quality, professional performance, and employee job satisfaction have been linked in a number of research (Hamaideh, 2011).

The development of a culture where it is easy to express worries in secure (i.e., confidential) and reliable connections is a necessary step on the important route to social support. According to Turner et al. (2011), there is a substantial likelihood that staff well-being would be impacted, including burnout and disengagement, when employees perceive their supervisors' social support as being low or as having inadequate team involvement. People who work in an organizational setting generally assume that they will assist or be assisted by coworkers and superiors. In Scottish radiation and medical oncology facilities, good self-perceptions of job satisfaction and work-related incentives are linked to both coworker and supervisor support.

According to Aggunduz and Bardakoglu (2017), organizational support reflects the value that a company places on its employees and the gratitude it has for their contributions. In contrast, perceived managerial support is negatively correlated with the signs of role stress—role overload, role conflict, and role ambiguity—while perceived organizational support is positively correlated with perceived managerial support. Employees who feel valued by their employers perform better (Asghar et al., 2021)); meanwhile, those who perceive their employers as being supportive of them are more likely to act in ways that are good for business. Managerial support is correlated with employee happiness, job stress and job dedication (Garcia et al., 2021).

In addition, because coworkers are more likely to contact with one another during the workday and depend on one another to complete duties, it is crucial to comprehend the impact that good or bad coworker interactions may have on safety performance. Further, given the rising integration of mining automation and the associated need on clear and transparent communication, examining the function and significance of these structures in the context of the mining sector is becoming increasingly essential. In particular, the

frequency and significance of horizontal communication are projected to rise and support the future organization of work as job duties are replaced and new job roles are formed.

## Chapter Summary

This chapter began with the history of the innovation moving to discuss the main theories that will be used in this thesis followed by the definition of each dependent and independent variables by mentioning on chronological order. Thus, to achieve the thesis goals, the researcher will discuss the hypotheses development in the next chapter. To study the factors that could affect the dependent variable which is the Innovative behavior where described as a series of activities pertaining to idea generation, idea promotion, and idea realization for new technologies, processes, techniques, or products. It covers all the discontinuous activities from idea generation to promotion and implementation of the idea, and includes several stages such as identifying problems, stimulating ideas, proposing solutions, seeking supporters of solutions, putting solutions into practice, expanding production scale, and finally institutionalizing it. As a result, it is obvious that creative work practices can provide a final result with distinct application components and research value.



## CHAPTER THREE

### *Literature review and Hypotheses development*

### **3.1. Introduction**

Chapter Two of the research document focuses on the Theoretical Background and Variables Conceptualization related to innovation in the public sector. In the Theoretical Background section, a general overview is provided, presenting key concepts and theories relevant to the study. The subsequent section investigates into the History of Innovation, tracing its evolution and impact on various sectors. Addressing the political dimension explores Politically-directed innovation in response to crisis, investigating how political factors influence innovation during times of crisis. Following this section delves into the Diffusion of Innovation Theory, offering a detailed explanation of how new ideas or innovations spread through a population.

Transitioning to public sector-specific theories, section 2.5 introduces Public Sector Innovation Theory (PSI), while section 2.6 explores the Sources of Innovation Within Organizations. The subsequent section (2.7) focuses on Innovation in the Public Sector, discussing challenges, opportunities, and notable examples. Section 2.8 examines the relationship between Public Sector Creativity and Innovation.

The chapter's centerpiece, section 2.9, is dedicated to Variables Conceptualization, defining and elaborating on the variables that will be studied in the research. This includes: Leadership for Innovation (2.9.1): Exploring how leadership styles and behaviors impact innovation within the public sector. Workplace Innovation (2.9.2): Discussing the concept of innovation within the workplace setting. Career Satisfaction (2.9.3): Examining how job satisfaction is related to innovation. Innovation Behavior (2.9.4): Likely discussing the observable behaviors associated with innovation. Ambidextrous Culture (2.9.5): Exploring the concept of an ambidextrous culture, where organizations balance exploration and exploitation. Workplace Happiness (2.9.6): Investigating the link between happiness at work and innovation. Job Stress (2.9.7): Analyzing how stress levels may influence innovation. Coworker Support (2.9.8): Discussing the role of support from colleagues in fostering innovation. In summary, this chapter provides a comprehensive exploration of both the theoretical foundations and the specific variables relevant to the study of innovation in the public sector.

### **3.2. UAE Historical Background**

This section serves the purpose of providing an informative background of the UAE evolution in terms of its formation, culturally, economically politically and socially reaching its actual position and governance style especially in public performance and government

strategies one of which the innovation strategy and the happiness and wellbeing strategy that are of relevance to the topic of the research. Besides, this section is trying to highlight how the government has been including Innovation and wellbeing in its different strategies and visions. This emphasis has led the researcher to reflect in specific about the factors affecting innovation behavior and wellbeing (employee satisfaction) in the public entities within the UAE government.

A quick definition of the Trucial states that “they are various territorial areas of the Persian Gulf to which the British government had formerly nominal responsibility as advisor and placed under British protection.” While this is an ill-defined status and has not reached formal protectorate status, Britain must protect against outside aggression in exchange for exclusive British rights in the United States" (Balfour-Paul, 1994).

In 1952, the British Protectorate proposed the establishment of the Trucial Provincial Council, "an informal body composed of the chiefs of the seven emirates and chaired by a British political representative residing in Dubai" (Ghareeb, 1997). The Trucial States Council included not only the seven emirates, but also other Persian Gulf states such as Qatar, Bahrain, Kuwait, and Oman, and facilitated cooperation among the seven rulers. In 1968, the British government decided to withdraw from these states. The leaders of these countries were thus content with Britain's dependence on political, diplomatic and military power in the world, but for the first time with the prospect of determining and securing their own destinies. The urgent need for cooperation within the framework of the Trucial States Council was quickly understood. The emirate's rulers did not push for independence, instead agreeing to the establishment of a federation, with the exception of Ras El Khaimah, and inequality between emirates, particularly both Abu Dhabi and Dubai, comparable to other emirates. This coalition was to form the basis of Arab unity and protect the potentially oil-rich coast from the ambitions of more powerful neighbors (Yousef, 2004). February 18, 1968, at Al Sammy on the border, "The two rulers, Sheikh Zayed of Abu Dhabi and Sheikh Rashid bin Saeed Al Maktoum of Dubai, ruled over the rulers of six other emirates and rulers of Qatar and the establishment of the United Arab Emirates of Bahrain, which was to enter into force on 30 March 1968" (Al Rayyes, 1973). The purpose of the "Dubai Accord" is to coordinate the development and prosperity of the two countries, to strengthen respect for each other's independence and sovereignty, and to unify foreign policy and representation, as well as comprehensive policy at the international level such as, political, defensive, economic, cultural and other issues" (Ghareeb, 1997).

The initiative of the rulers was preceded between Abu Dhabi and Dubai. This was an important decision by Sheikh Zayed and Sheikh Rashid to unite their respective emirates into his one union, to manage foreign affairs, defense, security and social services alike, and to pursue a common immigration policy. Additional administrative matters were left to the authority of local governments in each emirate. This historic agreement became known as the Union Accord and was seen as the first step towards joining the entire Trusial Coast. To further strengthen the Union, Sheikh Zayed and Sheikh Rashid called on the rulers of five other armistice states, as well as Bahrain and Qatar, to unite in discussions on the development of unions (Ghareeb, 1997). From 25 to 27 February 1968, the rulers of these nine states organized a Constituent Assembly in Dubai. For more than three years, the 11-point rules recognized in Dubai have served as the basis for a rigorous effort to create a constitutional and legal structure for the 'United Arab Emirates' that encompasses it.

### 3.3. The UAE Constitution and Its Institutions Government Structure

The UAE's political system must be more open to its citizens to prepare for global challenges. Since 2006, after all 40 members were nominated between 1972 and 2006, his 20 members of the Federal National Council (FNC) have been elected by the Electoral College, with 20 of each Appointed by the ruler of the emirate. In 2008, the Board of Governors also approved constitutional amendments to further strengthen her FNC, thereby enhancing its influence and coordination with the Cabinet. Since the founding of her UAE on December 2, 1971, an interim constitution has been drawn up. The constitution was recognized as permanent after the United Arab Emirates Association recognized its stability and success. At the local, regional and international levels, the UAE has contributed to culture and achieved tremendous achievements, ushering in an era of progress for the Commonwealth. The UAE has thus become a model state and one of the most successful experiences of unification in modern history (Ghareeb, 1997).

The Constitution describes the main rules of political and constitutional organization of the UAE. He determines the main objectives of the establishment of the association and its goals at the local and regional level. In addition, he addresses the federal government's most important social and economic pillars, emphasizing public rights, obligations, and freedoms.

The Constitution describes federal authorities and federal law. It also provides details on other areas such as federal financial issues, military and security force provisions, federal and member emirate legislation, enforcement and international responsibilities (Okoth, 2015).

The rulers of the seven emirates adopted this constitution. Initially, it was decided that the constitution would remain in place for a period of five years, but in fact, the Federal Supreme Council decided to make it permanent until July 1996 with a change that recognized Abu Dhabi as the permanent federal capital (Ghareeb, 1997). The Constitution names the main political and “constitutional bodies” in the UAE, as the table shows (Okoth, 2015).

1. The Board elects the President and Vice President for five-year terms. He is endowed with both legislative and executive powers, in addition to other powers stemming from his position such as foreign policy, command of international affairs, and declaring defensive wars and martial law.
2. The Federal Council is the supreme constitutional body responsible for setting policy and approving federal laws with executive, legislative, and ratification powers. It reflects the collective leadership of the seven emirates. All have equal voting rights, but the rulers of Abu Dhabi and Dubai have veto powers, indicating that these two emirates are the largest in terms of population and resources. FSC is held four times a year (Ghareeb, 1997).
3. The Council of Ministers, or Cabinet, headed by the Prime Minister, under the control of the President and the Supreme Council, shall carry out all internal and external affairs entrusted to the Commonwealth” (Ghareeb, 1997). The main duties of the Council are set out in Article 60 of the Interim Constitution. The United Arab Emirates Constitution of 2004 governs the conduct of government agencies and public services and monitors the conduct and discipline of federal officials.
4. The Federal National Council supports the Supreme Council in legislation. Composed of 40 members representing the seven emirates, elected by their respective rulers according to a fixed quota for each emirate (Article 68), they represent not only the emirate but the entire Commonwealth (Article 77).
5. Federal Judiciary, another agency of the federal system responsible for ensuring the independence of the judiciary. The Supreme Court is the highest federal judicial body. It consists of the chairman and her four judges. The court he is in Abu Dhabi, the UAE capital (Almuraqab, 2020).

The federal jurisdiction of the United Arab Emirates includes:

- Federal courts
- Federal courts
- Public Complaints (Al Murakab, 2020).

Article 102 of the Constitution gives supreme power to make decisions of the Federal Supreme Court final and binding. In addition, Article 99 specified the types of cases that should be heard only at the federal level of the Supreme Court. However, Article 104 states: United Arab Emirates Constitution of 2004 (Ghareeb, 1997).

Based on the United Arab Emirates portal, the political system is based on the Constitution, which describes the main rules of political and constitutional organization of the country. The Constitution sets out the main objectives for the establishment of the Association and its goals at the local and regional level. Guaranteeing equal rights and opportunities, security and social justice for all her UAE citizens. The Constitution contains 152 articles that establish the UAE's foundation and citizens' rights in 10 areas (Sommez, Apostolopoulos, Tran & Lentrop, 2011).

The Coalition, its members and main goals are:

1. The basic social and economic base of the Commonwealth
2. Public Liberties, Rights and Obligations
3. Federal authorities
4. Federal rules, regulations and jurisdictions
5. Emirates
6. Division of legislative, executive and international jurisdiction between the Commonwealth and Emirates
7. Federal financial activities
8. Armed Forces and Security Forces
9. Final and transitional provisions

### 3.4. The UAE Government Constitutes of 18 Ministries:

- Ministry of Defense
- Ministry of Finance

- Ministry of Interior
- Ministry of Presidential Affairs
- Ministry of Education
- Ministry for Foreign Affairs
- Ministry of Higher Education and Scientific Research
- Ministry of Public Works
- Ministry of Economy
- Ministry of Foreign Trade
- Ministry of Justice
- Ministry of Energy
- Ministry of Labor
- Ministry for Cabinet Affairs
- Ministry of Social Affairs
- Ministry of Health
- Ministry of Environment and Water
- Ministry of Culture, Youth and Community Development

Shortly after taking power on August 6, 1966, Abu Dhabi's ruler Sheikh Zayed bin Sultan Al Nahyan stressed the importance of the alliance and declared: "Country". While fully aware that federation was a new concept in the region, he may be known for the common ties between the various emirates and the histories and heritage that they have sometimes shared. To realize his vision of unity, cooperation and mutual assistance, Sheikh Zayed decided to donate a significant portion of the Emirates oil revenues to the Trucial States Development Fund long before the UAE became a state. Moreover, Sheikh Zayed firmly believed that "money has no value unless it is used for the benefit of the people" (Al-Mansouri, 2018).

### 3.5. Population and Labor Force

United Arab Emirates population was estimated at 9,890,402 in mid-2020, according to United Nations data. After the discovery of oil, the UAE experienced a population increase due to "migration of migrants who accounted for more than three-quarters of her population" (Abed & Hellyer, 2001).

In the early stages of the UAE's economic development (1971-1990), the federal government's ability to take advantage of its newly developed and abundant resources and

to practically improve its economic and social infrastructure was greatly appreciated by a large number of foreign countries (Halliday 1977). Relevant labor laws and regulations must then permit the exploitation of low-cost labor by domestic and foreign industries alike (Muller 2003; Abdalla, Al Waqfi, Harb, Hijazi & Zoubeidi, 2010).

Between 1999 and 2004, the UAE created 177,000 new careers yearly and the Emirates' workforce augmented by 18,000 per year. According to the IMF (2005), the Emirates unemployment rate rose from 7.6% to 11.4% during this period. More than 88% of her Emirati employees in the government and 56% of Emirati males are hired in the police or armed forces (Al Qassimi, 2006). Of the 88%, about 10% work for state-owned enterprises. Several people working in the private sector are employed under government quotas (Brown, 2007).

About 10% of the UAE resign each year, equivalent to one single resignation every decade of employment. (Vine, 2009). While it is almost inaudible, it appears to be a conflict in public affairs, as it reflects dissatisfaction with work

Addressing labor challenges is crucial for the UAE for multiple reasons:

- Anticipated rising unemployment in the UAE could result in societal issues, particularly among the youth. (IMF, 2005).
- There's a potential drop in the current living standards. Without labor reforms, wages in the public sector, inclusive of pensions, will eventually be unsustainable. (IMF, 2005). Therefore, the actual Emirates salary and benefits are designed to allow the Emirates to share her UAE wealth as society strives to improve its competencies, education and expertise to be competitive in the contemporary economy should be regarded as provisional for
- About 6% of GDP departs from the country annually to the benefits of expatriates (Fasano & Goyal, 2004). However, the UAE has vast resources that, with practical guidelines (IMF, 2005) and regional consistency, could sustain the emirate's standard of living for years to come. In parallel with this rapid development, the UAE has had to rely heavily on foreign labor and expertise. This was because there was a mismatch between the needs and availability of skills for the local population in terms of education and skill levels (Fasano-Filho et al., 2004).



- The UAE's employment system is based on the Kafala or sponsorship model (Shah, 2006). In the private sector, a foreign worker must have a local sponsor, typically a business that requires labor
- The sponsorship scheme is therefore a legal way for a foreigner to legally enter the UAE as a guest worker. Furthermore, the Emiratization process will keep her UAE out of open competition with foreign workers. Create a set of rules to protect the public. This process establishes a mandatory minimum percentage of local employees for companies employing 100 or more workers. It is a policy used to allow the government to nationalize certain jobs and brands.

### 3.6. The UAE Political Conditions

Good relations with international authorities and a formal basis for cooperation with international organizations, due to the careful planning and successful use of foreign policy, are considered factors that ensure the political stability of the UAE. A cornerstone of the UAE's foreign policy is to protect national autonomy and national independence within the broader framework of Gulf Security (El-Keblawy, Abdelfattah & Khedr, 2015).

The United Arab Emirates forcibly entered into an alliance with the Arab League and the United Nations. The United Arab Emirates was one of the driving forces behind the establishment of the Islamic Congress Organization (ICO) in the 1970s. The formation of the Gulf Cooperation Council (GCC), which included the UAE, Oman, Qatar, Bahrain, Kuwait and Saudi Arabia, at a summit held in Abu Dhabi in 1981 marked the UAE's desire to cooperate with other countries of the United Arab Emirates reflects the intention of Bringing together the Arab world. In addition, UAE forces were the only non-NATO forces supporting peacekeeping sanctions in Kosovo. It is therefore not surprising that the extraordinary kindness of this small country in relieving the plight of victims of natural and man-made disasters has drawn the world's attention (Dar & Presley, 2001).

Historically, the UAE has one of the most stable political regimes in the entire Arab region. Since its merger in 1971, the association has maintained its stability. The political system is well-established, characterized by an almost complete lack of political freedom, but there have been no reports of imminent riots since 1971. The balance of power between the emirate and the federal government is largely unchallenged as the overall balance of power is solid and tilts in favor of Abu Dhabi due to its relatively large size and wealth. However,

there are hidden rivalries between and within individual emirates. Government organization may change, but society will remain largely tribal, dominated by clans and patrons (Susser et al., 2015). The UAE has been largely unaffected by political turmoil in the Arab world. The economic and social factors that have contributed to dissatisfaction in the region are less felt in the UAE. According to data released by the UAE Ministry of Information Technology and Culture, expatriates make up 91% of the total workforce (Bashir, 2012) and can be divided into Arabs and Asians, with the highest nationality being Indian (Azhar, 2016). The UAE thus represents a society rich in cultural diversity and rich in foreign entrepreneurs (Al Mazrouei et al., 2016). Over 91% of her workforce is expatriates, and her small national population of less than one million enjoys a high standard of living in a relatively open and tolerant culture, at least from a regional perspective. Citizens enjoy economic compensation through generous social security and housing schemes. However, local unemployment is high and it is estimated that around 20% of the country's workforce resides mainly among young people and is concentrated in the small emirate. The “foreignization” of the labor market is therefore of great political importance. The income gap (billionaires versus low-wage migrant workers) is huge and is seen as a potential source of social tensions.

### 3.7. The UAE Economic Conditions

The UAE has 10% of the world's oil reserves. Abu Dhabi exported oil for the first time in his 1962. The rise in oil prices from 1973 to his 1982 contributed greatly to his UAE's rapid development during this period. The United Arab Emirates has sought significant investment abroad to survive its post-oil future.

Economically, the UAE is seen as a country that has recovered from the economic crisis and is able to deal with forthcoming upheavals with a tighter regulatory regime while expanding economy. Nevertheless, over the last decade, the UAE has made relative progress in its non-oil sector.

The UAE aims to attain the position of being the second-largest economy in the Arab world., and recently becoming the seventh largest economy in Asia (Sciliro, 2013).

The United Arab Emirates, like other Gulf oil-exporting countries, encouraged its developing private sector by pursuing interventionist status. The state's policies have encouraged huge investments through several large-scale industrial developments to

develop a fertile base for the economy and to develop income streams. The industry has achieved amazing things, especially in terms of increased initiatives. Industrial activity has been enabled by its competitive advantages such as low labor and energy costs, favorable taxation policies, and a stable political environment. (Masood, Sergi, 2008).

Moreover, the hydrocarbon industry is a critical sector of the economy, but it is highly capital-intensive, employing only a small fraction of the workforce. In fact, natural resources, including oil wealth, are often considered to have limited direct job creation. Therefore, the non-oil private sector must face the challenge of overemployment. The United Arab Emirates the UAE has also fostered the development of booming small and medium-sized enterprises and services sector (Shihab, 2001).

At the same time, the UAE bureaucracy has maintained a leading position in the labor market from the eighties despite efforts to restrict employment and shrink the public sector. Regarding the assessment of human capital for public sector employment, Pissarides (2001) has previously pointed out that one of the most adverse long-term consequences of a significant role in government recruitment is the placement of individuals in productive positions.

Employment hinders economic growth. The UAE economy, like other oil exporters, faces the issue of oil price volatility. Nevertheless , , the UAE has achieved real GDP growth recently . This means about 7%. Much of this growth was generated by changes in the non-oil sector such as petrochemical, fertilizer, cement, aluminum, tourism, trade and manufacturing industries (Yousef, 2004, p.105).

As such, the UAE has pursued a highly successful diversification strategy away from its dependence on oil and has adopted outward growth policies as well.

Today, the United Arab Emirates is one of her high-income countries, but the path to this goal has been unusual compared to many others. In fact, the UAE has evaded the 'stage' that most developed countries have gone through. Extensive oil revenues have allowed the United Arab Emirates to expedite the typically arduous and time-consuming process of saving and accumulating capital, which is essential for economic development. (Shihab, 2001).

### 3.8. The UAE Cultural Conditions

The city of Al Ain in the Emirate of Abu Dhabi has been declared a UNESCO World Heritage Site, according to the United Arab Emirates portal. Heritage sites include six oases and the ruins of Bida bint Saud, Hafeet and Hili. The Emirate of Sharjah earns her two major titles for carrying the torch of the UAE's culture and heritage. In 1998, the United Nations Educational, Scientific and Cultural Organization (UNESCO) named the Emirate of Sharjah the "Cultural Capital of the Arab World" and in 2014 the Organization of Islamic States (Matarna) named it the Capital of Islamic Culture - Dos- Santos, Elaghil , Helú, Morales & Swart, 2019).

Several measures have been taken and are still being implemented by government authorities to not only preserve the heritage but also to raise awareness. This was achieved by, holding festivals and events, forming cultural heritage villages, establishing and maintenance of museums mosques.

The United Arab Emirates Government has worked to build not only its legacy but also a culture of tolerance. On December 15, 2018, the late H. H. Sheikh Khalifa bin Zayed has declared 2019 to be the year of tolerance. This statement is a link of communication between the UAE as the world capital of tolerance and, since its inauguration, people of different cultures, in an atmosphere of respect that sheds radicalism and emphasizes mutual appreciation. It aims to shed light on one UAE method (Zibin & Abdullah, 2019).

Tolerance is a characteristic and integral part of Islamic culture. Individually, organizationally and nationally. The UAE has people of over 200 nationalities thriving in peace and UAE society is recognized as a tolerant and inclusive country. The federal government is now working on acceptance and understanding as an intrinsic value of society.

The first Minister of State in charge of tolerance was Ssheikha Lubna Al Qasimi during the 2017 cabinet reshuffle. Today, Emirati women are increasingly choosing to become independent with the aim of financially supporting their families and providing the luxuries that come with modern life (Dyes, 2009). Nearly half of women's university researchers in the Emirates expect to work within five years of completion; (Walters et al., 2008). Like other countries, the Emirati woman tries to balance their competing roles, According to Al Ramahi (2009), There is a social assumption that men are primarily employed while women

are responsible for family-building. However, women are increasingly pursuing careers placement and self actualization.

In her GCC family, who run their own businesses, men are generally expected to participate in the family business, but women are more likely to do otherwise (Shano & Smith, 2006). Many families are still wary of their daughters working in mixed-gender jobs, and in some cases, families have unclear ideas about what working in their chosen profession entails (Crabtree, 2007). In the region, the female workforce is progressively considered as a fundamental engine of economic growth (Metcalf, 2006), and the exceptionally successful Gulf countries are focusing on women's education and human capital building. When it comes to the social conditions of the United Arab Emirates, it is clear that the harsh climate and mostly dry terrain have played a key role in stimulating the social lives of people in the past. Each individual belonged to one tribal group.

Due to the past custom of settling in groups, Emirati families still live together today. They represent not only traditional beliefs based on cooperation and sharing, but also solidarity enforced by religious and tribal ties. Economic factors undoubtedly still influence social life, but the only thing that has not changed is that UAE culture reflects Islamic values. Social and cultural change occurs under the influence of national consciousness and globalization. Globalization is the process of global economic, political, and cultural integration (Economic Globalization in Developing Countries, 2002).

Globalization has permeated the international culture of nations. In other words, the exchange of ideas and the ability to design something that fits a particular system became a good fit for development and execution. Globalization in the United Arab Emirates has brought a balance between commercialization and traditionalism. There is no doubt that the world is becoming more and more globalized and integrated, and national economies are more than just economies. It has cultural implications for traditions and values (Bisley, 2007). Open trade and investment policies initiated by the need for globalization have had a significant impact on the UAE's cultural industries. "Cultural industries include media organizations, film production, audiovisual sector, print, multimedia sector, architecture, performing arts, visual arts and cultural tourism" (UNESCO, 2000).

Globalization has brought important technological developments in the flow of information. In particular, the introduction of fiber optic, satellite, developed telephone and Internet services. Furthermore, the UAE's globalization has led to the creation of numerous

employment opportunities that have attracted expatriates to the country. Expats come from other countries that have many cultural practices and behaviors compared to the strict Arabian culture, resulting in cultural diversity in the workplace.

### 3.9. The UAE Social Conditions

The UAE's population was estimated at around 8.2 million in mid-2010. The United Arab Emirates has thus enjoyed political and social resilience due to The allocation of oil revenues is directed toward the development of social and economic infrastructure, as well as the provision of high-quality public services. These services provided by federal ministries, especially free education, housing, health care and social support, have paved the way for rapid and incredible growth and improvement across the country. Finally, the advent of modern technology has transformed the UAE from an emerging nation into a modern nation in less than 30 years (Shihab, 2001).

### 3.10. Understanding Public Sector Innovation

The researcher in this section describes the need for innovation in Public sector organizations, requiring a consistent or uniform understanding of Public sector innovation. Bekkers, Edelbos, and Steijn (2011) first described public sector innovation as a learning process in which governments seek to solve problems by developing new services, technologies, organizational structures, management approaches, governance processes, and policy concepts.

A critical analysis of scholarly publications for innovation and leadership in public sector enterprises was undertaken by Moussa et al. (2018b). This study focuses on advanced nations that properly define innovation and pinpoint leadership traits while fostering an innovative culture. The research by Moussa et al. (2018) found that there is no definition of innovation in the literature currently in use and identified leadership traits that support innovation in public sector companies. According to Moussa et al. (2018b), one of the difficulties with public sector organization innovation is the lack of agreement on what exactly qualifies as innovation. The varying perspectives on innovation are ascribed to cultural variations. The majority of past leadership research, employed a quantitative methodology. These studies looked at how various leadership theories, such as

transformational leadership, leader-member exchange theory, empowering leadership, and genuine leadership, affected organizational performance.

Public sector innovation was seen via an entrepreneurial perspective by Currie et al. (2008). Stakeholder, entrepreneur, and political emphasis are the three areas that make up public sector entrepreneurship. According to the authors, public sector entrepreneurship increases the potential for public sector innovation. Entrepreneurial settings need engaged leaders and organizations that encourage innovation, according to Currie et al. (2008). According to the authors, public-sector leaders are individuals who look for original or innovative answers to issues and needs, such as brand-new services, fresh organizational designs, and enhanced procedures. Currie et al. (2008) conducted in their qualitative interview-based study by exploring the concept of entrepreneurial leadership and entrepreneurial approaches to leadership in the public sector. Currie et al. (2008) found that the public-sector entrepreneur differs from the private sector. The three previously identified aspects of stakeholder, entrepreneur, and political must all work in concert, which differs from the private sector.

Public sector innovation is a major discontinuity of the past, claim Brown and Osborne (2005). In the discipline of management, Brown and Osborne (2005) discovered no fewer than 23 definitions of innovation. Over time, definitions of innovation have evolved to reflect the ideas of several eminent management academics. Given the variety of innovation definitions and the diversity of perspectives, Brown and Osborne (2005) found four characteristics that were present in the majority of the 23 innovation definitions. The first characteristic was newness, which relates to using or experiencing something for the first time. Relationship to an invention is the second characteristic, and Brown and Osborne (2005) examined the connection between invention and innovation. The third characteristic is that innovation may change either a process or a product since it is both a process and an outcome. The degree to which it entails changes or discontinuities associated to transition is the fourth characteristic Brown and Osborne (2005) highlighted as being the most important. The writers further classified innovation into four categories: process, product or service, governance, and conceptual.

In their examination of academic literature, Bekkers and Tummers (2018) found that the public sector needs innovation. Bekkers and Tummers' (2018) argument for the need for change emphasized the need for management leadership to replace administrative leadership, changes in demography and the aging of the population, and political change.

Bekkers and Tummers (2018) broadened the scope of their research to include specifically private sector organizations that evaluate means and methods to transform energy systems away from fossil fuels, deal with the problems of aging populations, and comprehend both the advantages and risks associated with new technologies. The definition of private sector innovation had changed over time. In 1911, Schumpeter linked innovation and entrepreneurship in the context of economics. Schumpeter believed that entrepreneurship was necessary, as new ideas had to be sold. Nearly 30 years later, Schumpeter reversed himself on the definition of innovation by providing that innovation was less associated with entrepreneurship and less individualistic (Sledzik, 2013). During the 1960s, the context for innovation changed from economics and was subsequently described in the context of a systematic approach organized and programmed, permitting the development of research capabilities. Initially, private sector innovation was thought to be achievable, providing the organizations had the necessary resources to allocate to the task. This definition for private sector innovation has changed and is now considered an open process, including collaboration across stakeholders.

Public sector innovation is used to improve services, technologies, processes, products, policies, etc. There is little difference between public innovation and private innovation. However, how they differ is found in the motivation behind the exploration. Private sector innovation is motivated by the potential for reward obtained via profit. Public sector innovation (PSI) is based on different motivation criteria that bring personal satisfaction deriving from serving the public good. Leaders support PSI with the willingness to take risks for the development of creative and novel ideas. Public sector innovation is related to this study as leaders and organizations must apply the skills and policies required for creating a supportive organizational culture. In the coming chapter, the Public sector Innovation theory will be further elaborated.

As for the UAE, the government has put in place visions and strategies that support the aim of serving people achieving a good standard of wellbeing in innovative means and capabilities.

One of them, Vision 2021 which consisted of four pillars. They are:

1. United in responsibility: An ambitious and confident nation grounded in its heritage
2. United in destiny: A strong union bonded by a common destiny



3. United in knowledge: A Competitive Economy Driven by Knowledgeable and Innovative Emiratis
4. United in prosperity: A nurturing and sustainable environment for quality living

The Vision 2021 document states that the “integrated planning and execution will guarantee that social and economic development across the entire nation is balanced, sustainable, rationalized and efficient” (Vision 2021, 2010, p.11). The central objectives of the Vision build a “strong sustainable diversified economy, where the Gross Domestic Product, GDP, instability characteristic of oil-dependent countries is reduced and where domestic and foreign investment is focused towards export-oriented sectors (Al Hashemi, 2016, p.258). Interestingly, the Vision originates at great lengths to guarantee that all Emiratis will be “united in prosperity”, aiming at creating higher living principles, longer and healthier lives for Northern Emiratis (Vision 2021, 2010, p.20). Ultimately, it dynamically pressures the necessity for better education, one which will allow Emirati knowledge and innovation to “rival the best in the world” (ibid, p18).

Vision 2021’s ambitious and innovative goals have released a set of development plans in the form of the UAE Government Strategy 2011-2013, Dubai Plan 2021 (Shayah, 2015, p.735) and lately, Vision 2071 which pursues to make the UAE “the best country in the world by 2071” (Government, 2018). According to Janahi (2018), UAE has made progress towards an innovation-driven economy in such a way that the UAE government has supported entrepreneurial innovators. The relative political stability of the Emirates, along with a high quality of life, low tax regime, and support of business, has lured foreign investments as well as regional and international talent (Abu Hana, 2017).

the UAE’s government began to dynamically exploit their strategic geographical position at the crossroads of East and West, and invest seriously in innovation and technology; it even went further to develop its centennial plan:

- **The UAE Centennial Plan 2071**

The UAE Centennial Plan 2071 is a long-term, full-vision plan that encompasses 5 decades following 2021. It forms a clear map for the long-term government work, to strengthen the country's status and its soft power. The plan targets investing in the future generations, by arranging them with the skills and knowledge required to face rapid changes and to make

the UAE one of the most adaptive innovative and competitive countries by the next centennial in 2071 (Belpoliti, Al Nahlawi, Husein, & Al Khaled, 2021, November).

- Pillars of UAE Centennial 2071

The UAE Centennial 2071 is established on four pillars as follows:

1-Future-oriented government: The Government's goals under the UAE Centenary 2071 include establishing the UAE Government as the world's premier government, with a long-term vision and inspiring leadership to foresee and prepare for the future. Other goals include achieving well-being in society, spreading positive messages internally and externally, and developing tools to monitor long-term variables in various sectors (Eshtrefi, 2021).

2-Good Education: When it comes to education, the UAE Centenary in 2071 highlights the importance of excellence in education. Specific focus areas in education include advanced science and technology, space science, engineering, innovation, and health science. Other educational measures include placement of students and mechanisms for early identification of individual talents. At the institutional level, educational institutions are motivated to become incubators of entrepreneurship and innovation as well as international research centers (Eshtrefi, 2021).

3-A Diversified Knowledge Economy: The United Arab Emirates economy is competitive and is said to be one of the best economies in the world. It aims to increase the productivity of the national economy, support state-owned enterprises, invest in scientific research and promising sectors, focus on innovation, entrepreneurship and advanced industries to shape the UAE's economic and industrial future. This can be achieved by developing a national strategy for Make the UAE one of the internationally important economies. The knowledge economy could be succeeded by generations of UAE inventors and scientists and tied to the science of technology (Tadros, 2015).

4-A happy and united society: Community development is a fundamental part of UAE Centenary 2071. Some goals in this regard include building safe, tolerant, cohesive and ethical societies that embrace well-being and positive lifestyles and quality of life. The pillar also highlights new programs to enable future generations to act as her UAE's ambassadors of kindness, promoting women's participation in all sectors to make the UAE a better place to live (Matarna-dos-Santos, Mira, Abohassan, Khan, 2022).

The 2071 plan was built to ensure approaches to build, improve and maintain happiness of the future generations for decades (Suharyanto, Damayanti, Narulita & Dewi, 2021).

Government leader are assertive on forging continuous efforts to boost transparency and liability regarding the government's efforts in implementing change.

Although admirable, this transparency is not enough to complete accessibility of data to track the success of various strategic documents (Mataruna-Dos-Santos, Milla, Abohassan, & Khan, 2022).

### 3.11. The Evolution of the UAE Public Sector Management

The administrative structure plays a crucial role as it provides the framework for administrative reform initiatives. The newly established states adopted a federal system to accommodate the seven highly autonomous emirates, namely" Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah, and Al Fujairah."

The UAE's governance system encompasses an amalgamation of traditional patron-client relationships and contemporary government structures, including informal organizations. This relation has shaped the UAE government's political legitimacy and have evolved into a multifaceted system involving wealth distribution, subsidies, managerial roles, and business rights transfers. This fact entices government's policies to draw a clear line of distinct rights and access disparities between citizens and non-citizens (expatriates).

Rooted in this tribal-patron-client framework, the UAE government, like its Gulf State counterparts, has operated as a patriarchal state since its inception. (Mansour, 2008).

Riggs argue that (Fred Riggs,1964) the relationships between patron and client exist even in modern administration and can be a system reminiscent of prismatic administration.

In fact, the decentralized administrative structure with federal and emirate-level authorities creates a prismatic administration in the UAE. It involves the coexistence of various government entities, each with its own sphere of influence, responsibilities, and decision-making powers

### 3.12. UAE Government Performance Management

The UAE's attempt to reform its administrative system by moving from bureaucracy to NPM was responsive to the needs of the UAE economy and the development of domestic and international markets. The National Key Performance Indicators (NKPIs) are long-term, measure performance outcomes in each of the national priorities and compare the UAE against global benchmarks. The national signs are regularly observed by Government leadership to guarantee their targets are attained by 2021. This transition away from the predominant bureaucratic approach to administration towards new paradigms of public management and governance is crucial as globalization takes hold and national economies are integrated into the international political economy, began towards the end of the 20th century.

In alignment with the competitive approach and in order to ensure the effective and efficient implementation of the visionary trends, the UAE government has established two main performance management systems; one related to the public employees' performance and promotion, the other is related to public entities performance in their realization of their strategies as per the UAE vision. The Federal Office of Civil Service (FAHR) is responsible for implementing the Employee Performance Management System (EPMS). In reference with modern management concepts and in accordance with the United Arab Emirates Federal Decree of 11 November 2008 on Personnel Law of the United Arab Emirates Government. He stressed the importance of establishing a human resource performance management system for the UAE government and the beneficial aspects for both the government and employees.

According to Agbanu et al. (2016), performance measurement not only improves internal communication between employees, but also external communication between an organization and its customers and stakeholders. EPMS is an efficient innovation to replace traditional subjective personnel evaluation systems. Employee performance is evaluated using goals and performance indicators. Recently, this system has been automated to allow employees, supervisors and management to work together and stay engaged. Performance measurement is the basis for evaluating how well an organization is progressing toward its goals, identifying areas of strength and weakness, and determining future initiatives aimed at improving an organization's performance (Amaratunga & Baldry, 2002). GPMS, on the other hand, assesses organizational unit performance (Sarker & Al Athmay, 2018).

Performance management is the successful result governments have sought to achieve by motivating employees to follow existing goals and methods.

However, performance itself is not the primary goal, but rather a tool that can be used to accomplish it. Thus , performance is considered the practical application of all planning sections determined by federal agencies.

The Government Performance Management System allows significant entities at all functional levels to view the “whole picture”, as well as to comprehend the relations between organizational processes with the entity’s strategic procedures and eventually be able to see the link between the entity’s priorities and that of the government (Holbrook, 2004). Moreover, the Government Performance Management System allows federal entities to attain their strategic primacies, while constantly focusing on the community’s public benefit. This is done through linking performance management and outcomes. Strategic and operational procedures also guarantee the optimal use of resources to achieve the desirable outcomes. This system encourages good practices in monitoring strategic and operational performance, to strengthen learning opportunities, support decision making, and control within federal entities to confirm maximal results (Schweyer, 2004).

### 3.13. The Purpose of the Government Performance Management system is as follows:

1. To align the UAE Vision 2021 and other national plans with federal units’ strategic plans and individual performance of human resources.
2. To visibly introduce the institutional vision and outline the purpose of accomplishing strategic objectives; which eventually change the government’s directional objectives to an institutional aim at the federal entities.
3. To recognize and set the goals and expectations for the plans and objectives of the federal entity to share efforts to accomplish the wanted results of the functions and procedures on which the federal units were founded for.
4. To guarantee that all employees appreciate how their efforts contribute directly to accomplish the Federal Entity’s planned objectives. These objectives are thoroughly aligned with the Government’s goals to offer community members with decent living conditions and prosperity. This would enhance individuals’ productivity and achieve

better transparency and governance in the delivery of government plans, initiatives, and projects.

5. To offer an overview of the performance inside the federal entity for an incessant period.
6. To provide an opportunity to evaluate the current situation, detect challenges to accomplish excellent performance and to define areas of improvement at federal units (Schweyer, 2004).

Five levels of indicators make up The Government Performance Management System. All of these indicators are linked to better serve the goals of the designated federal entity and eventually, the collective objectives of the UAE.

1. National Indicators and Government Directions Indicators: They aim at measuring progress towards achieving the UAE 2021 National Agenda's pillars, which have been planned into six national priorities. Also, it measures the Government's efforts to accomplish national primacies and government directions.
2. Strategic Indicators: They aim at measuring the level of accomplishments of federal units' objectives and the purpose for which they were founded.
3. Operational Performance Indicators: They aim at measuring and keeping track of plans and activities that are accepted by federal units.
4. Services' Performance Indicators: The aim at measuring the quality of services provided by the federal units to the society as a whole.
5. Enablers' Indicators: They are known as the common indicators that aim at measuring performance of support services and internal procedures that guarantee the effective implementation of key missions. This includes human resources indicators, smart government indicators, financial indicators, and innovation (Albreiki & Bhaumik, 2019).

In fact, the concept of performance management was derived from the government Excellence approach. In consistent with the UAE Vision and its long-term tactical view, the Government Excellence Model (GEM) was established following the instructions Vice President and Prime Minister of the UAE. The Model was designed in such a way to aim at evolving future orientation, innovation, unsettling thinking and delivering excellent and sustainable value. Over two decades of continuous efforts in defining and initiating Government Excellence, the UAE Government has been through general development leaps

that provided benefits to the country and leading spots in global competitiveness and government efficiency. Building on these achievements, the Government Excellence Model (GEM 2.0) is revitalized to further improve and empower the development of Excellence experience through the UAE Government. GEM 2.0 was established according to the collected experiences and the development of Government Excellence concepts and methods at both, the national and international levels. Progressing to GEM 2.0 is the approach that the UAE can guarantee that Government Excellence remains appropriate and active in anticipating dynamic innovations in government policy and guaranteeing the pre-eminence of UAE globally.

According to Salah and Salah (2019), the European Foundation for Quality Management, EFQM, was established in 1988 with the support of a cluster of supervisors from European corporations to encourage quality based operations on the Malcolm Baldrige National Quality Award, MBNQA. According to Stefan (2004), the main objective of EFQM is to develop organizational performance by self- assessment and development action against major benchmark excellent criteria.

The EFQM model is divided into two portions:

- the organizational enablers formed of five criteria “leadership, people, strategy, partnership and resources, and processes, products and services”
- the organization’s main outcomes pertaining four values “people, customer, society, and key performance” (Lee & Lee, 2013).

EFQM permits the application of total quality management (TQM) values and renovates the organizational culture concerning a TQM culture. The evaluation procedure commences with the submission of an award submission presented in a narrative format, followed by a site visit carried out by certified evaluators. During the visit, they review the certification and conduct interviews to evaluate the clarity, implementation, and comprehension of processes. According to Ahrens (2013), a feedback report is generated containing a comprehensive ranking of excellence points for all participants, determined according to the EFQM award criteria and the radar methodology.

The Government Excellence System (GES) Consultant program was created to improve and up skill UAE nationals so they can focus on excellence and innovation. The Government Excellence System, GES, was initiated in 2015 as a progression for quality award plans in

the UAE. Earlier, these programs were introduced with the initiation of Dubai Quality Award (DQA) which was mostly established based on EFQM (GES, 2015).

GES was applied to support the UAE policy and vision concentrating on smart government, and innovation.

DQA was open for the private and public sectors applying EFQM criteria

After three years, the "Dubai Government Excellence Program (DGEP)" was originated as an improved version of DQA with minor differences. According to Ahrens (2013), this was seen as the first comprehensive government excellence framework.

The award submission cycle for the DGEP went through numerous modifications.

Few years later, Abu Dhabi adopted a similar model to DGEP, "Sheikh Khalifa Government Excellence Program or SKGEP" in 1999 (SKGEP, 2019).

Based on the success of the DGEP, the federal government accepted the model under the name of the "Sheikh Khalifa Excellence Program". Finally, the initiative emerged as the Government Excellence Program. GES embodied federal and local government strategies and programs. Through a wild journey, the system has arrived the present stage (Rahman & Said, 2015). Then in 2015, the Muhammad bin Rashid Award for Excellence in Government Performance was founded based on GES (SKGEP, 2019).

The GES aimed at unifying UAE's numerous awards, tailored to the needs and requirements of the largely reformed structure of the government sector. Ultimately, the GES was introduced to facilitate the improvement of government agencies in Dubai and Abu Dhabi, replacing the previous versions of the DGEP and ADAEP with new and adjusted versions while maintaining the same award names.

The Abu Dhabi version of the GES includes 12 criteria grouped into three main pillars: "Achieving vision (national challenges, key functions or tasks in federal or emirate planning, service delivery and digital government), innovation (innovation management and shaping the future), and organizational prerequisites or support (human capital and emirate Nationalization, Governance and Law, Finance, Corporate Communications), Risk Management, Business agility, Resource and Asset Management" (Salah, & Salah, 2019).

The nine criteria of DGEP are "Vision Accomplishment (Dubai Plan, Key Functions, Seven Star Services, Smart Government), Innovation (Innovation Management and Shaping the Future), Enabler (Human Capital, Assets and Resources, Governance)" (GES, 2015; DGEP, 2019).



The optimum of GES is not only to win awards in various categories, but to improve our efforts by identifying strengths and areas of improvement for managerial and public service excellence.

### 3.14. Smart City Plan and Government Innovative E- Services Transformation

The digital transformation of the United Arab Emirates is the result of a historic growth in metrics and outcomes achieved through the collaborative work of government agencies in the private sector. The shift to digital transformation began when the Public Information Authority was established in 1982 with the goal of equipping government with computers and automating the process.

A key goal of the UAE's digital strategy is to provide broad cross-sectorial political guarantees and support for embedding digital capabilities in government-wide strategies. This ensures national level guarantees and ensures all the capacities, structures and innovative opportunities associated with the UAE's strategic digital government vision (Badran, 2019).

The goals and implications of this plan are to provide a world-class digital infrastructure, to provide and develop a unified digital platform, to integrate digital services easily and quickly, and to enhance the capabilities of government operations by ensuring comprehensive digital transformation. According to Jawad (2019), smart cities are efficient, sustainable and vibrant societies. Since its founding in 1971, the union has continually modernized and improved its procedures and policies to reach a point where the UAE government will be able to move to e-government and adopt smart cities and artificial intelligence-enabled technologies. The main goal of a smart city is to provide digital means to support public needs in all daily transactions, emerge the people into the information community, gather and support information from public authorities and citizens. Aiming at establishing sustainable growth of cities, the UAE government, like the private sector, had to be innovative and change its system of government, services and mindset so that he could function 24/7. In general, there was a goal of promoting the well-being and well-being of citizens (Al Mansoori, 2018).

The UAE's National Digital Government Strategy is drafted on eight scopes. The dimensions were intended to leverage The OECD Digital Government Policy Framework and were tailored to fit the UAE's developmental plan in the post pandemic era (Alasem, 2009).

The eight scopes are:

1. Leaving no one behind: by confirming inclusiveness, accessibility, transparency and accountability.
2. Resilience: by leveraging the developing technologies to build abilities and readiness.
3. Fit for the digital age: by endorsing cross-sectorial and inter-ministerial co-ordination and cooperation.
4. User-driven: by endorsing governments to be more user-driven, emphasizing the concept of engagement by default
5. Digital by design: by establishing clear organizational leadership along with efficient co-ordination and enforcement mechanisms
6. Data-driven: by governing data to be a key planned asset in generating public value in delivering and monitoring public policies.
7. Open by default: by making government data and policy-making processes accessible for the public.
8. Reactiveness: by accepting the needs of people and respond to them immediately without the involvement of data processing and service delivery.

The mechanisms of smart cities incorporate infrastructures, buildings, transportation, energy, healthcare, governance, education and citizens (Muraqaba, 2020).

According to Jawad (2019), with Dubai becoming a sustainable and smart city, came along the aspiration to become the happiest city in the world for its citizens, residents and tourists. This could happen by embracing the latest innovative technology not as a goal by itself, but as a service to raise positive influences and standards of living and quality of life.

Successful transformation involves the government changing the way it improves services. It must improve the digital platforms that allow service delivery, whether gradually or cumulatively, through coordinating with all government unites. Specifically, all government units should embrace new practices through the value chain of service delivery that range from planning to implementation and innovative services for customers (Al Mansoori, 2018).

In the past decades, the UAE's efforts have climaxed where it ranked first between the Middle East and North African countries and 36th globally between 143 countries with regard to performance in the 2014 Global Innovation Index.

The UAE's total investment in innovation is valued at AED14 billion yearly, AED7 billions of which are assigned for Research and Development. initiated the National Innovation Strategy to maintain the UAE's leading position in the region and recognize its goal of becoming one of the most innovative nations in the world (Fernandez, 2016).

the UAE has introduced a number of e-government programs aimed at operational decision-making and service delivery (Karmakar, 2015). The integration of e-government has successfully changed living standards and served all residents (Karmakar, 2015).

### 3.15. Innovation in United Arab Emirates

The Gulf States have been able to promote and demonstrate the use of e-government. One of these countries is the United Arab Emirates (UAE) (Kostopoulos, 2003). In the United Arab Emirates, e-government belongs to all sectors. the UAE has put efforts to Create e-government innovations to enable the United Arab Emirates be more competitive and competent in meeting customer expectations (UAE-Government, 2012).

Besides to innovation in e government, the UAE government has embraced innovation in public sector and sets high standards in terms of effectiveness and trust in the government set which has produced notable positive results. One of them is "Smart Toolbox". Build trust in government through unifying themes (Al-Jenaibi, 2015).

UAE's public sector is considered one of the best performing public services in the world (McKinsey, 2016). According to McKinsey (2016) report, the UAE government has taken a different approach to governance in several ways. It has sought to deliver innovative services capable of rivaling the best private sector company in the world.

Additionally, and as seen above, innovation is part of UAE Vision 2021 in Knowledge pillar, which focuses on innovative emirates building competitive economies. One of the key performance indicators for this pillar is the Global Innovation Index. The index measures the global economy according to its innovation capacity (UAE Global Innovation Index, 2021). The United Arab Emirates ranks 33rd globally and 1st regionally in the Global Innovation Index 2021. The UAE's growth has strengthened its position among the world.

The Global Innovative Index measures the innovation performance of each country. Inputs to innovation are evaluated based on organizations, human capital and research, infrastructure, market experience and business experience. Innovation outcomes are evaluated on the basis of knowledge and technology outcomes as well as creative outcomes (Dutta, Lanvin & Wunsch-Vincent, 2016).

The United Arab Emirates (UAE) has implemented Vision 2021 with the aim of expanding its socio-economic progress. It strives for a transformation to a diversified knowledge-based economy and associated perceptions by 2021 (Krzymowski, 2020). Various steps and initiatives are being applied to inspire and support innovation in the United Arab Emirates. All of these are in line with Vision 2021, which aims to make the UAE one of the best nations in the world by the EU's Golden Jubilee (Khalid & Sarker, 2019).

The UAE Government perceives innovation and information as the key drivers of a knowledge based economy.

Referring to Ahmed and Sisodia (2020), the United Arab Emirates (UAE) introduced the knowledge of innovation. Since the launch of the National Innovation Strategy, there have been considerable efforts used by UAE Government to motivate and promote innovation awareness and information within the public sector and private sector with the aim of making the UAE one of the most innovative nations in the world within 7 years. In 2015, the UAE accepted the National Innovation Strategy (NIS) that signified the core of the UAE Vision 2021 and highlighted the requirement of an innovative government (GoUAE, 2015).

### 3.16. The UAE National Innovation Strategy (NIS)

Based on the Official Portal of the UAE, the National Innovation Strategy (NIS) intends to take innovation in the UAE to new horizons, where a culture of innovation is implanted between individuals, companies and government entities. It mainly focuses on recognized priority sectors that will have the ability to drive future innovation. The NIS Framework is planned around the following three key pillars (UAE Portal & Ahmed and Sisodia 2020):

1. An innovation-enabling environment: The strategy pursues to progress an environment that endorses and allows innovation by developing the right regulatory framework, providing comprehensive empowering services, improving the technology infrastructure and guaranteeing the availability of investments and incentives.

2. Innovation champions: The strategy aims at creating innovation champions in individuals, companies, institutions and government.
3. Innovation priority sectors

According to Ahmed and Sisodia (2020), the strategy focuses on encouraging innovation in seven sectors.

- a. Renewable energy
- b. Transport
- c. Education
- d. Health
- e. Technology
- f. Water
- g. Space.

The first phase includes 30 national initiatives to be accomplished within 3 years, which involve:

- New legislation
- Innovation incubators
- Investment in specialized skills
- Private-sector incentives
- International research partnerships
- An innovation drive within government.

According to the UAE Portal, many benefits have been recognized by adopting innovation management as a cornerstone of the UAE's transformation strategy, including: Promote economic growth, increase competitiveness, and provide new jobs. Fostering the right innovative environment is critical to the success of innovative activities. It sets the stage for individuals, businesses and governments to operate, demonstrating the country's ability to attract investment and innovative ideas. NIS creates an environment that encourages and enables innovation by developing appropriate regulatory frameworks, providing comprehensive support services, improving technology infrastructure, and ensuring access to investments and incentives.

Human capital is the foundation of innovation and has been generated by the growing interest of companies and governments around the world to highlight and support innovative

individuals and teams. Citizens are essential to the development of his UAE, so NIS focuses on developing individuals and entrepreneurs who display an innovative spirit. Enable the country to drive local innovation by fostering innovative national talents and capabilities in science, technology, engineering, mathematics and entrepreneurship, while preparing individuals for 21st century skills. In addition, NIS stresses the importance of attracting the most talented scientists and innovators, promoting multicultural work aimed at sharing expertise and experience to help create strong innovation capabilities. Driving a cultural shift to the team (Tipu, & Sarker, 2020). The NIS strategy has emphasized the importance of fostering the culture of innovation and included this as a strategic objective to be implemented in all federal entities. It has concentrated in areas like building an open receptive environment for new ideas, tolerant enough to accept trial and failure of proposed innovation. This required adoption of supportive leadership style, innovative systems and tools to help manage the innovation cycle from ideation all through implementation.

These parameters integrated within the federal public strategic plans and operations in order to adopt a public innovative culture, have intrigued the researcher to look further into these elements.

In February 2018, the UAE government accepted the National Strategy for Advanced Innovation. The new strategy is the revised version of the National Innovation Strategy and scripts a new phase that is based on allowing people to shift from focusing on vital sectors to the goals and outcomes in seven areas:

- Exploration
- Future skills
- Quality of health
- Living and life
- Green power
- Transport
- Harnessing technology to serve humankind.

The innovation strategy aims to put the UAE among the world's top leaders of innovation and to foster a type of thinking that motivates experimentation and taking well-thought-out

risks to achieve the goals of UAE Centennial 2071 a futuristic strategy launched the UAE, Prime Minister.

**The national Innovation strategy includes the following strategic objectives :**

- create a national platform for innovation, communication and learning
- motivate the community to take the spirit of initiative
- try out new models of government for serving society
- test advanced economic patterns and lay the groundwork to construct new sectors
- accomplish scientific breakthroughs that emphasize on the welfare of people
- Cooperation with leading international organizations and companies specializing in innovation. Government innovations play a key role in enabling public agencies to deliver highly efficient services to their customers and businesses at low cost. NIS emphasizes the importance of innovation in improving public sector performance and strives to embed a culture of innovation in all government sectors. The purpose is to promote the UAE as a global innovation hub, to become an innovation leader in government services around the world, and to drive innovation in government policies, processes and procedures to increase overall efficiency (Farid Shirah, 2018).

In pursuit of a well-structured environment for government innovation, the NIS will allocate 1% of its budget (deducted from savings) to government agencies for the implementation of innovative initiatives and projects and the establishment of national government innovation. The NIS will therefore promote innovation within government agencies and maintain an up-to-date database of diverse national, regional and international innovative practices that can be shared by the UAE's public sector agencies. The purpose is to introduce tools that NIS aims to educate government officials, equip them with the right skills for innovation, encourage employees to generate innovative ideas, and introduce the Diploma of Innovation in all public institutions (Farid Shirah, 2018).

The role of each minister is to chart his contract and plan the vision set by the leadership. The challenge in this role is to reconcile the rapidly changing global landscape with the government's constant direction.

Like other states seeking global inclusion in the artificial intelligence world (AI), the UAE has acknowledged rapidly the need to develop a roadmap for the government to

contextualize the global debate on encounters and opportunities in this specific topic(Halaweh, 2018).

In October 2017, the UAE Government, especially UAE's minister of State, initiated 'UAE Strategy for Artificial Intelligence (AI)'. This plots the post-mobile government phase that will depend on multiple future services, sectors and infrastructure projects.

The AI strategy is an ambition one including the following objectives:

- Attain the objectives of UAE Centennial 2071
- Improve government performance at all levels
- Use a cohesive smart digital system that can overcome challenges and provide quick proficient solutions
- Promote UAE as an appealing environment for AI investments in diverse sectors
- Create new vital market with high economic value.

The strategy covers the following sectors goals:

- Transport – to decrease accidents and cut operational costs
- Health – to minimize chronic and dangerous diseases
- Space – to help conduct precise experiments, decrease rate of costly mistakes
- Renewable energy – to accomplish facilities
- Water – to conduct analysis and studies to deliver water sources
- Technology – to increase productivity and help with general spending
- Education – to cut costs and enhance desire for education
- Environment – to increase forestation rate
- Traffic – to reduce accidents and traffic jams and draw more effective traffic policies.

The AI strategy has five themes:

- The creation of the UAE AI Council
- Workshops, programs, initiatives and field visits to government bodies
- Develop competences and skills of all staff functioning in the field of technology and organize training courses for government representatives
- Deliver all services via AI and the full incorporation of AI into medical and security facilities



- Launch leadership strategy and issue a government law on the safe use of AI. (Muller, 2003).

The United Arab Emirates also benefited from discussions with business, politicians and leading AI experts around the world. Understand what they are looking for when deciding who and where to work. The United Arab Emirates Government recognizes the strength of combining strong vision and vigorous efforts (investment, legislation, test beds) with innovation.

For this country to achieve all these strategies, it requires to having subtle innovative regulations in place to keep up with the changing world. The UAE has established innovative legislation laboratory under “Dubai foundation” to prepare for future laws and regulations that would provide legal flexibility to implement innovations, especially those related to new emerging technologies and the use of AI and internet of things.

The UAE envisions becoming one of the leading AI nations by 2031, coinciding with the UAE's 100th anniversary in 2071, creating new innovative economic, educational and social opportunities for residents, governments and businesses based aiming to achieve incremental growth of up to AED 335 billion.

At the annual World Government Summit held in February 2018, the UAE promulgated key elements of policy. It is a friendly target for developing AI products, new educational programs, and defending good governance. The UAE strives to equip all students, schools and universities with intelligent systems and devices as a basis for education, projects and research (UNESCO, 2020)..Ultimately it will be the result of multi-stakeholder efforts and cooperation of various local and federal agencies in the UAE (Belpoliti, Al Nahlawi, Husein & Al Khaled, November 2021).

The UAE focuses on areas of world-leading resources and unique opportunities by empowering employees, and industries that are critical to the UAE's performance.

The UAE is leveraging on its current advantages and capabilities:

1. Industry Assets & Emerging Sectors
2. Smart Government and focus on opportunities where it can lead
3. Data Sharing and Governance
4. New Generation of Regional Talent By 2031, the very best version of the UAE would package these strengths and opportunities together (Shamout & Ali, 2021).

The UAE has set priority sectors which will be the focus of initial activities. These sectors are very much similar to those of the National innovation Strategy and are stated in the following:

- Resources & Energy: from existing technology in the removal industry to renewable energy and innovation in services.
- Logistics & Transport: longstanding air and sea hubs in the UAE make it a valued location for directing new systems in the sector.
- Tourism & Hospitality: opportunity for globally becoming first in customer support AI, creating combined and tailored services for tourists in the UAE.
- Healthcare: a small sector with opportunity to be world leading in specific actions, particularly in atypical diseases.
- Cyber security: a strategic imperative, given the rise of AI, the UAE will also focus on building vigorous systems for protection.

In short, setting all the above strategies reassures the government emphasis on innovation and wellbeing.

Moving to the concept of country's wellbeing, on 7 March 2016, the government has revised National Programme for Happiness and Wellbeing, which was previously named National Programme/ strategy for Happiness and Positivity, (Dubai, 2016). The program puts government policies, program and services that can inspire properties of positive lifestyle in the society and a strategy for the improvement of a happiness directory to measure people's satisfaction.

### 3.17. Happiness and Wellbeing Program

People across the globe view feeling happy as both important and valuable, in fact, a majority rate it to be extraordinarily important. Many clinical interventions exist to alleviate the symptoms of a range of conditions that may prevent people from being happy from obesity, to depression and physical pain. Yet, happiness is not simply the absence of unpleasant symptoms and negative affective states; rather, happiness requires the presence of positive emotions and satisfaction with one's life as well as feelings of meaning and fulfillment. Happiness not only feels good, it also plays a causal role in producing benefits in various aspects of life, including relationships, salary, success and achievement, health

and longevity. Making happiness both a fundamental human goal and also a state with both individually and societally important benefits. This raises the age-old question: Can those who seek greater happiness intentionally increase it—and if so, how? This question has prompted the construction and validation of a number of positive psychology interventions (PPI). To date, however, randomized controlled trials testing the effectiveness of comprehensive PPIs in nonclinical community samples are limited (Kushlev, Heintzelman, Lutes, Wirtz, Oishi, & Diener, 2017).

Although the literature abounds with PPIs, such interventions have been limited in several important ways. First, most existing PPIs are restricted in conceptual breadth, most commonly focusing on only a single skill, such as expressing gratitude or developing emotional regulation skills. Furthermore, the effectiveness of these one-time approaches to happiness have typically been explored in brief. Finally, many of these interventions' approaches have been conducted yet still limiting the generalizability of the findings (Kushlev, Heintzelman, Lutes, Wirtz, Oishi, & Diener, 2017).

In addition, there are a few notable exceptions of more comprehensive programs, including Quality of Life Therapy, Hope Therapy, Well-Being Therapy, and Fordyce's program to "increase personal happiness". Science of happiness, however, is a dynamic and quickly developing field; since Diener's (1984) seminal paper on the topic, research in this area has increased exponentially. Many new insights about how people can cultivate happiness in their daily lives have accumulated since the development of previous comprehensive multi-construct PPIs. Recent research provides evidence suggesting that, for example, people feel happier after expressing gratitude, applying their character strengths, doing kind things for others, and cultivating mindfulness; for a recent comprehensive review. These many advances in the science of happiness in recent years necessitate an updated approach to increasing happiness (Kushlev, Heintzelman, Lutes, Wirtz, Oishi, & Diener, 2017).

building upon the above, components of psychological well-being are measured from a range of theoretical perspectives (e.g., psychological need satisfaction) in order to examine their role as mechanisms in predicting subjective well-being (e.g., positive emotions). Second, while a large body of research documents the beneficial effects of happiness for other important outcomes (e.g., health, relationships, and productivity), limited research has directly examined the causal role of happiness intervention programs in producing those outcomes (Kushlev, Heintzelman, Lutes, Wirtz, Oishi, & Diener, 2017).

More recently, Diener (2000) proposed that subjective well-being is a broad concept that includes two affective components, positive and negative, and one component of cognitive appraisal which is entitled life satisfaction or happiness. This distinction was supported by an empirical study with a large sample (Arthaud-Day et al. 2005) showing that these three components are actually separate yet interrelated factors of the same construct.

### 3.18. Mental Health and Happiness

Similarly, the definition of health as not only the mere absence of symptoms but also the presence of human positive states, capacities and functioning (WHO 1948, 2013) has gradually created some space for positive psychology to expand its application into the field of health. In the same line, the mental health definition as “a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to her or his community” (WHO 2013) illustrates the connection between mental health and achieving a state of happiness through the use of personal potential.

### 3.19. Strengths, Happiness and Mental Health

Research on the relationship between character strengths, as identified through the VIA project, and other personal, situational and health constructs has been growing considerably. Seligman (2002) stated that strengths are essential elements for achieving happiness and “producing authentic positive emotion” (Seligman 2002, p. 138), a suggestion also confirmed by empirical findings (Govindji and Linley 2007; Minhas 2010; Proctor et al. 2011). Studies aiming to further examine this relationship revealed that in fact there are some strengths that predict happiness more reliably than others (Park et al. 2004).

Specifically, the strengths of gratitude, hope, zest, love and curiosity, identified as “strengths of the heart” due to being feeling-oriented, have been found to predict happiness consistently as opposed to the “strengths of the mind” (thinking-oriented i.e. appreciation of beauty, creativity, judgment and love of learning) (Park & Peterson 2006; Polak & McCullough 2006). When it comes to mental health, positive psychology interventions that involve the enhancement of strengths are found to increase well-being and decrease depression effectively, as suggested by a meta-analysis of 51 studies (Sin & Lyubomirsky

2009). Indeed, empirical findings suggest that having a good character through the use of strengths is inversely related to depression, suicidal ideation and substance abuse (Park 2004), whilst the use of strengths can have a buffering effect against stress (Wood et al. 2011), reduce the disability caused by mental disorders (Cloninger 2006) and contribute to their prevention (Park & Peterson 2006, 2008). In this context, Wright and Lopez (2005) proposed that strengths constitute important resources for mental health improvement and as such their enhancement should be incorporated to the health and well-being interventions (Macaskill, 2012; Seligman et al. 2005).

Thus, virtues and their implementation through the character strengths are essential to the way towards eudemonia (using the Aristotelian approach of happiness), as well as towards an optimum mental health state. This idea was empirically supported by a study of Seligman et al. (2005) who reported enduring higher levels of happiness and lower levels of depression in people who consistently used their strengths on a daily basis.

### 3.19.1. Happiness and Mental Health in the United Arab Emirates

The United Arab Emirates (UAE) is a Middle Eastern country located in the Persian Gulf which is a unique example of a rapidly growing society, as the discovery of the oil in the region only five decades ago has brought vast changes in all the aspects of the local people's lives in less than a generation. Such changes were due to the exposure of the local people, who are committed to the Islamic tradition, to Western cultural traits brought by the expatriates. In 2013 the country had a population of 9.2 million, with only 1.4 Million being local Emirati people. The expatriate population in the UAE consists of people with Arab, Asian (Indian, Pakistani, and Filipino), and Western origin (Tadmouri et al. 2010). Thus, the country provides a unique mosaic of cultural variability and subsequent interchange of values, beliefs and habits between different cultural traditions. To the date, in UAE there is a paucity of empirical studies on mental health and happiness. Although UAE is amongst the Gulf countries the most proactive in mental health research, still the psychological and sociocultural determinants of mental health remain largely underexplored (Osman and Afifi 2010). Perhaps this is due to the fact that psychology is still taking its first steps in this relatively new country and also due to the high levels of stigma related to mental illness (Al-Karam and Haque 2015).

When it comes to research on happiness, there has been one major empirical study evaluating the life satisfaction levels of the older population using a visual analogue scale (Ghubach et al., 2010) and one qualitative study (D'raven and Pasha-Zaidi 2014), which despite its insightful contribution on the use of strategies targeting happiness did not include any quantitative assessment.

the UAE was placed at the 14th position in the World Happiness Report (Helliwell et al. 2015) being the highest amongst the other countries in the Gulf region. Remarkably, the UAE Government has just announced the creation of a Ministry of Happiness, aiming at channeling policies and plans to achieve a happier UAE society (McKenzie, 2016) mainly the happiness and wellbeing program.

### 3.19.2. The Happiness and Wellbeing Program in the UAE:

The Happiness and Wellbeing Program Consists of Three Areas

1. Integrate well-being into policies, programs, services and workplaces of all government agencies
2. Promoting well-being and well-being as a community lifestyle
3. Improved benchmarks and tools to measure happiness.

This program includes expatriates and visitors as well as emirates. It pursues to encourage government and private sectors to launch, endorse and adopt initiatives in that sense.

Moreover, the plan includes initiatives for broadcasting scientific and cultural contents, books on happiness, and reinforcement of reading about the significance of wellbeing and happiness as a way of a cohesive lifestyle. On 20 March 2016, Sheikh Mohammed accepted the National Program for Happiness that operated as National Charter for Happiness. He also permitted numerous proposals that aim to construct happy and productive work environment at federal government offices.

Some of the proposals are:

- Employing CEOs for happiness and wellbeing at all government collections
- Establishment councils for happiness and wellbeing at federal forms
- Conveying time for happiness-related programs and accomplishments at the federal government

- Creation offices for happiness and wellbeing
- Converting customer service centers into customer happiness centers
- Embracing annual directories, surveys and reports to measure happiness in all community sections
- Recognition of a standard form for happiness at work-places and wellbeing at all government units.

Ministers and chief executives appoint a CEO of Happiness in their respective public entities to improve the culture of Happiness. The CEO's role is to work with the Community Development Authority to coordinate the implementation of the National Program for Happiness and Well-Being in government agencies. The CEO directs and directs initiatives and projects to promote well-being and well-being among employees and customers, and implements plans to categorize working environments in the public and private sectors according to satisfaction.

The Happy Health Council is made up of representatives from a wide range of industries and fields. The purpose is to ensure that all plans and services follow a combined approach that emphasizes well-being. These activities aim to introduce a culture of happiness and well-being within or outside the Governing Body in order to ensure the well-being of the community (Dubai, 2016).

On May 10, 2016, the Happiness minister announced the Customer Happiness Formula. This process is intended to provide civil servants with practical tools to accomplish well-being goals under the National Program for Happiness and Well-Being. The launch of the Customer Happiness Formula highlights the government's commitment to achieving customer satisfaction and providing amenities aimed at ensuring the satisfaction of the entire community.

This formula includes her three main mechanisms: (Dubai, 2016)

1. Employees who take pride in providing superior national amenities
2. A government agency committed to improving customer satisfaction
3. Forward-looking and proactive customers who enjoy proposing and contribute to the expansion of innovative services that bring joy. In July 2016, the UAE Government announced that 60 Chief Happiness and Welfare Officers from federal and local government agencies would be trained and mentored in understanding and applying the "Science of Happiness".

This training program consists of five pillars:

1. The Science of Happiness and Happiness
2. Mindfulness
3. Lead a happy team
4. Happiness and Politics in Public Service
5. Measure happiness

The program includes lectures, seminars, and visits to educational benchmarks to review global best practices and experiences in the field, as well as a range of applications and workshops. This program applied from September 2016 to January 2017. The Chief Happiness and Wellbeing Officer designed and implemented projects to promote happiness and wellbeing in government agencies and society.

In April 2017, the National Happiness and Wellbeing Program launched the Friends of Happiness program. This is an automated portal aimed at encouraging public participation in programmatic initiatives and supporting government efforts to promote well-being and well-being (Dubai, 2016).

The initiative aimed at raising awareness of the importance of happiness and well-being, build partnerships between governments and the general public, individuals and organizations, advocate for happiness as a practice in all spheres, and raise government awareness through a Year of Giving. It is intended to help projects (Lambert) (Draper, Warren & Mendoza-Lepe, 2022). In March 2017, the UAE University (UAEU), in collaboration with the National Program for Happiness and Well-Being, established the first Emirates Center for Happiness Studies in the UAE and the Middle East. The purpose of the Center is to recognize the goals of the National Program for Happiness and Well-Being, to conduct specific scientific research related to the science of happiness, and to measure and evaluate the Happiness Index. It also aims to increase the UAE's influence in stimulating the science of well-being on a global scale (Lambert, Draper, Warren & Mendoza-Lepe, 2022).

All the above has inspired the researcher, being a public civil servant employee, to explore literature and models to look further on the topic of innovation and wellbeing at work in the UAE public sector from an academic point of view in order to come out with an added value outcome in the domain of innovation and employee wellbeing from a combined perspective



assessing the correlation between the two factors besides leadership and other important variables which will formulate the research hypothesis.

### 3.20. Hypotheses Development

In management research, the literature review process is an important tool for managing knowledge diversity for specific questions (Robson et al., 2007). Therefore, the main objectives of the literature review are to: (1) identify knowledge gaps and develop research questions; (2) identify appropriate theoretical frameworks, problems and variables relevant to a particular research topic; (3) finding conceptual and operational definitions and appropriate research methods (Kaniki, 2010).

#### 3.20.1. Leadership for Innovation And Ambidextrous Culture

Bilateral organization concept is not new, isn't a novel one, but its application to leadership remains, unexplored and the notion of leadership within a bilateral organization is not yet well defined.

Ambidextrous leadership is being able to increase or decrease the variance of follower behaviors and flexibly switch between these behaviors to promote both exploratory and exploitative behavior in followers. This means that ambidextrous leaders can support followers who are trying to become ambidextrous.

The Merriam-Webster dictionary defines "ambidextrous" as being equally comfortable by using both hands. The term has been accepted by management and organizational academics and has been used in the forms of "ambidextrous organization," "ambidextrous leadership," and "ambidextrous learning." Previous research on ambidextrous in business innovation has focused on organization. First used by Duncan (1976), organizational ambidexterity requires that organizations employ both exploratory and exploitative techniques in order to be successful. Simsek (2009) considers organizational ambidextrousness from multi-level perceptions, clarifying some of the literature that has been unfocused and limited by the lack of a more comprehensive conceptual approach. Rosing et al., (2011) posits that innovation leaders need to flex between complementary leadership behaviors. O'Reilly and Tushman (2013) provide a glimpse into the future of ambidextrous research by reviewing past and

current research. Their results confirm that future research needs to focus not only on the corporate and business contextual level, but also on the leaders of those organizations.

Bass (2009) concluded that leadership is influenced by culture. It would be pointless to behave in a way more akin to a participative or democratic leader in a culture where authoritarian leadership is valued. Being sensitive and considerate as a leader, however, might be practical in a culture that values a more nurturing and humanistic leadership style. According to research on cross-cultural management studies, managers adopt various leadership philosophies based on their personal characteristics and the organizational structure (Ali, 1989a). A further finding made by Ali (1989b) is that country differences in leadership style are significant. According to Al-Faleh (1987), the Arab culture has some distinctive traits that shape managerial behavior and thought. Evans et al. (1989) asserted that although cultural factors are important in taming the effects of industrialization, leadership style is a function of that level. Studies on leadership behaviors have shown that, in addition to cultural differences in the styles that followers prefer, there may also be cultural differences in the specific behaviors that represent these styles. The universality of new leadership paradigms, such as the theory of transactional and transformational leadership first proposed by Bass and Avolio (1994), who claimed that this theory has some degree of universality, may also be constrained by cultural differences. The majority of innovation studies have consistently asserted the importance of leadership in fostering an innovative organizational culture (Yukl et al., 2002).

In terms of organizations, it is well known that national culture has an impact on individual behavior and that there are significant differences between eastern and western cultures (Trompenaars & Hampden-Turner, 1998).

Organizational structure and management reflect the differences in national cultures (Chen, 2001). For instance, businesses in South Korea and Chinese businesses in Taiwan frequently have founders and families as owners. They frequently promote collectivism and high-power distance values, possess centralized decision-making and bureaucratic oversight with minimal empowerment of employees.. They also tend to be authoritarian. According to El Kahal (2002), networks and family ties are frequently linked to advancement.

Rowlinson et al., (1993), who points out that most Asian societies have a collectivist structure. Western businesses, on the other hand, typically have public shareholders and a professional manager in charge. They have a flatter organizational structure, are less bureaucratic, encourage individualism and decentralized decision-making, and give their

employees more power. According to Chen (2001) and El Kahal (2002), promotions are frequently correlated with individual merits and abilities.

In addition, Chang and Hughes, (2012) also pointed out to studies on structural and contextual ambidexterity, supporting the role of leadership as a key enabler of innovation ambidexterity. Furthermore, research on dual wielding is still in its infancy (Brion et al., 2010) and there is evidence that it improves performance when adopted and properly managed by organizations of all sizes and industries. According to Chang and Hughes (2012, p. 1), ``Academic efforts have led to a lack of understanding of how ambidexterity is achieved in innovation, especially in small and medium-sized enterprises.

Culture affects how quickly and successfully innovations are adopted across different countries. According to House and Javidan et al., (2006), culture is defined as the shared morals and customs that unite people across national cultures or subcultures. People from all cultures can and must innovate, despite differences between national cultures in innovation intensity and success rates. Significantly different from the cultures that create the majority of innovations today, breakthrough innovations have historically come from these other cultures (e. g. Chinese and Egyptian antiquity. There is no "one-best-culture" for innovation, according to this, but different cultures can each foster innovation. However, depending on cultural traits, innovators might face different difficulties, and different cultures may have different leadership roles. How leaders can encourage innovation success within a specific cultural context, then, is a crucial question.

According to a new perspective on leadership for innovation, cultural traits may have both functional and dysfunctional effects on innovation because this process necessitates a number of partially antagonistic activities. More specifically, cultural traits can both support and impede certain processes that underlie innovation, such as the development and exploration of new ideas, as well as their well-coordinated and effective implementation. For example, a culture that strongly endorses hierarchical structures and the authority of leaders is harmful to employees' freedom of expression and creativity. Nevertheless, if a leader in such a culture commits to a particular innovation and gives clear instructions on how to implement it, the cultural context might facilitate quick and efficient implementation. Wipulanusat et al., (2017) derived from their study that relationships between ambidextrous cultures and innovation can exist when social psychological constructs, such as leadership for innovation and ambidextrous cultures for innovation, are present.

When it comes to leadership, this suggests that different cultures have different sets of behaviors that make for effective innovation. Because of universal psychological laws, there may be some universal leadership principles that are applicable to all cultures, but there may be differences in the specific behaviors that leaders must exhibit. It is therefore unlikely that copying practices that have been successful in one cultural context will always translate into innovation success in a different cultural context. Leaders must have a thorough understanding of each culture they work in and interact with in order to adapt their leadership style to cultural norms when dealing with team members from different cultural backgrounds. Leaders can benefit from the new perspective on leadership for innovation by learning how to handle cultural differences. On a broad scale, it suggests a dual strategy: Leaders must identify the functional strengths of a specific culture for innovation, foster environments that allow these strengths to emerge, and refrain from actions that undermine these strengths.

The shortcomings of a particular culture for innovation, on the other hand, must be recognized by leaders, who must then take steps to balance these deficiencies. For instance, a focused initiative by a leader may be required to foster reflection and creativity in a cultural setting where employees are not accustomed to challenging accepted ways of doing things. This distinction is crucial because it has been demonstrated that societal practices have a stronger relationship to objective societal facts and that societies frequently compare their current practices to an ideal that departs from them. Both cultural dimensions imply that people are worried about the future, either out of anxiety (uncertainty avoidance) or because they are aware of its significance (future orientation).

Employees may be reluctant to try something new because there is always a chance that novel ideas won't work, which is a problematic side effect of uncertainty avoidance for innovation. Despite the common belief that avoiding uncertainty is bad for innovation, Uncertainty avoidance may encourage people to innovate because it can be a way to increase levels of certainty if external conditions like the market environment change and cause uncertainty. Innovation is a bare necessity if employees recognize that the environment in which they work has changed and that the old method of doing something no longer works. People who live in cultures where uncertainty is avoided should be especially receptive to such a difficult situation and creative in their approaches to reducing uncertainty. This may instead result in a problem-solving-focused approach to innovation rather than unrestricted creativity. Leadership in cultures that actively avoid uncertainty can be sparked by

emphasizing the need for innovation in order to succeed in an uncertain future. Leaders will need to balance a one-sided focus in the innovation process depending on the degree of uncertainty avoidance. According to Lewis (2000), innovation typically progresses through chaotic and emergent phases that make it challenging to maintain focus. High uncertainty avoidance cultures have a propensity for moving forward in a planned manner. Therefore, in order to prevent followers from simply following a rigid approach or making hasty commitments to an idea, a leader may need to encourage reflection, experimentation, and questioning of one's previous approaches in order to make up for this cultural imprinting. In contrast, a leader may need to push the team towards closure in a low uncertainty avoidant culture by outlining specific objectives, due dates, and game plans.

Leaders can counteract this tendency to ensure a balance between different types of innovation by recognizing how uncertainty avoidance affects the types of innovations that members of a culture tend to produce. For instance, Lin (2009) demonstrated that the automotive industry saw more process management and technological advancements in nations with high levels of uncertainty avoidance. Avoiding high levels of uncertainty encourages small-scale innovation, such as making constant advancements in the production of automobiles or adapting already-existing products for new markets. Avoiding high levels of uncertainty and placing an unbalanced emphasis on incremental innovations can prevent companies from considering more radical innovations that are necessary to compete in highly dynamic markets. Leaders may need to broaden employees' focuses and encourage unrestricted creativity in such a cultural environment to encourage employees to explore novel opportunities. In contrast, leaders may need to guard against overemphasizing exploratory behavior in a culture that accepts uncertainty and ensure the exploitation and adaptation of existing procedures and goods.

According to Amabile et al. (2004), the effect of leadership on the environment for innovation is a convergent process that affects both corporate culture and personnel behavior. In order to investigate 300 construction specialists working for significant contractor businesses in Hong Kong, structural equation modeling was applied. The study's findings indicated a link between transformative leadership and an environment that fosters creativity. Panuwatwanich et al. (2008) conducted a survey of 181 design professionals working in Australian architecture and engineering design firms to learn more about the relationships between leadership and organizational culture for innovation. They discovered that leadership for innovation had a significant and positive impact on culture for innovation.

Sarros et al. (2008) found that transformational leadership was associated with organizational culture, primarily through the processes of articulating a vision and, to a lesser extent, through the setting of high-performance goals and offering individualized support to employees. Similar to this, a 2003 research by Jung et al. of 32 Taiwanese enterprises found that transformational leadership had a direct impact on the identification of corporate support for innovation.

In a study of 46 departments in the Korean central government, Kim and Chang (2009) argued that governmental officials needed management abilities to support a culture of change for continued and effective innovation. Kim and Yoon (2015) discovered that the degree to which an employee viewed senior managers' transformational leadership was positively linked with employee views of a supportive culture of innovation based on a survey of 1,576 civil servants in the Seoul Metropolitan Government. Recently, Zacher and Rosing (2015) demonstrated a favorable correlation between the greatest degree of team innovation and team leaders who encouraged exploration and exploitation activities using a sample of leaders and employees from 33 architectural and interior design businesses.

According to the results of these earlier research, a higher degree of leadership that fosters creativity should result in a more ambidextrous culture that encourages innovation; Glor (2002) defined the organizational elements required to foster creative workplaces. According to Glor (2002), the organizational culture is a social framework where there is some amount of innovation drive. McGarvey, 2021, carried out their quantitative investigation to comprehend that PSO personnel are required for effective innovation implementation. When employees feel secure taking chances for innovation creation and are encouraged to participate in the process of developing solutions, innovation has a better chance of success.

Initiative and psychological safety were the two components of culture or environment that McGarvey, (2021) specifically examined for their study. When characterizing the variables required for PSO creativity, Glor's and Sherief's viewpoints corroborate McGarvey's (2021) cultural aspects of initiative and psychological safety. Glor (2002) went on to say that PSO individual motivation can exhibit both extrinsic motivation and the internal incentives as indicated by Sherief (2019). Both types of incentive are possible in a PSO and call for a working connection between the leader and the employees. A transformative leadership style that fosters mutual trust is compatible with intrinsic motivation. With reward

motivation, extrinsic motivation is tightly aligned with transactional leadership. With reward motivation, extrinsic motivation is tightly aligned with transactional leadership. According to Glor (2002), the distinction between the two types of motivation is found in how innovation is accomplished, guided, or promoted.

PSOs must establish and promote corporate cultures that value and foster creativity and innovation. According to Shereif (2019), corporate culture or climate is seen as a set of instruments that direct employee behavior. Shereif (2019) said that these instruments comprised organizational ideals and norms. Moussa et al. (2018) went on to say that leaders, or more specifically, those in positions of authority inside the business, may have an impact on the culture or environment there, which in turn fosters innovation and creativity. The absence of a thorough grasp of what constitutes PSI was also mentioned by Moussa et al. (2018a) as a hurdle to PSI. Additionally, PSI content and measurement criteria are helpful in assessing the success of innovation goals. A change's status as an innovation or merely a tweak of an existing device or procedure is determined through innovation measurement. According to Moussa et al. (2018b), a systems approach to innovation capacity is required for PSOs to develop organizational cultures and climates that foster creativity and innovation.

Moussa et al. (2018a) noted that there are no established measures for assessing innovation in order to better illuminate the relationship between culture and innovation. The results offered by all research support the correlation between organizational culture and creativity, albeit it is unclear how much of a relationship there is. This material puts results from studies on the links between ambidextrous cultures for innovation and leadership for innovation in perspective. According to Moussa, McMurray, and Muenjohn (2018c), there is no shared concept of PSI.

However, corporate innovation and PSI do have certain things in common. According to Moussa et al. (2018c), PSI has characteristics in common with methodologies, services, goods, and processes that improve quality and efficiency. Through their literature study, Moussa et al. (2018c) discovered that leadership in relation to innovation may be seen from a variety of angles. Each of these procedures is particular to the parties involved and the particular incident under consideration. Moussa et al. (2018) identified several processes, including intra-organizational processes that describe a person's leadership traits, dyadic processes that describe the relationship between a worker and a leader, group processes that

describe the relationship between the leader and the group, and organizational processes that describe the relationship between the organization and all subgroups. Moussa et al. (2018) suggested that additional research is necessary regarding PSI as types of innovations are not well defined. Sarooghi et al. also called for additional research on the topic of cultural effects potential to influence PSI affected by geographic and cultural differences.

In actuality, cultures that value flexibility have a great potential to transform internally in reaction to circumstances. Organizational innovation is facilitated by an organization's ability to adapt swiftly to its external environment thanks to its flexibility and responsiveness to change (Daft, 2007). Knowledge production, which is the basic foundation of creativity (Leonard & Sensiper, 1998), will be more positively impacted by organizational cultures with high levels of change and flexibility (Kayworth & Leidner, 2004).

The research results for Jansen et al. and Rosing et al. (2011) agreed that the transformational leadership approach facilitates innovation in many projects; however, leaders need flexibility in their leadership approach and should not be restricted to a singular approach. National culture plays an important role in determining the effectiveness of leadership style. Prior research indicates that an organizational culture, which is flexible, has a positive effect on organizational innovation (Lau & Ngo, 2004). Hence, the hypothesis is formulated as follows:

H1: “There is a positive relationship between leadership for innovation and ambidextrous culture “

### 3.20.2. Leadership for innovation and workplace innovation in Organizations

The themes of innovation and leadership are not new in the literature. Leadership is often one of the few critical factors that influence both corporate and individual creativity. The majority of the study, it should be highlighted (Obiwuru et al., 2011), is carried out in big companies and follows a transformational leadership style. Design Leadership, on the other hand, is a recently developed concept in leadership that is simply defined as the "means both to design and to lead - to lead design and to lead business by design" (Design Management Institute, 2006, p. 2). Design Leadership is a type of leadership that develops and maintains



innovative design solutions (Turner & Topalian, 2002). Numerous researchers have discovered that a leader's style might affect workplace innovation (Damanpour & Schneider, 2009; Gumusluoglu & Ilsev, 2009). Thus, it can be anticipated that leadership is a significant determinant of workplace innovation.

The study's findings offer empirical proof that helps us better understand how work values affect leadership style and workplace innovation in SMEs in Thailand and Vietnam. The study also helps SME managers in Thailand and Vietnam to build effective leadership behavior and gives them a better grasp of how to lead subordinates. Small and medium-sized enterprises (SMEs) make a considerable contribution to the global economy (Pandya, 2012), and according to MasterCard (2013), SMEs are also a major source of innovation in many Asian nations. SMEs in Vietnam made a substantial contribution to employment, output, and the growth of entrepreneurship in accordance with the 1986 economic reform known as "Doi Moi." In Vietnam, SMEs account for 97% to 99% of all firms, 77% of all employees, and around 40% of all yearly production. In Vietnam, the role of SMEs is now legally considered as the primary engine powering the country's economy. (Molnar et al., 2011). Similar to this, SMEs in Thailand offer a means of generating local capital and employment. Thai SMEs increased their country's business competitiveness as the backbone of the nation's economic growth. In fact, Charoenrat et al. (2013) noted that in 2008, SMEs significantly influenced the Thai economy, making up 99% of all business entities, providing jobs for over 75% of the workforce, and contributing nearly 40% to the GDP. Their innovation-centric approach propels the use of Thailand's natural resources, thereby enhancing the nation's prosperity through increased productivity. According to Saad and Mazzarol (2010), leadership is the key factor impacting a SME's competitive advantage and has a crucial influence in determining innovation. According to Obiwuru et al. (2011), a great leader not only motivates employees to improve productivity but also attends to their needs while the firm works to fulfill its objectives. Innovation in a business depends on the leadership style (Jung et al., 2008). Carneiro (2008) created a model of strategic leadership with three primary pillars: knowledge, the need for change, and the innovation challenge. He discovered that strategic leadership boosts inventive efforts and produces fruitful innovation outcomes. Innovativeness and personality of an entrepreneur are important factors in how well SMEs absorb innovation (Marcati et al., 2008).

The relevance and value of specified objectives and methods for accomplishing them are made more apparent to employees by transformational (exceptional) leaders, in contrast

(Obiwuru et al., 2011). Additionally, they exhort followers to put the organization's objective and vision ahead of their own immediate self-interest. The primary distinction between the two styles of leadership is how they influence others. The SME owner-managers were found to have a transformational leadership style, while a transactional leadership style would be necessary to deal with a workforce with low levels of education and foster stronger employee loyalty.

Effective leadership promotes innovation, which in turn encourages change, which then enhances corporate success (Stanley & Linskens, 2012). For organizational leadership enhancement, it is obvious that good leadership may result in increased innovation, productivity, and sustainable competitive advantage (Obiwuru et al., 2011). Therefore, in order to stimulate the creation of new value and maintain effective organizational competitive advantages, innovation requires attentive nurturing leadership. According to Saad and Mazzarol (2010), the forms of innovation that SMEs engage in serve as an intermediary between leadership and innovation performance.. Leadership and innovation are connected, with innovation being viewed as a positive component that purposefully creates something better in terms of usefulness or worth. Leaders are innovators (Selman, 2004) and SMEs that have adapted their production systems to be flexible and their costs and prices competitive, capture increased market share (Mbizi et al., 2013). Consequently, innovation in improving loyalty and long-term customer value is significant to an SME's operations function in embracing competitive priorities of low production costs, fast on-time deliveries, high quality products and customer services (Mbizi et al., 2013). In turn, SME leadership is the most imperative factor affecting the organization's innovativeness. In many developing economies, where government support and employee education are low, the SMEs owner-managers must rely upon their own leadership and drive to shape their organization's culture. Several scholars have examined the relationship between leadership and innovation (Byrne et al., 2009; Mumford et al., 2002). Leaders have a great influence on innovation activities, but they do not function in isolation. First, scholars point to the power of context and its unforeseen factors interacting with a leader's efforts to stimulate and guide innovation (Mumford et al., 2002). For example, a leader's influence on an employee may depend on the team's environment and organizational culture. Although some authors argue that leadership is important for a well-functioning R&D team, most of the available research focuses only on leadership roles (Stoker et al., 2001).

Consequently, several academics have examined the importance of leadership in relation to organizational innovation and have identified related factors such as leaders' behavior and characteristics that have a significant impact on organizational innovation (Mokhber et al., 2018). Prior research has shown that leadership, which plays a dominant role within an organization, is one of the key factors influencing organizational innovation (Jung, Chow, & Wu, 2008).

Through their actions, leaders can lead their organizations to become more innovative. Leaders initiate and tool changes that help companies more effectively pursue organizational innovation. Leadership is a key position that supports innovation by influencing company's strategic decisions, policies, and procedures, and plays a key role in driving change in companies that assist innovation (Prasad & Junni, 2016).

In addition to the importance of leadership to organizational innovation, having the right type of leadership is paramount to effectively driving innovation in an organization (Oke, Munshi, & Walumbwa, 2009). Among a wide range of research on leadership, a set of adoptive leadership behaviors labeled 'transformational' held to be more effective in enhancing organizational innovation than other leadership styles (Jung, Chow, & Wu, 2003). Leaders are able to support organizational innovation by enhancing the motivation and ability of organizational members to be creative and innovative. Leaders develop enthusiasm among organizational members to think out-of-the-box and be more creative and to develop new ideas and solutions concerning organizational structures, processes and practices (Prasad & Junni, 2016). Furthermore, 'leadership can keep pace with the changing times and develop an enterprise's innovative capacity.'

Regarding the importance of leadership for innovation, previous research has been discussed this subject (Mumford et al., 2002; Jung, Chow, & Wu, 2008; Oke, Munshi, & Walumbwa, 2009). It has been argued that previous studies in the field of innovation and leadership are not sufficiently benefited by each other and mostly studied in separate regions (Prasad & Junni, 2016).

Moreover, latest research shows that leadership affects organizational innovation first than individual innovation (Rosing, Frese & Bausch, 2011). Therefore, extending a research to this level of analysis has a good involvement to knowledge and more systematic understanding of the association between leadership and innovation in the group is not only timely but even essential (Jong & Hartog, 2007). Beside the need for more empirical

research to support the theoretical propositions on the association between leadership and innovation, the inclusion of mediators or moderators as intervening variables on this link has yet to be examined comprehensively (Jung, Chow, & Wu, 2008).

Findings of previous studies propose that more research is required to clearly focus not only on the link between leadership and innovation but also on the relationship constraints too. According to Rosing, Frese, and Bausch (2011), the outcomes of previous studies on leadership and innovation do not lead to a simple conclusion and yield to varied interpretations; while many leadership styles have a positive connection with innovation, the strength and nature of these relationships often vary based on certain moderating factors. This diversity in outcomes suggests that the link between leadership and innovation is influenced by various elements, including the level of analysis, the value of innovation and how is assessed, and specific characteristics of the organizations under examination. Such as culture for excellence and support for innovation. Prior research has argued that the association between leadership and innovation was not always same, which calls for discovering mediating and moderating factors between them (Choi, Kim, Ullah, & Kang, 2016). Therefore, it can inspire the staffs to be fully devoted to innovation activities by supporting mechanisms in the organization (Choi et al., 2016).

Jung, Chow, and Wu (2003) found that leadership has an important positive association with innovation directly and indirectly through organization's extent of staff empowerment and climate for innovation. Also, Gumusluoglu and Ilsev (2009a) identified that followers' creativity mediates the association of leadership and organizational innovation.

A review of relevant literature showed that leadership was identified as one of the most important drivers of innovation (Jung, Chow, and Wu, 2008). Organizations are strongly influenced by their leaders, and research confirms that several leadership-related factors, such as leadership behaviors and characteristics, have a significant impact on organizational innovation (Jung, Chow, & Wu, 2003; Gumusluoglu & Ilsev, 2009a). Among the broader research on leadership styles, transformational leadership is a particularly promising focus in leadership and innovation research (Jung, Chow & Wu, 2003). Leadership can be associated with innovation through several characteristics, such as interactive vision, effective communication, and providing an environment that supports innovative teams.

Leaders in this dimension of leadership seek to provide solutions to problems by encouraging innovative approaches and supporting employees, while challenging

assumptions and beliefs. Leadership behavior must consider that it occurs within the organizational context, and bivariate analysis would be incomplete without considering the organizational context in which organizational innovation occurs (Jung, Chow, & Wu, 2008; Oke, Munshi, & Wallambwa, 2009). Therefore, there is a need to identify and examine organizational attributes that can interact with leadership behavior and influence organizational innovation (Jung, Chow & Wu, 2003).

Jung, Chow, and Wu (2008) provided early evidence that a supportive environment for innovation can have a mitigating effect about the relation between leadership and organizational innovation. They found that leaders' behaviors simply stimulate followers to innovate when there is no environment within the organization to support innovation (Jung, Chow, & Wu, 2008). Oke, Munshi, and Walumbwa (2009) suggest that the influence of leadership on innovation is moderated by organizational conditions that encourage innovative behavior and support an innovative culture. Leadership supports innovation by creating an environment that fosters creativity, conducting accurate market research, and allocating resources to produce market-acceptable innovations. When leaders see innovation as an option and focus on the organization's day-to-day operations (business as usual), innovations are inhibited from emerging, resulting in innovation performance failures. Therefore, strategic leadership is required to balance the short-term and long-term needs of the business and ensure that both innovation and the day-to-day operations of the business work well. Despite the examples above, leading innovation is one of the most challenging aspects of modern leaders. There is a lot of research on leadership and some papers on innovation. Leadership is recognized as a fundamental factor influencing the competitive advantage of SMEs, and its role is increasingly a key driver of innovation (Saad & Mazzarol, 2010). As reported in Obiwuru et al. (2011), good leaders not only stimulate the potential and increase efficiency of their subordinates, but they also meet their requirements in the process of achieving organizational goals. Leadership behavior is critical to organizational innovation (Jung & Wickrama, 2008). Carneiro (2008) developed a strategic leadership model with three main pillars. He analyzed knowledge, innovation challenges and the need for change and found that strategic leadership enhances innovation efforts and positive innovation outcomes.

Entrepreneurial innovation and personality also play an important role in the adoption of innovation in SMEs (Marcati et al., 2008). Leadership is key to fostering innovation. Leadership and innovation often work hand in hand to realize organizational objectives.

Including sustained growth and profitability (Allison et al., 2009). Effective leadership leads to innovation, innovation leads to change, and change leads to better organizational performance (Stanley & Linskens, 2012). It is clear that effective leadership can enhance sustainable competitive advantage for innovation, productivity and improved corporate governance (Obiwuru et al., 2011). Innovation requires the careful cultivation of leadership that motivates new value creation to sustain the competitive advantage of the organization.

Innovation and leadership are intertwined when innovation is seen as a positive factor that intentionally creates something better in terms of value and usefulness. Leaders are innovators (Selman, 2004), flexibly adapting production systems, making costs and prices competitive, and gaining greater market share (Wang et al., 2015). Similarly, small business leadership is the most important factor influencing an organization's ability to innovate.

This connection has garnered growing interest in scholarly writings. (Muenjohn & McMurray, 2014). Leadership has been found to be positively related to both employee creativity and organizational innovation (Jung, Chow & Wu 2003). Moreover, operational and creative leadership interact to influence the innovation productivity of technology firms (Makri & Scandura 2010). Creative leaders support innovative thinking and action. This enables employees to enhance their adaptability and apply this innovative thinking to individual work initiatives within the organization (Becan, Knight & Flynn 2012). These results confirm that successful innovation adoption is highly dependent on leadership style, employee empowerment, and the environment (Becan, Knight & Flynn 2012). In this respect, strategic leadership is positively related to product markets and managerial innovation (Elenkov et al., 2005). Moreover, active leadership has a large positive effect on innovation propensity, whereas passive avoidance leadership has a large positive effect on innovation propensity (Ryan & Tipu 2013). Two theories were created to address this research question. Investigations into the direct link between leadership and workplace innovation came first. Numerous researchers have discovered that leadership style affects workplace innovation as well as how people perceive the ambidextrous culture for innovation. For instance, Damanpour and Schneider's (2009) study of 725 American local governments found that leaders' support for innovation had a positive impact on the adoption of innovation. According to another study (Gumusluoglu & Ilsev, 2009), transformational leadership has a significant impact on creativity on employees and at the organization. Garcia-Morales et al. (2012) examined 168 Spanish businesses in their study. Through the development of competencies with a learning-centered emphasis, researchers confirmed a

positive relationship between transformational leadership and innovation on both a direct and indirect level. Afsar and Badir (2014) found that transformational leadership had a positive impact on employees' innovative behavior, including idea generation and idea implementation. The study involved the five most innovative companies in China. Including Judge. (2004) found that consideration leadership was linked to employee motivation and was a crucial precursor to organizational change. In their study of the Korean Government, Kim and Lee (2009) found that the most important factor in fostering the dynamics of governmental innovation was innovative leadership, which was characterized by effective change management, leadership commitment, and stability. Similar to this, Kim and Chang (2009) found that leadership style had a strong positive relationship with innovativeness when they assessed the Korean government's capacity for innovation. These results support the reasonable hypothesis that a high level of workplace innovation can result from strong leadership for innovation.

With the threat of technological obsolescence, innovation is crucial, particularly for businesses that make technology-driven products (Brown). Increasing performance through the exploitation of new opportunities and establishing or regaining competitive advantage is a challenge that organizations all over the world are grappling with (Basadur). Firms and organizations' capacity for innovation, size and structure, learning, and strategic orientation are all internal factors that affect innovation, as are external factors like the organization's partner network, communication, and the industry it operates in (Oskarsson, 2003). The quantity of innovations made at work, the speed at which they are implemented, and the novelty of each innovation can all be measured (Deshpande et al., 1993), as well as by relative inventive activity when compared to rivals. Employee creativity is increasingly conceptualized as a necessary prerequisite and starting point for innovation, even though the terms creativity and innovation are frequently used synonymously in the management literature. Thus, innovation is a result of an individual's own fresh ideas (Scott and Bruce, 1994; Zhou and George, 2001; Rickards, 2003). Consequently, it is reasonable to assume that individual employee creativity is positively correlated with innovative activity at work. Collaboration and autonomy must be carefully balanced in order for an organization to produce innovative products (Mumford, 2000). By promoting entrepreneurial behavior, senior managers indirectly influence these product innovations. By adopting a leadership style, communicating a compelling vision, and establishing an innovative organizational

structure and culture, leaders will have a significant role impacting innovation in organizations.

It is clear that Innovation is a complicated process that develops from connections between various sources rather than from a single, unique source (Schilling, 2008). Employees essentially offer the organization options when they develop new, innovative, and useful products or procedures. Employee innovation enables a company to select from a wider range of products or procedures for development and later implementation. Therefore, the hypothesis is formulated as follows:

H2:” there is a positive relationship between leaderships for innovation and workplace innovation in organizations. “

### 3.20.3. Ambidextrous Culture and Workplace Innovation

In the last decade the development of global markets has created numerous cross-cultural teams and the ensuing dialogue has formed the basis for transacting global business (Adler, 2002). Kim and Chang (2009) conducted a survey to assess the innovative capabilities of 46 ministries of the Korean central government. The results show that leadership style, innovation culture, performance-based incentives, and knowledge management to enhance the innovation capacity of government organizations. McAdam, Moffett, Hazlett, and Shevlin (2010) found that innovation leadership and culture of innovation positively influence innovation implementation. In a study of innovative behavior in United States (US) federal agencies by Fernandez and Pitts (2011), frontline workers were more likely to have the motivation to create bottom-up innovation. Parry and Proctor-Thomson (2002) conducted a national leadership survey to examine organizational aspects related to innovation in the New Zealand public sector. This study used a structural equation model to explore hypotheses about the relationship between leadership expression, organizational culture, and innovation. The impact of transformational leadership on organizational outcomes has been shown to be supported by its impact on the innovation environment in fostering transformational and transactional cultures. A Taiwanese study confirmed that companies need to focus on workplace innovation to optimize the career satisfaction of R&D employees. It turns out that most of the variables above correspond to her two socio-psychological components that underlie the innovation environment. It consists of innovation leadership and an ambidextrous innovation culture.



The impact of leadership on the innovation environment has been identified as a convergent process that influences both organizational culture and employee behavior (Amabile et al., 2004). Panuwatwanich et al. (2008) surveyed 181 design professionals working for Australian architecture and construction firms and discovered that innovation leadership has a powerful, positive impact on a culture of innovation. In the survey of 1,158 managers in private sector organizations in Australia, found that transformational leadership correlates with organizational culture, primarily through the vision-defining process. Similarly, the study by Jung et al. (2003) showed that transformational leadership directly influences organizational perceptions of support for innovation. From a public sector perspective, in a study of 46 departments in the central government of South Korea, found that government leaders must enable a culture of change for continuous and successful innovation. Kim et al., (2015), based on a survey of 1,576 Seoul city government employees, found that the extent to which employees perceive transformational leadership from their leaders is associated with a positive culture of innovation. There is a positive association with recognizing. Recently, Zacher and Rosing (2015), using a sample of executives and employees from 33 architecture and interior design firms, found positive associations among top-level team leaders in team innovation teams that facilitated exploration and development activities.

Kerlavaj et al., (2010) showed a positive and statistically significant correlation between innovative culture and technological and administrative innovation in a study of 201 Korean companies with more than 50 employees. Panuwatwanich et al., (2009b) also discovered that the outcomes of their structural equation modeling showed a positive relationship between organizational culture for innovation and innovation diffusion outcomes. Chen et al. (2012) also found that in 102 Taiwanese strategic business units, found that a strong innovative culture could take the place of transformational leadership behavior in fostering technological innovation. Focusing on research from the public sector, Kim and Yoon (2015) found that employee perceptions of an innovative culture had a favorable direct impact on the climate for creativity by raising employee creativity recognition, adaptability, and innovation resource availability. Findings from Lgreid et al. (2011) provided additional support for this. Their study discovered that a performance-oriented culture had a favorable impact on employees' perceptions of an innovative culture, which in turn had an impact on the creation of innovative activity. This finding was based on a survey of 121 Norwegian and Flemish state agencies. An attribute of an ambidextrous culture for innovation is the

integration of autonomy from an innovative culture with result control from a performance-oriented culture. Even though there isn't yet evidence to support it, it is intuitively possible that ambidextrous innovation cultures positively affect workplace innovation in government.

Innovation literature and its perspectives on innovation in the public sector demonstrated that an innovative culture must be supported by those in positions of authority within any organization (Borins, 2001). Interest in organizational ambidexterity as a metaphor for a company's capacity to simultaneously explore new competences and capitalize on existing competences has grown, particularly in innovation research (Gibson & Birkinshaw, 2004; Simsek, 2009). According to conventional viewpoints, exploitation and exploration are organizational activities that compete with one another and must be separated structurally and temporally to achieve balance (Duncan, 1976). According to recent research, ambidexterity can be operationalized at the individual and team levels in addition to the organizational level (Birkinshaw & Gupta, 2013). Researchers have conceptualized the individual ambidexterity of managers and defined their exploitative behavior as "selecting, implementing, improving, and refining existing certainties" and their explorative behavior as "searching for, discovering, creating, and experimenting with new opportunities". Most scholars have asserted the role of organizational culture in the successful management of innovation in the public sector (Kim & Yoon, 2015, Wynen et al., 2014). The central idea of an ambidextrous culture is comparable to the core idea of new public management (NPM). Basically, NPM can create an increase in managerial autonomy, which when merged with result control would, among other outcomes, prompt a more innovation-oriented culture and lead to effectiveness and efficiency (Pollitt & Bouckaert, 2011).

The ambidextrous culture for innovation construct was operationalized by two factors. The first type of organizational culture is an innovative culture (ACII) where an organization orients toward experimenting with new solutions by exploring new resources, breaking through existing norms, and valuing flexibility, adaptability, creativity, risk taking, and entrepreneurship (Ireland et al., 2006). An innovative culture encourages employees to implement new services, new technologies for product development, new organizational routines and structures (Zhou et al., 2005). Innovative culture can ensure that employees consistently perceive an innovative cultural orientation, thus serving as guidance when they

face challenges affecting innovation outcomes (Lægreid et al., 2011). The second type of ambidextrous culture for innovation stresses organizational performance orientation. A performance-oriented culture (ACI2) can increase innovation in public sectors because governments need to respond to the demands of clients and citizens to achieve targets and performance evaluation processes (Wynen et al., 2014). According to Lægreid et al. (2011), public sectors, which have strongly developed performance-oriented cultures, are more likely to have both an innovative culture and promote innovative activities compared to other public sectors.

Culture for innovation was also found to be a primary antecedent for workplace innovation (Martins and Terblanche, 2003). Integrating autonomy from an innovative culture with result control from a performance-oriented culture is a characteristic of an ambidextrous culture for innovation. Although there is presently no reported empirical finding confirming the direct impact of an ambidextrous culture for innovation on workplace innovation in the public sector context, it can be hypothesised that such a relationship exists. The structure and strategy of a company, the mindset of its employees, and its organizational culture are pivotal in driving innovation. (Gemedda & Lee, 2020; Humphreys et al., 2005; Martins & Terblanche, 2003; Totterdill & Exton, 2014b; Wipulanusat et al., 2018; 2020).

However, in order to minimize barriers to creativity, it is necessary to provide the necessary resources for employees to generate and implement creative ideas. In their framework, they define seven dimensions of organizational culture (Martins & Terblanche, 2003) and identify the following five determinants related to organizational culture that support innovation and creativity: strategy, structure, support mechanisms, behavior that encourages innovation, and open communication. They conclude that those determinants play a role as they can inhibit or support innovation and creativity, depending on how they influence the behavior of each individual., 2007, p. 910). Rosing and Zacher (2016) find the positive relationship between individual ambidexterity and innovative performance, and emphasize the balance of exploration and exploitation. Unlike considering exploration and exploitation as a bi-polar construct, Gibson and Birkinshaw (2004) suggest the possibility and necessity of contextual ambidexterity referring to simultaneous exploration and exploitation within a business unit. Contextual ambidexterity emphasizes the integration of exploration and exploitation within a business unit and allows firms to both succeed in the short term and achieve long-term sustainability (Gibson & Birkinshaw, 2004; Simsek, 2009). Since innovative behavior reflects employees' intentional behavior related to innovation in the

workplace (West and Farr, 1990), organizational culture that can get employees involved and stimulate their intrinsic motivation would promote the likelihood of innovative behavior occurring. The hypothesis is formulated as follows:

H3:” there is a positive relationship between workplace innovation and ambidextrous culture.”

#### 3.20.4. Workplace Innovation and Career Satisfaction

Individuals in the workplace consider workplace innovation (WIT) (McMurray et al., 2013). Workplace innovation occurs when individuals or teams of individuals focus on improving organizational management and technology (Totterdill & Exton, 2014). This definition emphasizes the interactive character of workplace innovation. Aligned with an organization's strategic objectives, workplace innovation enables the development and improvement of products, processes, and services, which in turn improves organizational performance. Both individual creativity (WIT1) and team innovation (WIT2) are considered suitable proxies that can be used to measure workplace innovation. When employees perceive work environments that do not inspire personal creativity, there can be a gap between the level of individual creativity and the actual level of creativity practiced within the organization.

Several elements influence job satisfaction. These can be categorized into personal factors like age, wage, working conditions, hours worked, level of accountability, and marital status, and those related to the workplace or organization, such as job nature, role ambiguity, workplace environment, job stability, and supervisor relationships. Research has highlighted links between job satisfaction and other organizational aspects, including task performance, commitment to the organization, and the intention to leave (Dinc et al., 2018; Karahan, 2009; Lok & Crawford, 2004; Sevimli & İşcan, 2005; Tengilimoğlu, 2005). Furthermore, when employees are satisfied, they tend to use organizational resources with greater efficacy and efficiency. (Bakotić, 2016; Uçkun & Pelit, 2004).

Another concept, called psychological ownership, plays a vital role in the relationship between employees and their job and organization in the broader sense (Ozler et al., 2008; Wagner et al., 2003). With its focus on factors promoting employee retention, discretionary effort, performance, innovation, and well-being, a major focus in organizational behavior

research has been on understanding how employees relate to or feel psychologically. The notion of psychological ownership is pivotal when considering the bond between employees and their job, as well as their broader connection to the organization (Ozler et al., 2008; Wagner et al., 2003). Central to studies in organizational behavior is understanding this psychological attachment employees feel towards their workplace and tasks, and its implications for outcomes like retention, effort, performance, innovation, and well-being. Essentially, psychological ownership is the personal sense of possession individuals feel towards various tangible or intangible items, stemming from their personal investment in, control over, and deep familiarity with the said item. As articulated by Shukla and Singh (2015, p. 231), it's the transformation of the tangible sense of ownership into a mental state where individuals experience a profound sense of attachment to an object or concept, even in the absence of any formal or legal rights over it.

As competitive pressures mount, innovation has solidified its role as a crucial component for the survival, growth, and success of businesses, be it fledgling start-ups, SMEs (Vyas, 2005), or established large-scale organizations (Giovannetti et al., 2011). The interplay between innovation and job satisfaction is not unfamiliar territory in academic research. Yet, a dominant trend in the literature, as exemplified by studies from Chung (2019), Hrnjic et al. (2018), Al Idrus et al. (2019), and Jensen et al. (2017), has been to scrutinize how job satisfaction acts as a precursor to innovation. Contrarily, we posit that it's innovation that cultivates job satisfaction, rather than the converse. Research underscores that innovative environments foster opportunities for individuals to lead lives imbued with challenges and meaning, thereby enhancing overall well-being and life satisfaction (Ali, 2019). Analogously, innovation in the workplace should elevate the nature of tasks, instilling them with purpose and challenge, which in turn boosts job satisfaction (Pang & Lu, 2018).

Positive energy produces a flexible and positive mental state, to extend thought and action, and thus promote well-being through successful adversity adjustment (Fredrickson, 2001). When employees have positive feelings, they continue to have a wider scope of focus and embrace more views or ideas hence they can pay more attention to several other areas of life such as family, health, and leisure time. As a result, they can invest more energy in taking care of family members and relaxing, leading to an increase in overall well-being (Yanping, 2018).

Organizations increasingly rely on teams as a fundamental building block of modern organizations, and effective teamwork can facilitate the cross-fertilization of innovative ideas (Hoch, 2013). Team innovation refers to the introduction or application within a team of an idea, process, product or procedure intended to be new and useful to the team (Eisenbeiss, 2008). It is the team's ability to generate novel ideas (i.e., creativity) and the ability to put those ideas into practice (i.e., execute) that can benefit the organization. The implementation process includes selling the idea to other members and making the idea available to the organization (Axtell et al., 2000). Previous studies have found linkages between career satisfaction and productivity and engagement, which in turn are linked to higher organizational commitment and increased creativity and innovation (Poon, 2004).

Career satisfaction (CSF) is defined as an employee's satisfaction or dissatisfaction with their overall career. This means the positive psychological benefits employees derive from intrinsic and extrinsic aspects of their careers, such as salary, promotion, pride, and development opportunities (Armstrong-Stassen & Ursel, 2009). When employees seek deeper meaning and inner value in their careers, it comes in the form of an awareness of the meaning of their work. Experiencing work meaningfulness has been hypothesized to be a psychological state that produces job satisfaction, the ability to use strengths at work, enhanced intrinsic job motivation, and organizational engagement (Littman-Ovadia & Steger, 2010). Rewarding and recognition in addition to meaningful work creates a sense of reward for employee performance (Saks, 2006). However, organizations can promote effective performance by creating and combining both extrinsic and intrinsic rewards to achieve skill improvement (Gagné & Deci, 2005).

Career satisfaction is clearly related to innovation performance. A study involving employees from diverse organizations in Hong Kong revealed a notable positive correlation between employee creativity and their job satisfaction. This finding is echoed in research within the public sector, which determined that organizational approaches promoting innovation have a beneficial effect on job satisfaction.(Park et al., 2016). Based on these results, it was hypothesized that the structure of job innovation has a direct impact on career satisfaction in the public sector.

An empirical study with her R&D personnel at a manufacturing company in Taiwan. They developed a mathematical model to prove that product and process innovations were significantly and positively related to company performance, which increased employee job

satisfaction. Lee et al. (2014) showed that an open innovation environment, consisting of innovation and flexibility, extroversion and reflexivity, has a direct impact on job satisfaction.

Concerning the public sector, Lambert and Hogan (2009), in a study of correctional workers in the Midwestern United States, found that organizational perceptions of innovation were statistically significant and positively associated with job satisfaction. The survey of 175 local police officers in Spain point out that the development of the innovation environment has a positive impact on job satisfaction. Referring to the 2013 US federal employee perspective survey, Park et al. (2016) discovered that organizational practices toward innovation have a positive effect on job satisfaction.

Workplace innovation (WIT) is viewed as a contextual psychological construct which identifies and measures the behavioural aspects of innovation practices by individuals in their workplace (McMurray et al., 2013). Workplace innovation is created when an individual or a team of individuals focus on improving organizational management and technology (Totterdill and Exton, 2014). This definition highlights the interactive characteristics of workplace innovation. When workplace innovation is aligned with an organization's strategic objectives, it enables the development and improvement of products, processes and services leading simultaneously to an increase in organizational performance. Wipulanusat et al. (2017b) suggested that both individual creativity (WIT1) and team innovation (WIT2) were deemed appropriate proxies that could be used to measure workplace innovation among engineers in the APS.

Many of the most successful Australian organizations implement new business models based on applying individual creativity to promote organizational innovation (Cavagnoli, 2011). Individual creativity at work involves the development of practical and new solutions to workplace challenges, and providing tangible and useful outcomes for an organization (Amabile & Pillemer, 2012). Creativity involves social interactions embedded in the work environment in which the communication and interaction between coworkers can significantly improve innovative outcomes (Yuan and Woodman, 2010). When employees perceive a work environment that fails to stimulate individual creativity, a void may occur between the level of individual creative ability and the actual amount of creativity practiced within the organization.

Team innovation is an important determinant in the capability of organizations to respond to rapidly changing and challenging working environments. Organizations are increasingly dependent on teams as the basic building blocks of modern organizations, and effective teamwork can facilitate the cross-fertilization of innovative ideas (Hoch, 2013, Shin and Zhou, 2003). Team innovation refers to the introduction or application within a team of ideas, processes, products, or procedures that are novel to the team and that are designed to be useful (Eisenbeiss, 2008). It is a team's ability to develop novel ideas (i.e. creativity) and the ability to put these ideas into practice that can yield benefits to organizations (i.e. implementation). Implementation processes include selling ideas to other members and making ideas available in the organization (Axtell et al., 2000). Team innovation thus can be operationalized as the merger of the quality and quantity of ideas that are generated and implemented.

Career satisfaction (CSF) is defined as an employee's feeling of satisfaction or dissatisfaction with their entire career. It means the positive psychological achievements that employees obtain from the intrinsic and extrinsic facets of their careers, including salary, promotion, feelings of pride and developmental chances (Armstrong-Stassen & Ursel, 2009). When employees seek a deeper sense of purpose and greater intrinsic values in their careers, this is represented in the form of perceptions of the meaningfulness of their work. Experiencing meaningfulness of work has been postulated to be a psychological state that creates career satisfaction, having the ability to use strengths at work, greater intrinsic work motivation, and organizational commitment (Littman-Ovadia & Steger, 2010).

Reward and recognition (CSF2) are significant contractual and implied agreements between an employee and an employer (Chew and Chan, 2008). A sense of return on employees' performances can come from rewards and recognition in addition to meaningful work (Saks, 2006). Organizations, however, can foster effective performance by creating and combining both extrinsic and intrinsic rewards to yield capability improvement (Gagné & Deci, 2005). Career satisfaction is evidently related to the performance of innovation

in a comprehensive survey involving employees from a range of organizations in Hong Kong, Kim et al. (2009) discovered a marked positive correlation between employee creativity and their overall career satisfaction. This observation is mirrored in research conducted in the public sector, with a study by Park et al. (2016) indicating that



organizational approaches emphasizing innovation positively influence career satisfaction. Given these insights, it is postulated that workplace innovation will exert a direct influence on the degree of career satisfaction experienced by employees in the public sector.

The findings from a study in healthcare organizations revealed that group creativity was associated with increased job satisfaction (Valentine et al., 2011). Cheng et al. (2010) conducted an empirical survey of the R&D Personnel in Taiwanese manufacturing companies. They developed a mathematical model and proved that product and process innovations were significantly and positively related to organization performance, which in turn enhanced employee job satisfaction. Lee et al. (2014) demonstrated that an open innovation climate, comprising innovation and flexibility, outward focus, and reflexivity, had a direct effect on job satisfaction.

In the public sector context, Lambert and Hogan (2009), in a study of a Midwestern correctional facility staff in the U.S., found that perceptions of organizational innovation had statistically significant and positive associations with job satisfaction. Similarly, in a study of 175 local police officers in Spain, García-Buades et al. (2015) indicated that developing an innovation climate had a positive impact on job satisfaction. Based on the data from the 2013 U.S. Federal Employee Viewpoint Survey, Park et al. (2016) identified a positive relationship between organizational approaches to innovation and job satisfaction. Given this evidence, there's a growing hypothesis suggesting that the element of workplace innovation will have a direct bearing on the degree of career satisfaction within the public sector. Therefore, the hypothesis is formulated as follows:

H4: "There is a positive relationship between workplace innovation and career satisfaction."

H5:" There is a positive relationship between career satisfaction and workplace innovation."

### 3.20.5. Workplace Happiness and Career Satisfaction

Xanthopoulou, Bakker and Schaufeli (2012) nation that happiness may be described as a revel in of a character concerning rare bad have an effect on, common wonderful have an effect to a whole feel of pride in entire life. To win the hearts of clients, companies want to have interaction personnel who own the tendency to transmit their electricity in addition to enthusiasm to clients. In the current modern-day buying and selling surrounding, companies

must fulfill their clients considering there is an extra connection that hyperlinks the better earnings with satisfied and happy clients. Sageer, Rafat and Agarwal (2012) said that gratifying personnel is a profitable goal for diverse reasons. It is crucial for companies to hire their people through the usage of diverse methods. A place of business is taken into consideration as right whilst the emotions of personnel are favored through the control, the extent of strain is low and whilst the personnel do now no longer experience helpless on the region in their paintings (White, Alcock & Depledge, 2013). There are many multinational corporations which can be centered in the direction of the wellbeing of personnel and feature designed worker-pleasant practices in addition to rules primarily based totally on the idea of causal and optimistic affiliation amid productiveness and happiness (Van De Voorde, Paauwe & Van Veldhoven, 2012). The relation productiveness and happiness has been studied through several researchers who have carried out their researches in beyond and it nonetheless stays a key place of studies for plenty corporations running throughout the globe. This combination of transformational and empowering leadership behaviors leads to increased worker job satisfaction.

In mild of studies look, it is been observed that the connection of pride and overall performance is mid-ranged. However, interpretations are subjected to speculations as for the researcher blended up on worker degree. In this context, research found out that the conclusions have been unique whilst research bearing on the organization have been removed. In reference to Khalid, Irshad and Mahmood (2012) point out the overall performance and happiness are correlated by the elements affecting happiness which includes pay, co-worker, advertising etc. and overall performance have been reasonably correlated. Gubler, Arnold and Coombs (2014) recommended that happiness is measured thru unique metrics. Judge and Kammeyer-Mueller (2012) additionally argued that happiness is an essential aspect of what one thinks and feels. Going past task pride to obtain happiness and positivity at place of business. Employees' happiness is a prime contributor in the direction of the fulfillment and achievement of an entity. Thus, the hypotheses can be formulated as follows:

H6: “There is a positive relationship between workplace happiness and career satisfaction “

H7: “There is a positive relationship between career satisfaction and workplace happiness”.

### 3.20.6. Leadership for Innovation and Workplace Happiness

Happiness within the place of work is a high-quality feeling that arises while personnel are capable of manage, perform their duties and convey outputs that provide them satisfaction. Happiness in the place of work refers to person's feeling that considered one of the organizational environment constitutions by dating with others (Isa et al., 2019); and different elements which can be immediately associated with the duties completed consisting of job satisfaction (Isa et al., 2019).

There are many views of powerful management in phrases of its definition and function. These roles and capabilities can now and again range relying at the form of area and the corporation's desires. The repute of a frontrunner is visible to be so influential with inside the fulfillment of a corporation that a charismatic chief is stated with a purpose to replicate the credibility and prestigious recognition of the corporation. According to Bohn's (2003), management behaves is associated with the organizational overall performance. This means that the components of management have an immediate effect at the organizational overall performance through the function of the personnel inside the corporation. Thus, the talent, attitude, understanding and abilities possessed by the leader are visible to have a large effect at the group of workers that impacts the overall performance of the corporation. Effective leaders are people who are capable in making plans what they need to gain and achieve the organization's goal. Based on preceding management theories, Bass (2009) located that there are 3 methods of explaining the way to be a great and powerful leader. (i) People trend will not directly inspire leaders to behave amongst different individuals in their corporation, (ii) people will react primarily based totally on an occasion or disaster that occurs; and (iii) everybody can select to be a frontrunner due to the fact everybody can study management abilities and understanding. Democratic fashion of management located to be extra influential with inside the overall performance of the personnel than the autocratic fashion of management. According to Iqbal et al., (2015), autocratic management has simplest a short-time period impact as compared to democratic management. This is due to the fact the autocratic management makes the personnel sense pressured to do their paintings even as democratic management encourages personnel to paintings brazenly and voluntarily. On the opposite hand, as a person chargeable for figuring out the route and desires of a corporation, a frontrunner wishes to be aware about his or her function as a frontrunner (Arnold et al., 2001). In this context, leaders want to be geared up always to behave in any unexpected

state of affairs or hassle and precede any challenge earlier than asking others to take at the challenge. Hence, the hypotheses may be formulated as follows:

H8: “There is a positive relationship between leadership for innovation and workplace happiness. “

### 3.20.7. Workplace Innovation and Workplace Happiness

Happiness is a multifaceted concept encompassing various elements. These can range from factors that frequently have a positive influence to those that occasionally have a negative effect, such as agility, ambitions, autonomy, work integration, and satisfaction (Lyubomirsky, King, & Diener, 2005). Studies by Rego, Riberiro, Chunha, and Jesuino (2010), as well as Muse, Harris, Giles, and Field (2008), found that organizational leaders who foster happiness in the workplace tend to encourage innovative behaviors among their staff.

Organizations have to try to create and preserve happiness with inside the place of job to boom affective dedication and inspire non-stop and normative dedication to make certain that the choice to construct revolutionary conduct amongst people reached. In addition, happiness on the place of job is likewise determined has been shown to significantly influence various aspects such as self-efficacy, innovative personality traits, process satisfaction (Diener, Emmons, Larsen & Griffin, 1985), subjective perceptions of happiness (Lyubomirsky & Lepper, 1999), and individuals' emotional equilibrium (Fordyce, 1988). Research from Baptiste (2007), Amabile, Barsade, Muller and Staw (2005), Humborstad and Perry (2011), Rajabimoghaddam and Bidjari (2011), and Tarcan (2013) has corroborated that there's a strong linear relationship between happiness and the affective commitment of individuals to their organizations.”

Aristotle, as an exquisite philosopher and baby-kisser he had that perception approximately human being's happiness and considering that his days he propagated that anybody need to be happy. Today Happiness studies is one of the maximum thriving domain names with inside the social and political sciences and additionally in economics. This fulfillment of happiness studies has brought on governments to apply it in guidelines improvement process. In addition, the politicians begin to suggest the perception that authorities have to pursue and maximize the happiness in their respective populations. As Happiness studies

begin having exquisite fulfillment through yielding new insights, as governments are being requested to use the ones insights in to maximize or enhance the subjective wellbeing of the population. (Frey & Gallus, 2013). While Verhoeven recommended that governments similarly to authority and manipulate should have a few social elements inclusive of recognize for the guideline of thumb of law, civil rights, financial freedom and tolerance of minorities, so one can have an effective effect on happiness levels (Debnath & Shankar, 2014).

The United Nations' maximum latest file of happiness (2015) confirmed an expanded hobby from countries and nearby governments to apply happiness statistics and studies of their look for guidelines that would permit human beings to stay a higher life. It additionally pointed that many country wide leaders are taking the wellbeing statistics as a manual for his or her countries like German Chancellor Angela Merkel and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai. The United Arab Emirates took a unique interest with inside the file whilst it made happiness and wellbeing crucial tenets of the layout and shipping of the National Agenda "... to be the happiest of all countries." The file additionally cited that the United Kingdom, for example, changed into specializing in happiness and wellbeing statistics for greater than 5 years and those efforts have produced many projects and happiness associated projects.

The OECD indicated in its remaining file in March 2017 that the sector more and more taking happiness to be the right degree of social development and the aim of public coverage and it encourages countries to position human being's wellbeing the middle of governments' efforts. The OECD's international happiness reviews taken into consideration one of the only a few worldwide happiness signs that has been advanced thru numerous worldwide:

H9: "There is a positive relationship between workplace happiness and workplace innovation. "

H10: "There is a positive relationship between workplace innovation and workplace happiness."

### 3.20.8. Workplace Happiness and Innovation Behavior

The roots of human happiness can be linked to the evolution of psychological research. In the past, psychological research was once ordinarily centered on human disappointment and suffering. The point of interest shifted toward aspect of mental health commenced producing interest (Diener & Emmons, 1984). Ryff (1989) had reviewed the current constructs of mental health, operationalized the components of mental health that have been omitted earlier, and in comparison, them with the preceding assessment measures. This idea become similarly extended the means of Martin Seligman, the illustrious American Psychologist, who emphasized that the position of mental research needed to be definitely harnessed of being centered on human happiness, health, strengths, and prosperity. This systematic technique is able to look at human thoughts, feelings, and behavior, with consciousness on human beings' individual strengths, constructing goodness in existence and making lives of common human beings great, as opposed to paying an excessive amount of interest on their weaknesses, repairing the awful components of existence, and assisting such human beings turn "normal" (Peterson, 2008). Peterson additionally observed that "Eudaimonia" (or, health- "turning into higher people and reaching our capacity as human beings") is extra essential than hedonism (i.e. the only consciousness on delight and nice emotions) for dwelling an amazing existence.

Largely, there is a clear understanding that on the workplace, achievement brings happiness. However, it become proved thru a detailed, biggest look at ever performed on happiness and human capacity, that happiness is the antecedent and now no longer the outcome of achievement, because it performs a defining position in propelling character overall performance and achievement, presenting aggressive edge, which become termed as the "Happiness Advantage" (Achor, 2011). The actual meaning of happiness become "the pleasure we sense striving after our capacity".

People spend majority in their time working a lot in order to improve the character's identity. The expert position permitting the character to explicit himself/herself, derive delight, sense valued, revel in growth, advantage appreciation, and beautify satisfaction and shallowness thru accomplishments. Workplace happiness is largely approximately how human beings fulfill their plethora of innermost emotional and mental desires. Also, in view that happiness is ordinarily deep inside and enduring, a satisfied worker is probable to cascade his/her happiness to different aspects of private existence, even as adopting the spirituality of their

normal existence. So, such individuals are probable to behavior themselves in personal, own circle of relatives and societal settings extra responsibly, lead a functional and virtuous existence, assist others, discourage conflicts, tensions and strain of their environments, and hold progressing toward their self-actualization.

Happiness on the place of job has been called a man or woman's images and existence pleasure, or subjective wellbeing on the place of job (Bhattacharjee & Bhattacharjee, 2010). Systematic research on happiness and pleasure, which psychologists understood as “mental wellbeing”, commenced from mid-1990s (Myers & Diener, 1996). Ed Diener, additionally called “Dr. Happiness”, a main American psychologist, professor, creator and researcher, in 1984, coined the expression “subjective wellbeing” (SWB), as a systematic time period for happiness and existence pleasure “questioning and feeling that your existence goes well, now no longer badly”. He propounded that SWB consists of each affective opinion of one's existence (e.g. excellent feelings, enjoyment, etc.), and cognitive evaluation (e.g. pleasure, meaning, etc.) (Kesebir & Diener, 2009). However, it become clean that excessive subjective wellbeing and eudemonic happiness had been now no longer substitutable concepts, for the reason that a man or woman ought to sense subjectively glad without main a righteous existence.

In China, Afsar and Badir, (2017) observed that management undoubtedly affected the worker revolutionary behavior, inclusive of concept technology and concept implementation. Judge et al. (2004) discovered that attention management become related to worker motivation and become a critical antecedent for organizational extrude. In the Korean Government, Kim and Lee (2011) showed that the adoption and implementation of revolutionary initiatives required revolutionary management, which characterized by the powerful, extrude management, management dedication and stability, and become the maximum component in selling the dynamics of governmental innovation. Similarly, while Kim and Chang (2009) evaluated the capability for innovation in the Korean Government, they observed management provided a robust wonderful courting with innovativeness. In mild of those findings, it could be moderately resulted that a robust management for innovation can result in an excessive stage of place of job innovation.

Diener and Emmons (1984) observed that during essence nearly all strategies to happiness, converged across the truth that happiness is basically a man or woman's subjective and a general judgment approximately existence, strongly prompted via f environmental events,

measured to obtain an emotion. He additionally argued later that one of the methods to theorize happiness is because the presence of dispositional wonderful affect (PA) and the absence of dispositional bad affect (NA) (Diener et al., 2009).

In order to save the pressure in the corporation, figuring out the capacity reasserts of pressure in the corporation is step one to address those issues. Supervisors or managers who are capable of successfully lessen process pressure can enhance the intellectual and bodily fitness in their employees. This sort of supervisory/managerial intervention can be taken into consideration a number one intervention that entails proactive preventative measures to lessen pressure via disposing of or decreasing capacity stressors. As a part of this stage of intervention, the reasserts of bodily and psychosocial pressure are targeted. The corporation ought to offer respite time to the employees, letting them take naps after they want them, and inspiring complete participation in decision-making and planning in order to allow them to sense critical in the corporation. Conceptualizing support somewhat differently, one author found social integration to be predictive of job satisfaction (Cummins, 1989), whereas another found job satisfaction to be highest among employees whose off-the-job social circles consisted mainly of coworkers (Hurlbert, 1991).

### 3.20.9. Workplace Happiness and Innovation Behavior Through Job Stress.

Job stress has become a more popular research topic. According to Bhui et al., (2016) "job stress" is a general term that describes emotions such as extreme difficulty, tension, anxiety, and worry that are brought on by the demands of a job. According to Bakker and Demerouti (2017) and Crawford, LePine (2017), a large portion of research on workplace stress has concentrated on the negative psychological and physical effects on employees. Additionally, research has linked workplace stress to elements like employee commitment, satisfaction, well-being, and performance, all of which have an effect on organizations (O'Neill, 2010). The connection between stress at work and innovative behaviors has not been thoroughly studied. The scant research results are contradictory and inconsistent with the following studies (Byron, Khazanchi, 2014; Montani, Courcy, Ren & Zhang (2015) who discovered that depending on its source, stress can either foster or stifle creativity and innovative behaviors. If stress results in a challenge, like having to meet strict deadlines, they hypothesized that stress might even be beneficial. They also suggested that stress could be harmful if it's brought on by other factors (called hindrance stress), like job insecurity.



Additionally, it has been demonstrated that a lot of work and a strict deadline make employees feel better about their employers and jobs. Therefore, based on these findings, job stress may not always have a negative impact.

In certain situations, stress may increase employee competitiveness and motivate them to develop novel ways of thinking and acting to address problems. As a result, one's condition greatly influences whether stress has a positive or negative effect.

However, Work-related stress is commonly believed to be detrimental and to stifle the innovative potential of employees (Bashabsheh, 2010; De Clercq, Dimov, & Belausteguigoitia, 2016; Saleem et al., 2015). Essentially, as stress levels rise, employees' capacity for innovation tends to decline. The Job Demands-Resources (JDR) model, developed by Demerouti et al., 2011, is a foundation for our theories. This model divides job characteristics into resource-based and demand-based categories. Job resources are physical, social, and organizational traits that facilitate the accomplishment of work objectives, diminish job-related demands and the stress they cause, or encourage individual development are crucial. Job demands encompass the physical, social, and organizational aspects of work that necessitate extended physical and cognitive effort. (Demerouti et al., 2001).

Only one job satisfaction study reported buffering effects of social support on job stress (Schmeider & Smith, 1996); however, in this study of 191 nurses, shift work was used as the sole indicator of job stress with no further assessment of the perceived or objective stressfulness of working the night shift. Hence, the hypotheses will be as follows:

H11: there is a positive relationship between workplace happiness and innovation behavior through job stress.

### 3.20.10. Workplace Happiness and Innovation Behavior through Coworkers Support

Employees aim to develop strong and lasting social bonds among employees to improve collaboration and responsiveness and to ensure the ultimate success of the organization. Employee support can be identified by the extent to which the employee perceives their supervisor to help them with work-related issues to achieve their assigned tasks and goals. Colleague support allows employees to share their knowledge and experience with their

colleagues. Staff support also plays a very important role in some developing countries. If an employee obtains support from an employee, their legal claims may be asserted with the relevant authorities. It helps create a stress-free work environment.

The supervisor's role is to match the job description with the employee's skills and qualifications so that the employee can demonstrate more innovative behavior. To motivate employees, they should create clear promotion and reward paths and change policies. Employees work hard and strive to do their best to earn rewards and promotions. This will ultimately allow us to develop innovative employee behaviors, even in poor health. There are many things, supervisors can do to alleviate this alarming concern and create a healthier, safer and more productive workplace.

Dejonge, Jansen, and Vanbreukelen (1996) and Johnson (1998) both found encouraging evidence of a relationship between social support, work stress, and worker health. Particularly, compared to all other groups, workers reporting low job demands, favorable combinations of autonomy and task complexity, and high coworker support showed lower rates of specific health issues. However, more research are required to fully comprehend the connection between numerous forms of social support and particular job-related effects. Only a few studies have specifically looked at workplace social support and how it affects job satisfaction. For instance, several studies have found a link between support from coworkers or a supervisor and job satisfaction (Cummins, 1989).

In recent years, there has been an increase in research interest in the concept of happiness (Fisher, 2010). The concept of employee happiness encompasses feelings of wellbeing, happiness, and optimistic attitudes. Happiness can appear in a wide range of organizationally relevant attitudes and behaviors, according to prior research, which believes that this construct is broader, more accurate, and more realistic than job satisfaction (Bani-Melhem et al., 2018). According to empirical research, it can be asserted that truly contented workers exhibit attitudes and actions that support organizational success (Fisher, 2010). According to recent studies (Pryce-Jones & Lindsay, 2014; Rasulzada & Dackert, 2009), those studies looked at the link between employee happiness and creativity. Positive affective states are proposed to be essential for employee creativity, drawing on Fredrickson's broaden-and-build theory (2004). According to Fredrickson (2004), positive emotions increase a person's range of thought-action combinations, nudge them to consider novel ideas, and foster flexible, creative thinking. "Haase et al., (2012) also contends that

people who are content are more likely to put in the time, effort, and perseverance necessary to solve problems creatively and innovating.

Happy employees are more relaxed and, thus, they are more likely to possess the brain chemicals essential for creativity and effective problem solving (Anchor, 2010; Dolan and Metcalfe, 2012; Salas-Vallina et al., 2018). Gupta (2012) also found that happy employees are more efficient, produce more innovative ideas, and develop more effective work routines. As suggested by AA Ramli et.al, (2018) T&D has to create innovative work behaviors in the employees. When the organizational (team) structure is organic and employees are goal oriented has a positive impact on IWB (Fu Yang et.al, 2015). T&D is one of the best practices to develop IWB in the employees (A Bos-Nehles et al., 2017). The innovative behavior of employees in an organization is affected by the shortage of technologically skilled employees (Sharma, 2017), Leadership styles (mainly transformational leadership) and knowledge sharing (Choi, et al, 2015, Feng et.al., 2016). The determinants of innovative behavior are workplace happiness and coworker support (S Bani-Melhem, et.al, 2018), Motivation (intrinsic and extrinsic) (Jaaffar, et.al, 2018), Proactive personality (Yildiz, et al., 2017), leadership support and conducive environment for innovation, managerial role expectations, problem solving style, work group relations (Scott, & Bruce, 1994). Innovation training, effective learning opportunities and redesigned job roles can influence innovative work behavior (Watley, 2016).

Engineers who are trained creatively make for innovative organizations (Mousavifard & Ayoubi, 2018). This helps organizations foster innovation in their workforce. Training is essential for creativity and innovation. The organization must work to create the best training interventions (Sarri, et al., 2010). According to Sheehan et al. (2014), creating human resources. Innovation has benefited from training interventions that were primarily focused on soft skills (behavioral and professional skills) and technical skills (Goyal, 2016). Effective training programs should concentrate on a variety of tasks that awaken employees' dormant creativity and innovative aptitude in order to encourage IWB. As a result, the organization is able to operate quickly and with a competitive advantage. As was already mentioned, there are three levels to the research on training needs; at the task or operational level, the need analysis determines what kind of KSAs are necessary for employees to perform their jobs effectively and efficiently. Employees can be trained to use innovation while performing their duties in an efficient manner. The tasks can be separated into routine (manual and cognitive) and non-routine (manual and cognitive) tasks. This conceptual study

looks at the role that creative behavior plays in completing routine cognitive tasks. Analytical and Interactive (or interpersonal) tasks fall under the category of non-routine cognitive tasks; analytical tasks include data analysis, creative problem-solving, and the interpretation of information for others, while interactive tasks include relationship management (establishing and maintaining relationships), leadership (guiding, directing, and motivating subordinates), and coaching and developing others.

The studies by Lyubomirsky et al. (2005) made the idea of happiness at work well-known. Happiness is the positive emotion and satisfaction with life. Additionally, they discussed how genetics, environmental factors, and daily activities all influence happiness. However, Dolan et al. (2008) studied the economics of happiness and determined the predictors of subjective wellbeing. According to Ali (2020), happiness is currently defined as the aspired state of fulfillment and drive in life, or as a state of subjective wellbeing (Ravina-Ripoli et al., 2016). According to Ghadi and Almanagah (2020), the perception of how much an organization and its managers go out of their way to create a fun and relaxing work environment can be used to define happiness in the workplace. As a result, workplace happiness is an intangible resource that is crucial to the growth and success of organizations (Ravina-Ripoli et al., 2021) besides increasing the worker's output and job satisfaction (Ali, 2020). Happiness is influenced by a myriad of individual factors. These include personality traits, social attributes, health status, the type and extent of one's employment, self-perceptions and beliefs, as well as interpersonal relationships. (Dolan et al., 2008).

Additionally, the working environment, higher levels of motivation, trust, cohesion, and positive relationships in terms of support among employees have all been linked to factors that contribute to happiness at work (Ali, 2020; Ravina-Ripoli et al., 2017). Within the framework of the conservation of resource (COR) theory, coworker support can be a crucial resource for assisting individuals in managing their stress and promoting wellbeing. Support at work, in particular, can be seen as an opportunity to help people work better in life and complete their tasks on the job within the constraints that are set. Employees accept coworker support in the form of warmth, treatment, motivation, or compassion. By putting those demands into perspective, such support can help people balance the demands of work and life. The value of emotional support is recognized (Hobfoll et al., 2003) that promotes workers' happiness at work. In light of this, we propose that when employees seek out the support of their coworkers, they will be happier, joyous, and have enjoyable experiences.

Given that stress at work is regarded as a requirement of the job, it is reasonable to assume that this will have a negative impact on creativity and innovative behavior. This is explained by the JD-R model as a result of how employees react to stress, which tends to start an intense cognitive coping process that depletes their energy reserves (Lazarus). Employees will limit their activities to those that their efforts can support because dealing with workplace stress necessitates using energy-intensive coping mechanisms (Schaufeli, 2019). As a result, they are not very innovative or willing to be. The distraction arousal theory also supports these claims. Each person has a finite amount of mental resources, and if a significant portion of these are used to manage stress, less cognitive capacity is available to apply to other tasks. People may employ easier cognitive techniques when their mental resources are limited, such as focusing their attention more narrowly (Eysenck, 1995). Relying on easy cognitive techniques is likely to lead to less creative thinking and more commonplace responses to problems (Baron, 1986; Drwal, 1973). Therefore, the hypotheses will be formulated as follows:

H12: there is a positive relationship between workplace happiness and innovation behavior through coworker support

### 3.21. Conceptual Framework

To simplify, the researcher will present the following conceptual framework:

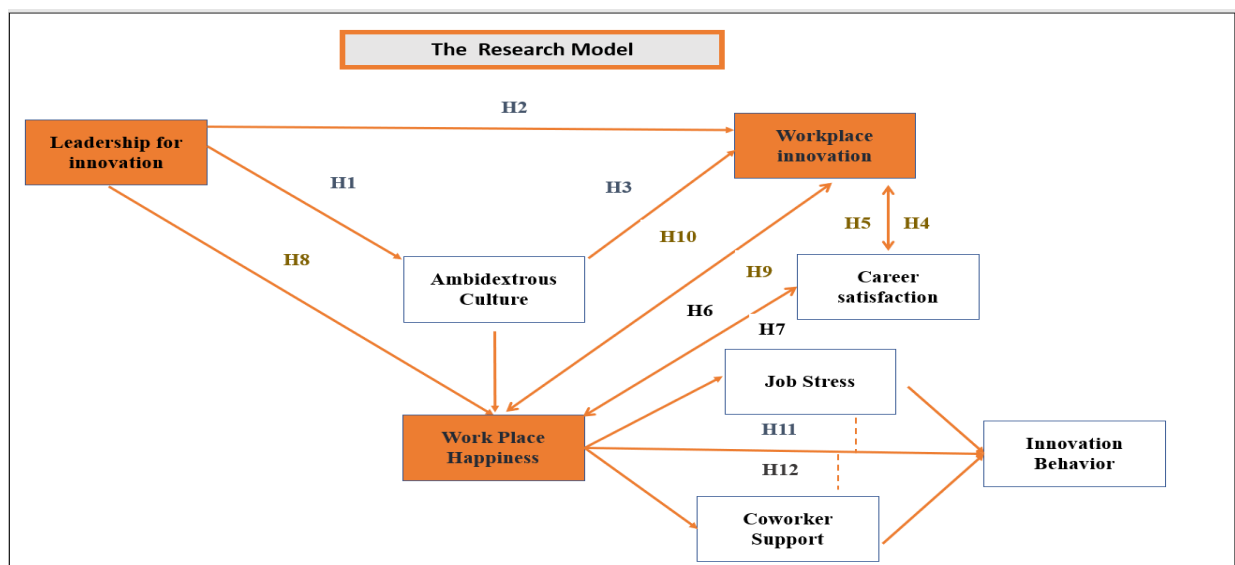


Figure 1. Conceptual Framework developed by the researcher

Referring to the conceptual framework mentioned above in the figure 1, the researcher adopted the study done by Shaker Bani Melhem, (2017), where the authors investigate the impact of workplace happiness, coworker support, and job stress on employee innovative behavior in the UAE in the tourism sector. In addition, the rest variables are adopted from the study made on engineering professionals in the Australian Public Service has shown that

- H1: Leadership for innovation positively influences ambidextrous culture for Innovation
- H2: Leadership for innovation positively influences workplace innovation.
- H3: Ambidextrous culture for innovation positively influences workplace innovation
- H4: workplace innovation positively influences to career satisfaction CS
- H5: Career satisfaction positively influences workplace innovation WPI
- H6: Career Satisfaction influences workplace happiness WPH
- H7: workplace happiness WPH influences Career Satisfaction
- H8: Leadership for innovation influence Workplace happiness WPH
- H9: WPH has significant positive effects on Work place Innovation
- H10: WPI has significant positive effects on WPH
- H11: COS has significant mediating effects on the relationship between WPH and employee Innovation Behavior IB
- H12: JS has significant mediating effects in the relationship between WPH and employee IB

“leadership for innovation and ambidextrous culture for innovation influenced workplace innovation which, in turn, improved career satisfaction.” (Wipulanusat et al., 2018). This combination of these two conceptual frameworks describe the contribution of this thesis to test the following hypotheses:

### 3.22 Theoretical summary of the hypotheses

Below is the summary of the main theoretical foundations of the above hypotheses



## Chapter Summary

Innovation is to an oversized extent considered a social and communicative method, and input from people probably improves the creation of novel and precious ideas additionally within the early period of idea production and development. Innovative Work Behavior refers to the deliberate actions of a person to bring in or implement novel concepts in their designated job function. (Bergendahl & Magnusson, 2015). There are two factors that motivate people to engage in innovative behavior. First, people tend to engage in innovative activities if these activities will enhance their expected positive image inside the organization (expected image gain). Second, people tend to avoid innovative activities if these activities do not conform to the organization or group norms. Besides, innovation is a risky behavior, no guarantee of success, when people involve in innovative behavior, the future consequences maybe detrimental to their image (expected image risks) (Anderson et al., 2014). Existing studies showed that leaders play a crucial role in facilitating subordinates' innovative behavior (e.g., Liu D. et al., 2012; Gu et al., 2017). Therefore, studies about leadership's impact on subordinates' innovative behavior have been attracting much attention among scholars (e.g., Liu et al., 2012; Lee et al., 2013).

Aiming at achieving the objective of this thesis, this chapter discussed the history of innovation, describe the innovation in the public sector moving toward the history of UAE and the composition of UAE government by showing the innovation activities applied in this country moving to the hypotheses development by showing the relationships with the variables and the outcomes of previous research.



## CHAPTER FOUR

### *Research Methodology*

## 4.1. Research Methodology

This chapter will offer to the academics a methodical technique of defining, explaining and predicting a phenomenon (Rajasekar, et al., 2013), while keeping the validity and integrity of the study being accepted (Matthews & Ross, 2010). The research methodology selected to examine the hypotheses and validate the conceptual framework applied to investigate factors affecting innovation behavior.

The chapter begins by giving an outline of the study paradigms with an opinion to receive a suitable research methodology for the thesis. Therefore, a discussion of the chosen methodology, along with the rationale behind it, is provided. It then presents the study design and the importance of the literature review. The topic of sample size and identification follows. The next section of the chapter describes the research instruments, statistical techniques utilized to examine the data, and different analytic methodologies employed in the study's quantitative approach. The following topics are covered in order: data analysis, research quality, validity, reliability, and the researcher's responsibility. The chapter finishes with a summary of the chapter's main points and an outline of the ethical issues the researcher addressed.

Given that the goal of the current study is to test particular hypotheses and examine the correlations between the research variables, the cross-sectional design will be conclusive. In the following sections the researcher will address the nature of research, divided into three dimensions, deductive, quantitative approach and strengths and weakness in quantitative method.

## 4.2. Research Paradigms

The selection of a theoretical paradigm is a crucial step in research that offers direction for the entire investigative process (Crotty, 1998). A research paradigm is, "... a set of interrelated assumptions about the social world which provides a philosophical and conceptual framework for the organized study of that world" (Filstead (1979), p. 34). According to Creswell (2009), paradigms help researchers choose a method for their intended study. Denzin & Lincoln (1998) identified three fundamental areas of contemplation as the focus of paradigms:

4.2.1 Ontology: the nature of reality;

4.2.2 Epistemology: the nature and attainment of knowledge or the relationship between perceived fact and investigator; and

4.2.3 Methodology: the systematic approach to acquiring information.

Epistemology cannot be isolated from the epistemological context. Therefore, scholars consider how specific information may be recognized, how to know when they have found it, and how to tell "truth" apart. As a result, researchers use a variety of theoretical stances in their investigations in an effort to establish and depict the truth. The techniques used by researchers in their studies are influenced by the theories of epistemology and ontology, whereas methodology "... is based upon critical thinking about the nature of reality and how we can understand it" (Morrison, 2012, p. 15).

Ponterotto (2005) asserts that the philosophical presumptions upon which the study is founded have an impact on the paradigm that the researcher chooses, which in turn influences the choice of research equipment and subjects. The right study design and data collecting and analysis techniques must be used in order to address the research questions (Muijs, 2010).

Regarding paradigms, there is significant ambiguity in the literature since several names are used to denote the same concepts. There are numerous paradigms, including constructivism, realism, and methodological pragmatism, according to some researchers (Bryman, 2003; Saunders et al., 2009). However, according to others (Collis & Hussy, 2013), there are only two major paradigms: positivism and interpretivism. The more popular research paradigms, according to Lincoln & Guba (1985), are positivism, post-positivism, interpretivism, and methodological pragmatism.

Methods, logic, epistemology, axiology, causal relationships, and perspectives on the nature of knowing are all differentiating factors across paradigms. A positivist paradigm is frequently used in quantitative research, but an interpretivist paradigm is more typical in qualitative research, even if there is not always a connection between paradigm and data analysis. In this thesis, the researcher chooses to combine a quantitative method with

positivism. This paradigm is presented in the coming section along with the justification for its use in the current research.

### 4.3. Positivism

Guba & Lincoln (1994) defined positivism who tries to explain and experimentally validate preexisting theories by establishing hypotheses that can be explained, often in quantitative terms, by direct observation, and by generalizing the results to larger populations. The epistemology of this paradigm assumes that it is possible to discover this universal knowledge by disentangling its constituent parts and revealing its structure, while its ontology assumes that this universal knowledge is driven by universal, natural laws and exists independently of human influence (Hatch, 2002).

As a result, according to Gratton & Jones (2010), social researchers can follow similar procedures, observe human behaviors and actions, measure the facts, laws, or hypotheses of cause and effect, develop laws and hypotheses, and introduce them to other contexts to explain or predict future behaviors. Scientists can observe the causes and effects of natural and scientific phenomena, precisely measure them, and develop laws and hypotheses. Additionally, this paradigm disregards the sentiments, emotions, opinions, and viewpoints of those involved since it holds that they cannot be quantified, observed, or consistently dependable.

Positivism promotes the idea that human behavior can be foreseen and controlled, that there are no options or various interpretations, and that social science is subject to set rules much like other sciences (Wisker, 2008). Positivism was attacked for its presumptions that natural and social phenomena can be examined and understood by following the same set of rules and regulations, and hence, methodologies utilized by natural scientists, despite the fact that it heralded the start of a new age in study and is still popular in many sectors. Additionally, it makes the erroneous assumption that social scientists are similar to scientists and should not be swayed by the same phenomena or other associated factors (Bryman 2003).

Another flaw in positivism, is the presumption that theoretical explanations can be inferred from watching events as they take place (Hughes & Sharrock, 1997). According to Anderson and Arsenault (2005), "... some of the most important things in human behavior are things that cannot be directly observed, such as intentions and feelings" (p. 4). The

findings of the positivist research paradigm are presented and taken for given as objective facts by Crotty (1998), although no theory can be confirmed by only relying on observations since theories or laws might be deductively refuted.

#### 4.4. The nature of research

It might be challenging to choose an appropriate study approach to investigate the innovative behavior connected phenomena (Galliers, Markus, & Newell, 2007). Since innovation has been shown to be unrelated to a particular theoretical viewpoint (Orlikowski & Baroudi, 1991), researchers are free to choose the best suited strategy from a variety of available methodologies. There are several other philosophical perspectives, including interpretivism, positivism, and critical, in innovation studies (Orlikowski & Baroudi, 1991). Such methods put more of an emphasis on different study methodologies and studying the nature of knowledge.

Positivism is a way of thinking that relies on objective, independent proof that can be measured. For instance, positivist research methods are used by researchers to examine hypotheses (Irani et al., 1999). The critical approach as a philosophy emphasizes tensions, inconsistencies, and resistance in contemporary society in order to gain insight and understanding.

A number of academics in the subject have also observed that, as proven by earlier research, the positivist approach is the most important epistemology in this situation (Galliers & Huang, 2012). The positivist method is an epistemology that is used to investigate a theory and generate hypotheses in an effort to learn more about and comprehend the subject at hand. According to Orlikowski & Baroudi (1991) and Bryman & Bell (2007), such a method assumes that the phenomena exists outside of the realm of the human mind.

Positive epistemology basically distinguishes between the importance and accuracy of research (Bryman & Bell, 2007). Because positivist epistemology aims to distinguish between reality and the researcher, the researcher's beliefs are not necessarily considered in the study results (Weber, 2004). The opinions, intentions, and values of researchers who take a positivist stance, on the other hand, are disregarded from an ontological perspective (Weber, 2004). This starts with combining data analytical and theoretical constructs in an

effort to develop and produce a conceptual framework, which will then result in a conceptual model and help provide consistent data (Bryman & Bell, 2007).

Interpretivism, which establishes frameworks focused on getting access to the meaning of topics in an effort to acquire insight into the phenomena under research, is another vein of the study approach (Orlikowski & Baroudi, 1991). A strategy like this supports the notion that academics' intentions and opinions cannot be overlooked. Interpretivism is therefore acknowledged as knowledge that may be acquired via personal life experiences (Weber, 2004).

As a result, when using an interpretivist approach, more factual and objective philosophical assumptions from a positivist perspective are rejected (Orlikowski & Baroudi, 1991). Interpretivism essentially seeks to understand the subjectivist significance of a social action in light of a person's later accomplishments (Orlikowski & Baroudi, 1991; Bryman & Bell, 2007). Action research, case studies (also debatable), ethnographic research, grounded theory, and meta-analysis (a hybrid) are all implemented through an interpretivist basis. Case studies, field experiments, formal theorem proof, laboratory experiments, simulation, and surveys geared towards statistical significance are some of the study approaches implemented within the positivist basis (Myers & Avison, 1997).

The meta-theoretical distinctions between interpretivist and positivist methods are false, (Weber, 2004). A researcher who is considered a positivist would use study approaches like experiments, field research, and surveys; interpretivists, on the other hand, would be more likely to adopt case studies, ethnographic research, ethological research, and phonomyography studies. Weber (2004) further emphasizes that these differences can be seen in regards to the selection of approaches.

According to Weber (2004), the rhetoric of positivism in contrast to interpretivism has received too much attention, and further speculation would be useless and simply serve to foster prejudice in the context of research evaluation. In addition, he goes on to say that the goal of academia is to advance knowledge about specific phenomena while also acknowledging that various study methodologies and data analysis approaches have associated benefits and drawbacks depending on the level of phenomena-related knowledge already held.

Fitzgerald and Howcroft (1998) asserted that although there may be paradigm non-commensurability at the epistemological and ontological levels, there is still a chance for

some diversity at the axiological (value) level and at lower methodological levels. The authors go on to say that the pluralism method makes it possible to apply numerous techniques that are appropriate as well as execute successful models in a research solution. The authors highlight numerous studies where IS researchers have used a quantitative survey to implement the pluralist approach from a more practical and realistic standpoint in order to provide a deeper understanding and establish stronger results and conclusions.

The topics covered in the research's historical context have demonstrated the techniques employed to present a detached and objective perspective in the selected context. Despite the description of systematic inquiry's epistemology provided above, these factors go by a number of titles in the literature, including methodology, method, and approach. Algahtani (2011) expanded on this by stating that methodology may be utilized as a basis for inferences and interpretation, as well as for explanation and prediction (p.47).

Algahtani (2011) defined methodology as an active process: activity or business of choosing, reflecting on, evaluating and justifying the methods you use. This allows researchers to describe and analyze these methods, shedding light on their resources and limitations, delineating their assumptions and outcomes, and connecting their potentialities to... the frontiers of knowledge. Despite overlaps and similarities between these definitions, Algahtani (2011) distinguished methodology from method by arguing that the method is an alternative, selected from a variety of approaches used in educational research to collect data that serve as the basis for inference and interpretation, explanation, and prediction (p.38).

Additionally, according to Orlikowski and Baroudi (1991), a study may be deemed positivist if there is proof of hypothesis testing from literature reviews, which is done by retaining the definition of variables and displaying the relationships between constructs. Then the hypotheses are tested, conclusions regarding the innovation behavior in the UAE public sector are drawn, and the independent and dependent variables are quantified.

The results of a quantitative study can be analyzed using the analytical tools provided by the quantitative research; for instance, it can be used to explain why some strong hypotheses in survey studies are rejected. The major reason quantitative research was chosen was that it frequently produced more objective data that was narrowly focused on the topic of interest (Bryman & Bell, 2007).

In this thesis, the researcher uses a positivist methodology that emphasized and highlighted quantifiable data collection applied in a deductive approach to reflect a view of social reality as an external objective reality.

## 4.5. Deductive

Deductive reasoning is more constrained in nature and focused on confirming or testing hypotheses, whereas inductive reasoning is a group of approaches focused on implementing rigorously testable theories in the real world in an effort to examine their validity (Lancaster & Lancaster, 2011). Deduction, which is viewed as a procedure where researchers arrive at a reasoned conclusion by using the logical generalization of a known fact, is crucial. It is known as the hypothetical deductive method since it contains several steps and is seen as the basis of a scientific approach (Waseema, 2017). The first step in this process is the development of theories and hypotheses, with ideas produced that may be based on theories and hypotheses obtained in previous research or from personal experiences. Additionally, these could result from a desire to find a solution to a difficulty.

The operationalization of the ideas in the hypotheses or theories, where such concepts may be quantified through empirical observations, is the second phase after the development of theories and hypotheses. The process then moves on to the establishment and selection of various methodologies or procedures to measure the operationalized ideas, as well as the design and choice of the research strategy to be used. The stage of fabrication and discarding, which concludes the deductive process, requires the investigator to determine the extent to which the hypotheses and theories chosen are falsified as well as the extent to which parts of such hypotheses and theories, if any, have not yet been falsified (Lancaster & Lancaster, 2011).

Deductive hypothesis-testing questions involve quantitative inquiry, and as such, they begin with established theories and progress toward empirical data, mirroring the approach taken in this study. Conversely, the inductive approach commences with empirical data and subsequently delves into theoretical literature to formulate a theory.

Given the preexisting theory chosen, the researcher adopts a deductive approach to assess its validity. Consequently, this research employs a deductive approach to craft hypotheses



informed by the literature review. These hypotheses are subsequently subjected to appropriate statistical tests to ascertain their validity.

#### 4.5.1. Quantitative Approach – Questionnaire-Based Survey

In this section, the researcher discusses the quantitative approach by using a questionnaire-based survey approach. The researcher chooses to distribute a survey, knowing that the duration period to collect data was during the pandemic of Covid-19, the qualitative approach was difficult to arrange interviews during the lockdown period. Accordingly, the survey approach has been adopted by the researcher. A survey was described by Algahtani (2011) as the collection of information derived from such means as one or more of the following data-gathering techniques: structured or semi structured interviews, self-completion or postal questionnaires and attitude scales (p.209). Alassaf (1997) suggested that the survey approach was useful: to achieve one or more of the following goals, to offer a full description and accurate diagnosis of the phenomena under consideration; identification of problems or provision of evidence to prove realistic behavior or existing situations; comparison of two or more facts; suggestions of corrective judgment on a specific situation; analysis of specified experience in order to make decisions in similar matters (p.85).

After data collection, quantitative processing ensues, culminating in statistical outcomes that, upon examination, can be extrapolated to the entire population with a certain level of confidence. The quantitative approach is often centered on experimentation and the elucidation of causal relationships or outcomes of phenomena, with its reliability contingent on the precision and rigor of numerical data (Bryman, 2004). In the context of this current research, the questionnaire responses' raw scores were analyzed using SPSS, with the collaboration of the statistical departments at the participating universities, in accordance with the universities' granted approvals.

Indirect methods, such as email, postal surveys, or third-party distribution, can be employed for conducting quantitative research. During the analytical phase, quantitative analysis primarily involves statistical computations such as calculating means, frequencies, variance analyses, and the like. In summary, quantitative research involves the collection of

numerical data, as noted by Algahtani (2011) (p.3). Numerous scholars have highlighted various strengths and weaknesses associated with this approach.

#### 4.5.2. Strengths and weaknesses in the quantitative method

The quantitative approach excels at addressing questions related to "where," "what," and "when," often with hints of potential answers embedded in the hypotheses. In this method, hypotheses are subjected to rigorous statistical testing, allowing for the generalization of results to the broader population due to the careful selection of the sample. The outcomes are statistically robust, and there is a reduced risk of bias since direct researcher-respondent interactions are minimized, as noted by Algahtani (2011).

However, this method has its weaknesses. Questions must be straightforward and easily measurable, necessitating correspondingly specific hypotheses. Additionally, to achieve generalizable results, the sample size must be both large and representative. The quantitative method is most effective when applied to subjects that are well-understood before the survey. Nevertheless, researchers must remain vigilant to avoid bias. The research procedures are time-consuming, costly, and sometimes lack the depth needed to thoroughly explore complex issues, making this method less suitable for solving intricate problems, (Bryman, 2004).

As a result, several queries led to the current study. Due to the complexity of innovation creation processes, generalization was avoided despite the researcher's ability to apply statistical tests to the raw findings through the use of the Likert scale. Nevertheless, the sample was carefully chosen at random from the population. Statistics were used to calculate the SPSS findings. Despite the questionnaire's ease of use, it included an open-ended question that allowed a self-selected subset of responders to provide additional written remarks. With the help of the focus group interview, this gave the questionnaire more depth. The researcher was aware that because bias may happen at any time during the study process, it would be impossible to completely eradicate it. As a result, the findings' many drafts were scrutinized.

## 4.6. Study Instruments

The questionnaire, the questionnaire process, and the questionnaire creation will be highlighted in this part together with other study instruments. According to Algahtani (2011), the choice of study instruments is made in accordance with the research methodology, considering all prior talks on methodology. The questionnaire was chosen as the best information-gathering technique for this study in light of the aforementioned arguments.

### 4.6.1. The Questionnaire

According to Blair, Czaja, and Blair (2013), a questionnaire is a tool for data collection that does not need the respondent to get interviewer assistance while filling it out. It is a form that consists of a series of inquiries covering a specific area of the study or the entire study in order to offer precise data to a researcher who wants to address a particular issue. According to Wiersma (1986), questionnaire is a list of questions or assertions to which the person is requested to submit a written response; the response might take the form of a checkbox or a lengthy written statement (p. 179). Alassaf (1997) is described as a form that consists of a series of inquiries and/or written statements accompanied by potential responses and/or opinions, or by blank spaces.

The most common and fundamental research tool used in quantitative investigations is the questionnaire. A series of questions form the structure of the questionnaires, which are distributed across the sample population via random selection of sizable samples. a sample chosen by the researcher depending on the objectives and setting of his study, while assuring sufficient data for a thorough comprehension of the phenomena under consideration.

Selected respondents are requested to react to the questions in accordance with their interpretations and subjective assessments of the questions. Because of the approach's flexibility, questionnaires are a ubiquitous and well-liked tool for gathering primary data. It may be separated into structured and unstructured questions; the former can feature multiple-choice options, a scale, or dichotomous questions, whilst the latter are open-ended and indicate that respondents would provide their own explanations (Malhotra, 2008).

Each kind has a certain scenario and purpose for which it is employed. In this study, the researcher employed a closed-questionnaire, which was a set of questions that the respondent responded using a Likert Scale with five possible responses. This kind was chosen because the study method, which was hindered by a lack of funding, time, and travel to handle distribution, collecting, and follow-up issues, could easily access it.

Additionally, a large sample may be employed and the questionnaire can be completed rapidly, saving respondents' time, money, and effort. Additionally, the Likert Scale, which is widespread in this sector, allows respondents to choose among five evaluations. By standardizing the range of responses over the whole instrument, the form of the instrument provides the respondents with speed and convenience of use, a high degree of reliability and validity, and a reduction in the degree of guessing and chance (Algahtani, 2011).

This approach has a variety of benefits that are cited in the literature, including its simplicity, advantages in terms of bias, and capacity for standardizing and comparing replies. Over the other surveying techniques, questionnaires are thought to perform better. By using questionnaires, you may avoid the challenges of conducting in-person interviews with lots of respondents. They are independent of the researcher's presence. Another benefit of questionnaires is that they give respondents enough time to consider their responses, which improves the accuracy of their responses. There is perhaps more legitimacy as a result. Due to the researcher's absence, there is also the possibility to eliminate bias.

Despite these benefits, the questionnaire must be prepared with considerable expertise and accuracy to prevent problems like poor comprehension, deceptive signals, and a low return rate. Inability to assure respondents' comprehension of the technique might stem from the researcher's non-interference. The wording of the questions, particularly those that are intended to gauge perception and attitude as well as beliefs and feelings, might be deceptive. Three follow-up attempts, which are known to increase the completion rate to between 10% and 50%, may still not result in a response to the survey or any returns. In comparison, an interview can provide successful outcomes between 70% and 80% of the time.

Time and cost restrictions had to be considered for both personal and academic reasons, keeping in mind the rapid evolution of innovative behavior in the public sector. The simplicity of application was a key factor in the selection of a questionnaire for this research. The researcher's absence served as a disincentive and a discretionary measure to counteract the propensity to try to win over an outsider. The questionnaire was thoroughly checked in

both Arabic and English to verify that it was free of bias. Careful thought was taken to guarantee that the questionnaire would be able to produce standardized findings that could be compared to one another.

#### 4.6.2. Questionnaire Procedure

After weighing the benefits and drawbacks of using a questionnaire as a research tool, it is obvious how crucial it is to build the exact tool utilized for this study carefully. The method used to build the tool is examined in this section. The main study question was converted as the first stage in creating the questionnaire. The questionnaire has sub-questions that need to be answered, and the questions were divided into dimensions. To control factors, certain demographic information was required. These included gender, age, marital status, and specialty. In order to classify the responses, compare respondents within the group, and determine whether there were significant variations in their self-perceptions, background information was requested (Bell, 1999).

When creating the questionnaire, warnings from the literature were considered, such as the requirement that the questions be worded in the respondent's native English, in a simple, comprehensible manner, and without the use of ambiguous terminology. The order of the items was reasonable, moving from generalizations to particular. They were all singularly focused.

The questions had short, clear responses that made sense. They required little thought from the responses and were simple to respond to. The items gave respondents the freedom to express their own responses while providing the researcher with the necessary data. The items were therefore created to inspire the responses, freeing them from humiliation or the sense of being compelled to contemplate or address intimate matters.

Both recall questions and all missing questions were skipped. Additionally, the questionnaire was made to seem good. Prior to being released to the respondents, it was given to specialists and subject-matter experts in the study's and research's fields for evaluation to determine its validity. To ensure that the questions tested what they were intended to measure with validity and a high degree of reliability, the researcher distributed it to a small sample of participants (Oppenheim, 2001). The next stage was to develop the

questionnaires in light of the aforementioned factors. The next subsection will cover the creation of the questionnaire.

#### 4.6.3. Questionnaire Development

In this study, a survey was conducted to identify what kind of data would be collected that would be acceptable for generalization. The two primary publications (Shaker Bani Melhem, 2017; Wipulanusat et al., 2018) served as the foundation for the questionnaire's development. The questionnaire was designed to be simple to fill out and featured clear, concise, and thorough instructions. A cover letter informing respondents of the nature and goals of this research was sent to each respondent. It was made clear that one might resign from the study at any time without incurring any costs.

Additionally, this group was the primary user group when the innovation framework and strategy were adopted in the UAE public sector. As a result, the researcher got in touch with the Mohamad Bin Rached center for government, which was founded in 2014 with the goal of fostering innovation and competitiveness (Abou Hana, 2017). The government has instructed each government institution to designate a chief innovation officer in accordance with the national innovation plan. Chief innovation officers are public servants who have been appointed and are in charge of planning and overseeing the execution of innovation initiatives in order to promote an innovative culture within the UAE government sector. The researcher was provided a list of the chief innovation officers for the years 2016,2017,2018,2019 in the UAE public sector in order to distribute the questionnaire and collect data for statistical analysis.

#### 4.6.4. Items Measurement:

The questionnaire survey is measured using multiple items, nominal for the demographic information, and Likert scales ranging from strongly disagree to strongly agree. Attention was given to demographic data to provide the possibility of future analyses containing the demographic aspect.

The questionnaire consists of 69 questions distributed into four sections:

- a. Section 1: The demographic characteristics: In this section responders were asked about position, age, gender, marital status, education, and experience.
- b. Section 2: Likert scale items about innovation and happiness at work, this section contains the following: Leadership for Innovation, Ambidextrous Culture for Innovation, Workplace Innovation, Career Satisfaction, Workplace Happiness (WPH), Coworker Support (CS), Innovative Behavior (IB), and Job Stress (JS). The items measured was adopted from (Busaibe et al., 2017; Wipulanusat et al., 2018), since both of the previous studies was applied in the public sector.

#### 4.6.5. Validation of the questionnaire

The questionnaire, which is consistent with the literature, needs to be evaluated for validity and accuracy (Churchill, 1979; Pallant, 2007). The method utilized for verifying the scale will determine the importance of the derived results. The scale that was used in this study has 10 components. The following criteria were utilized in this study to guarantee and demonstrate that the necessary requirements are satisfied:

Non-response bias testing and measure purification

- Investigative factor analysis

##### 4.6.5.1. Testing Non-response bias

Different strategies were used to get over the drawbacks of non-response bias. The following are a few of these actions:

- The study made every attempt to keep the questionnaire as brief as feasible in order to prevent or lower the percentage of missing values.
- The confidentiality of respondents was ensured with regard to both their identities and the data collected.

When creating the questionnaire, the participants' need for confidentiality was also considered.

#### 4.6.5.2. The purification of measures

Purification of the created measure (Unobserved variables or components) is the goal of this stage. It tries to maintain the components that measure the construct's domain and to get rid of other components. Therefore, the principal component factor analysis (PCA) and the exploratory factor analysis are two statistical methods that may be applied. Using a small number of closely matched variables, principal component factor analysis is used to identify the key components that support the correlations that already exist (Pallant, 2007). Exploratory factor analysis (FA) aids in examining the link between various scale components (Palant, 2007) in order to confirm that the various parts chosen to represent a certain notion actually serve this purpose. The principal component factor analysis was used in this study.

### 4.7. Population and Sample

In line with the UAE government's approach to develop a generation of innovative executives in government, Mohammad Bin Rashid Center for Government Innovation launched its first diploma in government innovation for federal executives. This one-year diploma program aimed at creating the next generation of Innovation leaders in the government.

On April 26, 2015, the first module officially began. It is a comprehensive program that includes training exercises, workshops, and field trips to give government personnel the knowledge they need to improve the innovation culture in their organizations. Participants are also required to work in teams to plan and develop a capstone project that can address issues in the UAE government sector as part of the requirements. Chief Innovation Officers in their various organizations make up the majority of the participants.

([https://www.mbrcgi.gov.ae/en/enable/public-sector-innovation-diplomaacademic\\_year\\_2020-2021](https://www.mbrcgi.gov.ae/en/enable/public-sector-innovation-diplomaacademic_year_2020-2021)).

This research targets participants who joined the Public Sector Innovation Diploma program for the years 2016,2017,2018,2019. This sample type who consisted mainly of chief innovation officers (CIOS), represent mostly the population dealing and responsible for innovation in their organizations.



[https://www.mbrcgi.gov.ae/en/enable/public-sector-innovation-diplomaacademic\\_year\\_2020-2021](https://www.mbrcgi.gov.ae/en/enable/public-sector-innovation-diplomaacademic_year_2020-2021).

In order to reach the above-mentioned population, the researcher approached successfully Mohamad Bin Rachid Center for Government Innovation (MBRCGI) since it represents the focal point for government innovation in the UAE, and as explained previously has supervised the Innovation Diploma program, to get the population list of contacts which is treated in confidentiality.

Regarding the sample size, the researcher relies on the sample size calculation on (<http://ww38.roasoft.com/>). A margin of error is 0.05, a 95% confidence level (Yamane, 1967).

The population size used in this research is 154. as per the list provided by MBRCGI. The survey was sent with a non-disclosure agreement in a form of a link: ([https://docs.google.com/forms/d/e/1FAIpQLSdHMRDWxeM\\_9v4m7lBzP4mzTXPu6WEE5JXMkIMaGuqepQI4bg/viewform?vc=0&c=0&w=1&flr=0](https://docs.google.com/forms/d/e/1FAIpQLSdHMRDWxeM_9v4m7lBzP4mzTXPu6WEE5JXMkIMaGuqepQI4bg/viewform?vc=0&c=0&w=1&flr=0))

112 respondents filled the survey. Consequently, the study was proven representative at 95% confidence level.

Regarding the sample type techniques, the researcher uses the non-probability sampling that do not use chance selection procedures but rather rely on the personal judgment of the researcher (Malhotra & Dash, 2011). The researcher will use the judgmental sample. Judgmental sample is used because the researcher will select the respondents according to the important criteria which are the seniority of the employees shared in this study. Chief executives have vast experiences sufficient enough in innovation process which enable to achieve the research objectives.

#### 4.7.1. Factor analysis

To explain "the total variation of the variables with fewer variables" (Karjaluoto, 2007, p. 39; Comrey & Lee, 1992, p. 7) using gathered data, factor analysis is supposed to be used. According to Karjaluoto (2007), "the necessary amount of data [should be based] on more than 100 observations in order to run a factor analysis successfully." "A sample size of 50 is very poor, 100 is poor, 200 is fair, and 300 or more is excellent" (Lee, 1992, p.217;

Tabachnick and Fidell, 2001, p.588). The total number of respondents in this dissertation was 220, making the amount of the data considered reasonable and practical for using factor analysis.

#### 4.7.1.1. Steps of the factor analysis

The first step is to check the factorability of the data. Two paired tests are always used to verify factorability which are the following:

##### 4.7.1.1.1. The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO)

The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) is as an indicator used to study the suitability of factor analysis. High values (between 0.5 and 1.0) indicate factor analysis is suitable. Values below 0.5 infer that factor analysis may not be appropriate.

##### 4.7.1.1.2. Bartlett's test of sphericity.

A test statistic known as Bartlett's test of sphericity is used to investigate the idea that the items are not linked in the population. If the significance level is low, the null hypothesis is rejected, confirming that the variables are factorable. In other words, the population correlation matrix is an identity matrix; each item correlates perfectly with itself ( $r = 1$ ) but not with the other items ( $r = 0$ ).

Using SPSS version (23.0), a simple exploratory factor analysis was conducted on all the items pertaining to organizational and customer behavior. Each scale component was examined in respect to each hypothesis.

##### 4.7.1.1.3. Factorability of data

The initial stage involved checking the factorability of the data. To this end, two tests are performed: The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's test of sphericity. The KMO denotes whether the partial correlation between variables is small, which therefore indicates that the variables possess a substantial contribution to a common factor. The KMO usually varies between 0 and 1 whereas a value below (0.5) is considered as poor, a value of (0.6) and above is regarded as the cutoff point for acceptable results (Norusis, 2009), and a value of (0.8) is considered as superior.

Bartlett's test of sphericity is usually applied to check the null hypothesis that the variables are not correlated. If the significance level of the test is weak, the null hypothesis should then be rejected, and accordingly, it could be concluded that the variables can be factorable. For Bartlett's test of sphericity, a value of ( $p < .05$ ) is essential for adopting the results as acceptable. Both tests were performed to test the scale items in the questionnaire used for the data collection.

The Kaiser criterion is a common method used to confirm the factors that should be considered. Additional methods which could be used include the screen-test formulated by Cattell (1966). The scree-test (Cattell, 1966) illustrates graphically the eigenvalues related to every extracted factor. As the graph starts to smooth out, the extra factor added an account for less variance than a single variance.

#### 4.7.2. Estimation of Communalities

Pallant (2007) indicated that communalities illustrate how various issues can affect the design of the research variables. Statistically speaking, "it is the amount of variance a variable [share] with all the other variables being considered. This is also the proportion of variance explained by the common factors" (Pallant, 2007). A value of variance which is below (.3) might be a sign that the item does not belong with the other items measuring the variable (Pallant, 2007). In practice, variables with a value of commonality of (0.500) and above are retained.

#### 4.7.3. The assessment of Reliability

Based on existing literature, research instruments need to meet three conditions: reliability, validity, and practicability (Allen and Yeh, 1979; Emory and Cooper, 1991). Reliability involves testing the regularity and stability of the results of the assessment tool over time. It is an indicator of the precision of the assessment tool. Reliability is assessed through the ability of the instrument to yield consistent results over time. According to Churchill (1979), reliability is an indicator of the validity of the assessment tool where the coefficient alpha represents the primary measure to be estimated. In this research, the Cronbach's Coefficient alpha was computed to test the validity of the instrument. Cronbach's alpha ( $\alpha$ ) is the most

useful and accurate formula for assessing the reliability of multi-item scales at the internal level of measurements (Emory and Cooper, 1991), derived from the internal consistency. According to Nunally (1978), a reliability value of .50 to .60 is adequate whereas reliability values exceeding .80 are useless. Churchill (1979) posited that a value of .70 is very acceptable. In this research, and in order to estimate the reliability of the online customers' satisfaction scale the Cronbach Alpha (1951), also referred to as coefficient alpha was used.

#### 4.7.4. Data analysis

SPSS (Statistical Package for Social Sciences, Version 27.0) was used to examine the data that had been gathered.

The items used to assess the components are categorized as ordinal variables, and in addition to percentages, Mean is employed as a statistical indicator for the study. Since the demographic data are nominal variables, the interpretation uses frequencies and percentages.

- Descriptive statistics were used to present the general results of the items, for continuous data such as the score of items and components the researcher used Mean, Standard deviation and Mode for the analysis, for the nominal items (such as Gender, Job position) frequencies and percentages will be used for the analysis.

Below is the definition of the indicators used in the descriptive statistics part:

- The mean is the total of all the values in a set of data divided by the number of observations. The mean of a whole population is usually symbolized by  $\mu$ , while the mean of a sample is usually represented by  $\bar{x}$ .

The mean is a sensitive indicator to any change in value, unlike the median where a change to an extreme value habitually has no effect and or uncommon in case of the mode.

- Inferential statistics: T-test and ANOVA will be used to study the effect of the socio-demographic information on the items and components of the first section of the questionnaire.

Below is the definition of the indicators used in the descriptive statistics part:

- The independent sample t-test is a member of the t-test family, which consists of tests that compare mean value(s) of continuous-level (interval or ratio data), normally distributed

data. The independent sample t-test compares two means where the independent variable is nominal and dichotomous. It presumes a model where the variables in the analysis are divided into independent and dependent variables.

- ANOVA: the analysis of variance is a parametric test similar to independent sample t-test, used to compare more than two means where the independent variable is nominal with more than two answers.
- Regression analysis is used to validate the hypotheses; regression analysis is set of statistical methods used to study the relationships between dependent and independent variables.

#### 4.7.5. Other Statistical Tools

The statistical methods utilized for the current investigation are described in the section that follows. The following SPSS (Statistical Package for Social Science) tools were utilized in the current study: Tests of frequency, percentages, means, and standard deviation are conducted using the Cronbach alpha coefficient, the Pearson product-moment correlation, coefficients to gauge validity, and coefficients to gauge reliability. These tests provided information on the properties of the sample. The Independent Samples t-test, a One-Way Analysis of Variance (ANOVA), and the Sheffe test were also employed in the study to determine the significance of differences between two groups, three groups or more, and the cause of such differences, respectively. Additionally, factor analysis was employed in this study to investigate the dimensions (Algahtani, 2011).

#### 4.7.6. Research Credibility

All constructs in this study were measured in scaled already exist. Therefore, latest studies have determined a number of active measures for usage. Based on the literature review, for the sake of testing the reliability and validity for the measurement model of the research following construct:

Once the data have been gathered using SPSS version 25, reliability and validity tests should be conducted. In accordance with (Hair et al., 2006), a reliability test is "an assessment of the degree of consistency between multiple measurements of a variable" and must be carried

out before a validity assessment. The internal consistency (construct reliability) of the research's constructs is tested in this study using Cronbach's alpha (Yen, 2016). The researcher will sample using the Kaiser-Meyer-Olkin metric for validity. The adequacy index is used to assess the suitability of factor analysis. High results (between 0.5 and 1.0) suggest the use of factor analysis. A factor analysis may not be acceptable if the value is less than 0.5 (Malhotra & Dash, 2011, p. 590).

In actuality, there are several varieties of validity. The others can be categorized as follows: construction validity, face validity, content validity, and criteria validity. The researcher used both face-validity and content-validity in this investigation. According to Oppenheim (2001), content-validity aims to prove that the items or questions constitute a representative sample of the content domain being assessed (p. 162). In actuality, there are a number of ways to achieve content validity, including good study design, professional presentation of the plan, and statistical analysis of the validity and dependability.

#### 4.8. Face-validity

Prior to the questionnaire's final distribution in this study, special measures were performed to ensure the highest level of face-validity. The following is a summary of these steps: giving the supervisor the questionnaire. The questionnaire was then presented to a panel of reviewers for evaluation on all counts, including language and clarity, contradiction, and duplication. It was submitted to this body with a cover letter in only one language, English. A statistician was also given the questionnaire to review and assist in determining the best measurement (Algahtani, 2011). The findings are described in the next chapter.

## Chapter Summary

De Jong and Den Hartog (2007) states that innovative work behavior as or individual behavior is suggested at the initiation or initiation and introduction of new ideas, production processes or procedures that are useful in work, group or organizational rules. This chapter discusses the methodology used in this thesis in order to accomplish the goal of the research. This chapter describes the type of methodology adopted in this research instruments and method used to analyses the statistics.



## CHAPTER FIVE

### *Results and Discussions*



## **Introduction**

Reaching the results discussion, this study has investigated and proved the correlation among specific factors that could lead to innovation drawing on the social exchange. Besides, this research has illustrated the mediating effect of job stress and co-worker support to examine their effects through workplace happiness on employees' innovative behavior in public organizations noting the only negative correlation found was related to the job stress factor which did not show a positive mediating relation or impact to innovation behavior.

In order to achieve the objectives of this research, this chapter presents the discussion of the findings. This chapter is divided into five sections. The first section will present the discussion for each result showed in chapter five. Second, the theoretical implications for this study will be presented. Sequentially, based on the current study results, section three will present the current research practical implications or the research recommendations. Section 4 will briefly introduce limitations of this research which considered as an important source for new research ideas. Finally, conclusion of chapter six will be briefly discussed.

### **5.1 Discussion**

Chapter 5 described the results obtained from the empirical research. The diffusion innovation theory underpinned this thesis serving as the foundational conceptual framework. The aim of this thesis was to determine the main factors that affect the innovation behavior by applying the diffusion innovation theory in driving innovation in the public sector in the UAE. Numerous studies seeking to apply the diffusion innovation theory and public sector innovation in practice. The results of the previous chapter showed all hypotheses are supported and affect the innovation behavior in public sector which include workplace happiness, leadership style and culture ambidextrous.

The research findings show that to reach for innovative behavior, several factors are very essential across the board. Overall, these initiatives have yielded positive outcomes with accelerated innovation. Furthermore, across the variables tested, this research has identified a pattern representing how these variables correlate to drive innovative and employee happiness. Moreover, these relationships reflect on how leadership styles interact in an ambidextrous culture to drive the innovative behavior influencing the ability of public sector

organizations to diffuse innovation and meet their innovative targets and vision by creating, promoting and sustaining an interrelated ecosystem based on these variables.

The purpose of applying these two following theories (Public Innovation Sector and Innovation Diffusion Theory) to identify and assess opportunities inside the public sector organization and find sources of improvements, are reflected integrating innovation. In addition, this conceptual framework also acts as a mediator supporting and enabling continued and sustained organizational innovation in public sector in terms of giving chance of coworker support to enhance the innovation behavior. Moreover, this research provides a platform to respond to the innovation trends and needs. This continuous search for achieving business targets and objectives through culture, happiness, coworker support and leadership for innovation lead to improve innovative behavior. It also drives the ability of public sector organizations to meet its innovation targets and objectives. Furthermore, this conceptual framework creates a new contribution within the leadership, when a new business model represents a major change, ambidextrous leadership articulates a balanced vision and establishes an appropriate organizational culture that provide innovative tools and systems to maintain an equilibrium between resilience and agility through promoting employees' happiness, and, support towards achieving innovative ideas and solutions.

In addition, the research shed the light on outcomes that have shown the positive impact of a diversified collaborative learning culture, one of which leaders share risks and opportunities, value innovative behavior and accept failure of some innovative ideas, lead to career satisfaction and employee's happiness thus feeling more eager to innovate. As a consequence, employees feel responsible to improve quality of work to conduct research and analysis to innovative solutions.

Burcharth, Knudsen, and Sondergaard (2017) evaluated the potential benefits of integrating open innovation into corporate with largely similar results. In their study, Burcharth et al. (2017) established that organizations could only fully capture the benefits of incoming and outgoing innovations when an organization is designed and structured for it. In this regard, they advocate for greater employee satisfaction and workplace happiness. This indicated that these variables are essential keys of its corporate strategy. According to Laursen (2012), organizations can only tap into external opportunities through the creation of a proactive structure capable of broadly exploring multiple knowledge inputs, and local and non-local idea sources. However, this study focusses on the internal resources that should be applicable to enhance the behavior of innovation. This research has shown that when an

organization has put in place an effective innovation platform in an integrated internal ecosystem, it becomes easier to collect suggestions both for improvements and for the generation of new ideas.

Malhotra, Majchrzak, Kesebi et al. (2017) agree with the findings of this research by highlighting the efficacy of internally sourcing innovative ideas. The study established that organizations with adequate structures to solicit and evaluate new ideas actually benefit from this process. However, measures such as the popularity of an idea and its innovativeness are usually challenging to objectively evaluate. Nevertheless, new ideas have the potential to seed implementable new innovations.

In the current research, the survey data analysis revealed several important results. Based on the results, the following section will present a brief summary of the discussion regarding the current research findings.

The first result confirms the first hypothesis that “Leadership for innovation has positive effect on ambidextrous culture for Innovation”. In addition, this result is consistent with previous studies (Duncan, 1976; Simsek, 2009; Rosing et al., 2011; O’Reilly & Tushman, 2013; Chang & Hughes, 2012; Lau & Ngo, 2004; Amabile et al., 2004; Panuwatwanich et al., 2008; Sarros et al., 2008; Jung et al., 2003; Kim & Chang, 2009; Kim & Yoon, 2015; Zacher & Rosing, 2015; McGarvey, 2021; Shereif, 2019; Moussa et al., 2018; Daft, 2007; Kayworth & Leidner, 2004; Leonard & Sensiper, 1998). This means that through flexibility and responsiveness to change, an organization can react quickly to the external challenges, which in turn, contributes to organizational innovation.

However, the result of the study contradicts with the following study (Al-Faleh, 1987; Evans et al., 1989; Brion et al., 2010; Chang & Hughes, 2012; Javidan et al., 2004; Jones & Davis, 2000).

The second result confirms the second hypothesis that “Leadership for innovation has positive effect on Workplace innovation”. This result is consistent with the following literature review (Obiwuru et al., 2011; Turner & Topalian, 2002; Damanpour & Schneider, 2009; Molnar et al., 2011; Charoenrat et al., 2013; Jung et al., 2008; Carneiro, 2008; Marcati et al., 2008; Selman, 2004; Mbizi et al., 2013; Byrne et al., 2009; Mumford et al., 2002; Stoker et al., 2001; Mokhber et al., 2018; Oke, Munshi, & Walumbwa, 2009; Jung, Chow, & Wu, 2003; Saad & Mazzarol, 2010; Gumusluoglu & Ilsev, 2009a; Jung & Wickrama, 2008; Wang et al., 2015; Muenjohn & McMurray, 2014; Allison et al., 2009; Stanley &

Linskens, 2012; Brown & Karagozoglu, 1993; Kessler & Chakrabarti, 1996; Basadur & Gelade, 2006; Oskarsson, 2003; Deshpande et al., 1993; Scott & Bruce, 1994; Zhou & George, 2001; Rickards, 2003; Mumford, 2000; Schilling, 2008; Becan, Knight & Flynn 2012; Elenkov et al., 2005; Ryan & Tipu 2013; García-Morales et al., 2012; Afsar & Badir, 2017; Judge et al., 2004; Kim & Lee , 2009; Kim & Chang, 2009). This asserts that Leadership behavior is crucial to an organization's innovation. Therefore, innovation requires careful nurturing leadership to motivate creating new value in order to sustain successful organizational competitive advantages. Leaders have a great influence on innovation activities, but they do not function in isolation.

However, these results are not in line with (Prasad & Junni, 2016; Rosing, Frese & Bausch, 2011; Jong & Hartog, 2007; Choi, Kim, Ullah, & Kang, 2016) who argued that innovation and leadership are not sufficiently benefited by each other. Therefore, the outcomes of previous studies on leadership and innovation do not lead to a simple conclusion and they arrive at different results.

The third result confirms the third hypothesis which indicates that “Ambidextrous Culture for Innovation has positive effect on Workplace Innovation”. This results is in line with (Borins, 2001; Adler, 2002; Kim & Chang, 2009; McAdam, Moffett, Hazlett, & Shevlin, 2010; Fernandez & Pitts, 2011; Gibson & Birkinshaw, 2004; Simsek, 2009; Parry & Proctor-Thomson, 2002; West & Farr, 1990; Amabile et al., 2004; Mom et al., 2007; Rosing & Zacher, 2016; Duncan, 1976; Kim & Yoon, 2015, Wynen et al., 2014; Pollitt & Bouckaert, 2011; Ireland et al., 2006; Zhou et al., 2005; Gemeda & Lee, 2020; Humphreys et al., 2005; Martins & Terblanche, 2003; Totterdill & Exton, 2014b; Wipulanusat et al., 2018; 2020; Panuwatwanich et al., 2008; Škerlavaj et al., 2010; Panuwatwanich et al., 2009b; Chen et al., 2012; Kim & Yoon, 2015; Læg Reid et al., 2011; Jung et al., 2003; Kim et al., 2015; Zacher & Rosing, 2015) found that innovation leadership has a powerful, positive impact on a culture of innovation.

The fourth and fifth result posit that “Workplace Innovation has positive effect on Career satisfaction” and “Career Satisfaction has positive effect on Workplace Innovation”. This confirms with the following studies (Gagné & Deci, 2005; McMurray et al., 2013; Totterdill & Exton, 2014; Bakotić, 2016; Uçkun & Pelit, 2004; Ozler et al., 2008; Wagner et al., 2003; Vyas, 2005; Giovannetti et al., 2011; Chung, 2019; Hrnjic et al., 2018; Al Idrus et al., 2019; Jensen et al., 2017; Ali, 2019; Littman-Ovadia & Steger, 2010; Armstrong-Stassen & Ursel, 2009; Park et al., 2016; Lee et al., 2014; McMurray et al., 2013; Totterdill & Exton, 2014;

Eisenbeiss, 2008; Pang & Lu, 2018; Fredrickson, 2001; Poon, 2004; Wipulanusat et al., 2017b; Cavagnoli, 2011; Amabile & Pillemer, 2012; Yuan & Woodman, 2010; Hoch, 2013, Shin & Zhou, 2003; Eisenbeiss, 2008; Axtell et al., 2000; Armstrong-Stassen & Ursel, 2009; Littman-Ovadia & Steger, 2010; Chew & Chan, 2008; Saks, 2006; Gagné & Deci, 2005; Kim et al., 2009; Valentine et al., 2011; Cheng et al., 2010; Lee et al., 2014; Lambert & Hogan, 2009; García-Buades et al., 2015). This confirms that when employees have positive feelings, they continue to have a wider scope of focus and embrace more views or ideas hence they can pay more attention to several other areas of life such as family, health, and leisure time.

The sixth and seventh result of this study indicate that “Career satisfaction has positive effect on Workplace happiness” and “Workplace happiness has positive effect on Career satisfaction”. The results confirm the sixth and seventh hypothesis are in line with previous studies such as (Xanthopoulou, Bakker & Schaufeli, 2012; Sageer, Rafat & Agarwal, 2012; White, Alcock & Depledge, 2013; Van De Voorde, Paauwe & Van Veldhoven, 2012; Khalid, Irshad & Mahmood, 2012; Gubler, Arnold & Coombs, 2014; Judge & Kammeyer-Mueller, 2012). This infers to the conclusion that happiness is an essential aspect to obtain satisfaction at place of business. Employees' happiness is a prime contributor in the direction of the fulfillment and achievement of UAE public sector.

Furthermore, this study shows that “Leadership for innovation has positive effect on Workplace happiness”. This confirms the eighth hypothesis. These outcomes are consistent with the latest studies (Isa et al., 2019; Bohn, 2003; Bass, 1990; Iqbal et al., 2015; Arnold et al., 2001). This result explains that leadership for innovation in public sector UAE is an important factor to achieve for workplace happiness.

Furthermore, this study indicates that “Workplace happiness has positive effect on Workplace innovation” and “Workplace innovation has also positive effect on Workplace happiness”. This confirms the ninth and tenth hypothesis. These results shows consistency with the previous studies (Lyubomirsky, King, & Diener, 2005; Rego, Riberiro, Chunha, & Jesuino, 2010; Muse, Harris, Giles & Field, 2008; Diener, Emmons, Larsen & Griffin, 1985; Lyubomirsky & Lepper, 1999; Fordyce, 1988; Baptiste, 2007; Amabile, Barsade, Muller & Staw, 2005; Humborstad & Perry, 2011; Rajabimoghaddam & Bidjari, 2011; Tarcan, 2013; Frey & Gallus, 2013; Debnath & Shankar, 2014). This means that workplace happiness and workplace innovation are correlated in UAE public sector.

The eleventh result indicates that Coworker supports, and the association between Coworker support and Innovation behavior when we are controlling the Workplace happiness. In this case, there is an indirect effect between Workplace happiness and Innovation behavior through Coworker support. Hence, the eleventh hypothesis was approved. These results are in line with the previous studies (Dejonge, Jansen, & Vanbreukelen, 1996; Cummins, 1989; Ganster, Fusilier, & Mayes, 1986; LaRocco & Jones, 1978; Johnson & Hall, 1988; Karasek, Triantis, & Chaudhry, 1982; Fisher, 2010; Salas-Vallina & Fernandez, 2017; Bani-Melhem et al., 2018; Fredrickson, 2004; Haase et al., 2012; Anchor, 2010; Dolan & Metcalfe, 2012; Salas-Vallina et al., 2018; Bani-Melhem, et al., 2018; Jaaffar et.al., 2018; Yildiz, et.al., 2017; Scott, & Bruce, 1994; Watley, 2016; Mousavifard, & Ayoubi 2018; Sarri, et.al, 2010; Goyal, 2016; Acemoglu & Autor, 2011; Ravina-Ripoli et al., 2021; Ali, 2020; Dolan et al., 2008; Ali, 2020; Ravina –Ripoli et al., 2017; Hobfoll et al., 2003). This means that Employee support allows employees to share their knowledge and experience with their colleagues and plays a very important role in UAE public sector. Hence, happiness at work is an intangible resource that plays an essential role in organizations' success and development through the support of coworkers.

Finally, the twelfth result in this study shows that the indirect effect between Workplace happiness and Innovation behavior via Job stress was not statistically significant. Therefore, this hypothesis is rejected. This results are in line with the literature review (Bakker & Demerouti, 2017; Crawford, LePine, & Rich, 2010; Sullivan & Bhagat, 1992; Garg & Dhar, 2014; Griffin et al., 2010; O'Neill & Davis, 2011; Byron, Khazanchi, & Nazarian, 2010; De Spiegelaere et al., 2014; Montani, Courcy, & Vandenberghe, 2017; Ren & Zhang, 2015; Bashabsheh, 2010; De Clercq, Dimov, & Belausteguigoitia, 2016; Saleem et al., 2015; Demerouti et al., 2001; Schaufeli & Taris, 2014; Demerouti et al., 2001; Schmeider & Smith, 1996; Lazarus & Folkman, 1984; Schaufeli & Bakker, 2004; Teichner, Arees, & Reilly, 1963; Eysenck, 1995).

However, these results contradict the study of Ren and Zhang (2015) who found that stress may generate or impede creativity and innovative behaviors depending on its source. They proposed that stress may have a positive effect if it creates a challenge, such as tight deadlines. Furthermore, this result is not in line with (Hon & Kim, 2007; LePine, Podsakoff, & LePine, 2005) that have also been shown to engender more positive feelings in workers about their jobs and their employers. Thus, according to these findings, job stress may not always bring negative consequences.

Nevertheless, results of the survey analysis reflected that job stress is not a good predictor in UAE public sector though it may have a negative effect on creativity and innovative behavior.

These variables provide an opportunity to actually put in place innovative priorities into corporate strategies to develop a proper plan to enhance innovation behavior and practices. The findings of this research show that these factors reflect the importance that public sector organization places on innovation as an element of its overall corporate strategy. Innovation as a driver of organizational change also requires effective culture change management. Employees are expected and offered multiple opportunities to offer their feedback, which is then considered in the change implementation. In this regard, support from departments and committees as a source of leadership, is essential to sustained innovation. A study by Hao and Yazdanifard (2015) establishes a strong positive link between change leadership and successful innovation outcomes. They argue that change leadership influences multiple factors such as employee trust, organizational culture, formulation and communication of organizational vision, and rallying employees to do the necessary to achieve business objectives. In this innovation-driven management, leadership is a major factor in driving positive change and guiding the organization in resource allocation, strategic direction, and motivation (Paulsen, Callan, Ayoko et al., 2013).

The findings of this research have shown that the above internal variables in public organization can significantly enhance an organization's ability to innovate. Findings have also shown that in order for an organization to fully leverage its behavioral innovation, organizational focus and operational activities must be aligned in a manner that fully exploits happiness, culture, leadership and coworker supports. All of these variables work together as outlined by the research model to drive public sector innovation behavior. This research has shown that attracting talented employees as well as training, support and appreciation are critical in driving innovation as they play a pivoting role in organizations. Some employees generate innovative opportunities, while others support the innovation process; they are critical sources of new organizational adoptions .

## 5.2 Theoretical and Practical Implications

The current thesis encompasses several implications that benefit scholars and practitioners. These implications present novel perspectives to better clarify the factors that can lead to

behavior innovation in UAE public sector. Similarly, these implications help to answer the main current research question, which is: What are the factors affecting UAE public sector to enhance the innovation behavior? Generally, the findings demonstrated by this thesis imply considerable twofold implications, theoretical and management implications.

At the theoretical level, and at first, this thesis develops knowledge of the strategic literature in the context of innovation behavior. This thesis has relied on the theory of Rogers (2003) which is the diffusion of innovation theory with the purpose of depicting how innovation is adopted when applied in the public sector of UAE. The theoretical framework was used in the context of studying the factors determining the adoption of innovation behavior in public sector. This theory was validated by different studies (Dibra, 2015; Sanson-Fisher, 2004; Olatokun, & Igbinedion, 2009). Moreover, the findings of this thesis revalidate the diffusion of innovation theory in the UAE public sector.

This thesis revalidates the public sector organization theory and confirmed with previous studies (Bloch & Bugge, 2013; Kattel, Cepilovs, Drechsler, Kalvet, Lember, & Tönurist, 2013; Vigoda-Gadot, Shoham, Schwabsky & Ruvio, 2008). This thesis also adopted this theory when the researcher focuses only on public Sector Organizations founded in UAE by describing the new innovation strategy applied to provide the happiness and well beings to the employees and to provide a sustainable growth to the country. Findings proved that diffusion of innovation theory in the public sector organization is possible through infusing happiness and wellbeing at the workplace. The researcher highlighted the advantage of bringing happiness and wellbeing to the employees to positively affect innovation behavior.

Referring to the examination of the relationship between Leadership for innovation and ambidextrous culture, this study extends the knowledge of employees' reactions related to innovation toward ambidextrous organizational culture, its underlying mechanism and conditional limit, contributing to the psychology of organizational culture and individual innovation in three notable ways. First, this study explores the relationship between the leadership for innovation and ambidextrous organizational culture from an individual perspective, and connects it with employees' innovative behavior, which reveals the psychology of individual innovation within an organization. The concept of ambidextrous organizational culture emphasizes employees' involvement and participation, which is aligned with viewpoint that organizational innovation is achieved by innovative behavior of employees (Amabile, 1988). Employees in UAE embedded in an organization are influenced by organizational culture and simultaneously react upon the organization through



their behavior (Meyer et al., 2010). This study also highlights how employees perceive organizational culture is more predictive of employees' behavior than the culture itself, especially given that our data were collected from the UAE public sector but employees' perceptions still varied.

Second, the results found that there was a significant consistency in perception between Leadership for innovation and workplace innovation in Organizations. It shows that UAE employees' public sector respondents perceived that employees in public sector seemed to see themselves being more innovative at various Organizational levels. One possible reason to explain why UAE employees' public sector respondents see themselves in a position to be more innovative due to awareness and practices infused in the public entities culture coupled with wellbeing and happiness culture importance at work well expressed in both UAE Innovation Strategy and National Program for happiness and wellbeing.

Third, in the current study, Work Place Innovation (WPI) has been expressed in terms as a conducive culture which would facilitate and promote employee friendly practices to attain innovative goals equally. This thesis looks at a new angle of linking an employee's innovativeness by considering the characteristics of WPI and by presenting an integrated model of the determinants of employee work behaviors. It is imperative to note that variable of WPI is compatible with other determinants of employee innovativeness. Researchers have supported the importance of organizational variables on par with job-related variables in predicting employee work activity.

Thus, the current approach adds richness and insights into the understanding of individual reactions to the organizational influences. The proposed model makes an important contribution to the emerging literature on personnel psychology, especially about employee behavior. The present research contributes to organizational behavior and culture research by suggesting that the culture of WPI has a dominant role in enhancing the quality of employees' innovativeness.

Forth, the findings of this study address the gaps in previous research on workplace innovation and career satisfaction, and extend previous knowledge in numerous ways. It identifies the role played by workplace innovation and career satisfaction by enhancing career satisfaction. It is known from past research that career satisfaction is nurtured by organizational support. This study contributes by identifying the role of workplace innovation to enhance the career satisfaction of public sector employee in UAE. Findings

of this study help employees to experience meaning in work, bringing about positive work outcomes like enhanced career satisfaction and reduced intentions to leave. According to the findings of this study, workplace innovation has an impact on career satisfaction and impacts businesses to a greater degree since higher career satisfaction leads to other positive work attitudes and outcomes like employee engagement, organizational commitment and enhanced productivity (Lent & Brown, 2006). Workplace innovation can offer additional resources to employees to deal with work-related issues and also drive them to derive strength to deal with tough situations at work, encouraging personal, as well as professional growth and satisfaction in the process (Cash et al., 2000; Zinnbauer et al., 1999). UAE government can help employees in the public sector to develop a positive attitude to work by encouraging them to derive inner meaning from their “daily work,” and prevent voluntary turnover by creating job and role stickiness. Additionally, the study has also contributed to the better understanding of the construct of workplace innovation between career satisfactions and how it nurtures positive work outcomes like higher career satisfaction.

Fifth, this research highlights the importance of evaluating workplace happiness perception in employees, which allows to conclude that it is necessary to have diagnoses on employees' perception. According to Warr (2013), people need to feel good in the workplace, have good relationships with others, feel companionship, respect, admiration, good treatment by their bosses, and they need to feel that their job has objectives or goals and that they are key elements to contribute from their work to the achievement of the strategies of the organization. According to Seligman (2011), they need to know that their work is worthwhile. In this way, important information is obtained, which serves as an input to analyze the variables that favor or disfavor workplace happiness perception. These data provide human talent areas with the necessary material to develop effective labor welfare programs, according to its organizational culture and the present and future needs of the organization according to the company's strategy and changes in the global environment.

The research concludes that using these findings, UAE government would refer to in decision making, for example, boosting the collective happiness of employees, strengthening a supportive learning workplace through enabling adequate leaders capable to lead change while preserving organizational stability. Leadership programs which focus on human potential while promoting organizational happiness are effective at fostering innovative behaviors. Consequently, those leaders become role model for coherence, passion, optimism, and resilience while being socially altruistic and efficient at work

(Ravina, Machena & Montañez, 2019). Scientific evidence demonstrates a direction of organizations towards recognizing human capital and its well-being as a key factor of success (Mathew, John & Nair, 2020; Raab, 2020).

Sixth, this study has examined the role that inspirational leaders play on followers' happiness workplace. The aim of this study is to extend the knowledge surrounding leadership and workplace happiness and check it empirically in a UAE government sample in which leadership is fundamental in UAE public sector employees. Many adjustments in human resource designs have affected UAE government and, as a result, diverse studies have focused on the relationship between leadership for innovation and workplace happiness (Belias & Koustelios, 2014). The interaction between leaders and workplace happiness has become crucial, and many leadership styles have aimed to explain how leaders has an impact on workplace happiness. The human side of leadership is fundamental in this context. This study contributes to the literature by identifying the fact that leadership for innovation can influence workplace happiness.

This topic of workplace happiness in UAE public sector has generated a great deal of interest among practitioners and a divergence of perspectives has emerged in the research community. A better understanding of this construct from a multitude of perspectives, along with tools to effectively measure it, would hopefully contribute to our appreciation of this phenomenon of workplace happiness and would further clarify whether, it provides a unique contribution to our understanding of individuals and its application in the field of strategic Development. Thus, this study provides considerable insight into the use of workplace happiness instrument as valid and reliable measurement that measure employees' happiness in public sector.

Results of this study demonstrate that when employees are in a state of security and satisfaction, they will work more creative and innovative, enhance the contribution and participation of employees can increase the affective commitment of employees in terms of positive impact on the UAE government. On the other hand, those who do not feel safe in the workplace also declined causing their creativity while working. This explains that the workplace happiness in employees public sector leads employees tend to be positive about working as willing to listen to criticism, accept feedback positively, feel valued at work and respect of the employer (Pryce-Jones, 2010), typically this situation can stimulate innovative behavior of employees in terms of the realization of new ideas and commitment.

In addition, employees in public sector need to be aware of the sense of happiness in UAE government is very important for improving government and citizens' achievement. Pleasant conditions can also increase affective commitment of public sector employees and help employees to generate new ideas, promote new ideas and realize new ideas.

Seventh, this study explores the impact of interaction of culture and leadership on innovative behavior. Previous studies find that organizational culture (Hogan & Coote, 2014; Naranjo-Valencia et al., 2017) and leadership (Pieterse et al., 2010; Aryee et al., 2012) are separately related to innovative behavior, and little attention has been given to dig into the impact of the association of these two concepts (Ogbonna & Harris, 2000). Moreover, the results provide a new motivational perspective to investigate roles that transformational leaders play within an organization.

Eighth, by examining the role of co-worker -as a mediator variable- among workplace happiness, and innovation behavior, the results shows a partial mediation between workplace happiness and innovative behavior. This indicates the partial role that co-workers play towards innovative behavior. Moreover, the interplays among the thesis independent variable, the mediator, and the dependent variable are delineated, which give insights the future research.

Ninth, the result has revealed that workplace happiness and innovative behavior are positively affected. These results may invite many researchers to reinvestigate the employee behavior toward innovation behavior in UAE government. This novel correlation tested this research model is worth for more in depth study. This thesis is considered as one of the few studies to understand the innovation behavior in UAE. Examining the influence of these variables are considered a unique study which in turn add value to the current thesis work as they assist to understand the employees' motives which contribute to give insights prediction toward innovation behavior positively influenced by workplace happiness.

Tenth, the outcomes of this thesis are confirmed with the previous studies as a way to deeply understand the behavior of employees toward innovation in public sector which in turn give an important insight to inspire future research to conduct comparison studies with other nations.

Eleventh, this thesis successfully contributes in bridging the research gap through enriching literature in terms of behavior innovation. This enrichment was attained by examining the

estimators of employees' behavior in UAE public sector. Moreover, this thesis empirically validates and clarifies the behaviors of public sector employees.

Twelfth, the results of this thesis help in introducing a new research insight to develop new conceptual frameworks based on the current research work. This thesis shed the light of the crucial role played by workplace happiness toward workplace innovation.

Regarding the management level, this thesis suggested some thoughts that encounter the innovation behavior in UAE public sector. These thoughts emphasize to decision makers in the public organizations the importance of continual human development strategy to attract, train, recognize and direct these resources towards achieving the innovation targets. Investment in human resources development initiatives such as continuous learning and upskilling opportunities, in addition to proper employee appreciation and encouragement structures and schemes are foundational in creating an innovative culture. Still, on human resources, retention measures for experienced employees and the ability to attract the best talent leads to the formation of a formidable workforce capable of driving innovation across the board. Decision makers are recommended to enhance the innovation behavior in UAE public sector by providing training for employees in order in a clear supportive context. Moreover, decisions makers are recommended to enhance and accept an effective communication strategy to assist employees how they can be adaptive toward any possible risks. This could be achieved by integrating employees in the decision-making process. Accordingly, the government may suggest to recruit employees who are expert in technology and innovation programs to diffuse the benefits of innovation. Accordingly, these improvement steps can help the innovative system to be implemented more efficiently and effectively.

In the context of these findings, government administrators appreciate work environments that encourages group work to create more innovation; besides it enhances happiness and satisfaction of employees in the public sector and to enhance confidence and trust collectively in an atmosphere or culture that is more happiness (pleasant working atmosphere).

In conclusion, these findings can be used by the UAE management to create an atmosphere of happiness in the workplace to improve efficacy, innovative behavior and loyal commitment among employees.

Based on the above, the results of the study could provide several suggestions toward improving innovation in the UAE public sector:

1) Strategically focus on the culture and leadership efforts to sustain the effects of ambidextrous organizational culture and engage in more investment in ambidextrous training, which emphasizes creativity and discipline at the same time.

2) UAE public sector is capable of creating an environment that provides clues for employees how to behave in specific contexts (Schein, 2004). Therefore, Public entities may consider not only to clarify the norms and principles that are encouraged in innovation culture but also to involve employees in innovative decision-making risks and opportunities while maintaining a balance between explorative and exploitative approach.

Shared vision helps members of an organization to actively contribute to diverse innovative ideas and skills by encouraging activities such as knowledge transfer and resource exchange (Tsai & Ghoshal, 1998), which are prerequisite to apply useful information to collective goals (Wang & Rafiq, 2014).

3) Diversity is beneficial to innovation, as well as employee's empowerment. Our findings suggest to focus on activities that encourage employees in public sector to recognize and reward differences in skills, knowledge, and opinions, which are intangible and task-related compared with visible dissimilarity such as demographic heterogeneity (Cox, 1994; Rink & Ellemers, 2007). In addition, there is evidence showing that, compared with actual dissimilarity and diversity, perceived dissimilarity and diversity are more impactful on employees' behavior (see Orpen, 1984; Turban & Jones, 1988; Strauss et al., 2001), thus the importance to create and maintain a positive open tolerant and constructive climate for diversity, under which employees' perceptions of diversity are more likely to lead to favorable outcomes.

4) Transformational leadership is one of the most important stimulators of employees' intelligence (Bass, 1990), organizations should express special concern about training in supervisors' transformational behaviors. Leaders are mainly responsible to communicate organizational culture to their subordinates (Bass & Avolio, 1993). Meanwhile, the fit between leadership style and organizational culture is important for effectiveness of the government (Bowers et al., 2017). Accordingly, entities can reap the mutual benefit of transformational leadership and ambidextrous organizational culture. Leaders are to be charismatic, individually considerate, and intellectually stimulating (Bass, 1990).

5) Psychological empowerment is not a personal trait that remains stable across situations, but rather a set of cognitive factors shaped and influenced by organizational contexts (Thomas & Velthouse, 1990), hence the need to establish environments that continuously cultivate employees' empowerment. More specifically, Leaders should not only focus on activities concerned with empowerment, but also provide workplace environment in which employees can perceive self-efficacy, autonomy, and value to what they do as impactful and meaningful.

Accordingly, in order to develop an innovative culture, management should focus on developing an employee-centric approach by applying workplace innovation with an acceptable level of error, which gives room for individual ideas, and encourage experimentation with different ideas to facilitate an innovative culture.

6) Abounding innovation among individuals as potential exists. However, an ambiance that taps into that innovations among individuals is crucial to bring that potential to performance and fruition. To that extent, starting from the very top, there must be a conscious effort to impress and encourage innovation at the individual, group and corporate levels. In addition, flexible structures of workplace, people-centered management practices and streamlined trust-based systems and processes need to be the ingredient pillars of the organizational workflows.

7) Given that a positive attitude towards workplace innovation is important for career satisfaction, it is necessary to promote a coworker environment in which employees in public sector can test ideas, reflect on lessons learned, share ideas and knowledge, implement analytical problem-solving skills. Successfully implementing these strategies could improve workplace innovation and career satisfaction, which would increase recognition of an employee's in public sector contribution to their department, thus retaining and advancing in-house employee expertise.

However, in this chapter, our exploration of studies that contradict the results of our hypothesis testing aims to provide a nuanced understanding of the broader context surrounding our research findings. By incorporating insights from a variety of authors, we seek to enrich our study with diverse perspectives and acknowledge the complexity inherent in organizational phenomena.

Schein's (2006) work on Organizational Culture Theory and Process Consultation offers a comprehensive framework that may challenge or complement our understanding of

organizational culture. Kotter's (2007) examination of leading change and the potential failure of transformation efforts introduces critical considerations that may add depth to our own change management hypotheses. Pfeffer's (1992) exploration of power dynamics within organizations provides an alternative viewpoint that prompts reflection on the nuances of power structures as they relate to our hypotheses.

Turning to the topic of employee well-being, Maslach and Zimbardo's (2021) study on burnout offers a unique perspective that may contrast or align with our findings in this area. Sutton's (1987) research on the process of organizational death sheds light on disbanding and reconnecting, providing insights that could challenge our hypotheses regarding organizational longevity and change.

Edmondson, Kramer, and Cook's (2004) work on psychological safety, trust, and learning in organizations introduces considerations that may differ from our own, prompting a deeper exploration of the impact of these factors. Heffernan and Dundon's (2016) investigation into cross-level effects of high-performance work systems (HPWS) and employee well-being, mediated by organizational justice, adds complexity to our understanding of these relationships.

Lastly, Collings, Vaiman, and Scullion's (2022) comprehensive overview of Talent Management developments provides a broader perspective on talent-related hypotheses, offering a more holistic view of the intricacies involved in managing organizational talent.

By seamlessly integrating these references into our discussion, we aim to foster a richer dialogue within the academic discourse. The inclusion of diverse viewpoints not only acknowledges the multifaceted nature of organizational studies but also enhances the credibility and depth of our research. This approach ensures that our study is situated within the larger context of scholarly conversations, contributing to the ongoing development of knowledge in the field.

Overall, the findings emphasize the importance of government to provide opportunities for their public sector employees to engage in creative and innovative projects, which enhance their professional careers, for example, roles involving new product and strategy development, service improvement, and technical innovation...



### 5.3 Conclusions

This thesis has examined the relationships between the Leadership for innovation and ambidextrous culture for Innovation, the ambidextrous culture for Innovation and Workplace innovation, Workplace Innovation and Career satisfaction, Career satisfaction and Workplace happiness, Workplace happiness and Career satisfaction, Leadership for innovation and Workplace happiness, Workplace happiness and Workplace innovation. Workplace innovation and Workplace happiness, Coworker supports, and the association between Coworker support and Innovation behavior.

This study used the survey to collect the primary data on a scale survey of employees conducted in UAE public sector. By employing SPSS for data analysis, positive relationship showed between these constructs. However, Workplace happiness and Innovation behavior via Job stress was not statistically significant.

Data gathered is cross-sectional and the sample of the empirical analysis included in this thesis is concerned to the population of chief innovation officers nominated as such by their entities in the public sector to measure and test the relationship between the above constructs.

Recommendations of future studies is useful combining this thesis findings with other variables in order to analyze the effects of other possible sources of innovation on innovation behavior.

This research utilized innovation diffusion theory and public sector innovation as a framework for evaluating the intrinsic factors and variables within the public sector organization and how they have served to enhance innovation behavior.

### 5.4 Limitations and Future Direction

While this paper provides both theoretical contributions and managerial implications, the findings should be interpreted in light of the following limitations.:

1) Most of the questionnaire items were self-reported, based on the perceptions of individual respondents, so the results may be considered subjective. However, the possibility of self-

reported bias does not appear to influence the research outcomes due to evidence of construct validity between the variables. Future research could address the issue of self-reported bias by using objective metrics.

2) The data collected is cross-sectional from one survey and as a result, may introduce spurious relationships among the constructs and the potential for common source bias. Nevertheless, Harman's single-factor test indicated no single factor underlying the data; therefore, the common method variance did not seem to be a critical issue. In addition, for future research, a longitudinal research design, where data is collected at different points in time, could be employed to consider the "time" factor, which is an important element in the innovation process.

3) The SPSS limitation in that all factors were treated as indicators representing latent constructs, so the developed model displays only causal relationships between constructs. To address this limitation, Bayesian Networks (BN) can be conducted as an integrated approach for SEM to evaluate the interrelationships between the existing constructs at the factor level.

4) A questionnaire survey does not qualitatively validate the inferred relationships between the constructs. Thus, interview-based data collected from case studies could be conducted to verify identified relationships, thereby offering a deeper perspective on the development of the arguments and would provide more detailed the context to understand the innovation process in the public sector.

5) Findings show that perceived ambidextrous organizational culture varies significantly yet all of our hypotheses are supported, data were collected across many federal entities. Future research could collect data from local entities to compare innovative effectiveness in the presence of different levels of actual ambidextrous organizational culture.

6) All of the items measured let alone the job stress factor, reflect positive characteristics, which might result in a tendency of social desirability considering that respondents are likely to behave in a culturally acceptable manner (Thomas & Kilmann, 1975).

7) There may be other mediators and moderators besides coworker's support and job stress which could better explain the underlying mechanism because in this model, the path from workplace happiness via job stress to behavior innovation was insignificant although the sequential mediation between workplace happiness through coworker support to innovative

behavior was significant. Exploration of other mediators would expand understanding of these relationships.

8) This thesis uses data from the UAE Public Service that has predominantly an UAE culture, so some of the results may or may not be generalizable to other countries. Future research may implement the developed research model to perform a comparative analysis between countries operating in these two circumstances, and to compare results in order to gain insights into the innovation process in both eastern and western contexts.

9) The Covid-19 pandemic, which significantly undermined the ability of the researcher to effectively complete all aspects of the research as planned, was one of the limitations of this research. Conducting interviews was planned to be face-to-face at the beginning of the study. However, due to the pandemic, the case study organization shifted to working from a distance, and it was not possible to do the interviews in person. The researcher did not want to delay the data collection process; therefore, in order to be able to complete the project on time, the researcher converted to collect the data from email surveys and managed as planned in a pure quantitative way. Future research could adopt a mixed quantitative qualitative approach in evaluating the relationship amongst the variables in the UAE public sector.

## 5.5 Findings Contribution

The findings of this research offer significant contributions to the practice and also build on the innovation diffusion theory and the Public Sector Organization Theory, since its application was solely concerned with in public sector.

Theoretically, this research has shown that public sector innovation and innovation diffusion theory can be effectively applied in the public sector if there is adequate leadership and desire to accept the innovation. This research has also highlighted the role of Leadership for innovation, culture, happiness, workplace innovation, co-worker support in driving innovation in the public sector. Results can help scholars in the field of innovation behavior and to move toward the consolidation of empirical support in a more focused way. This study provides an interrelated investigation of the factors that affect the innovation behavior in public sector organizations.

The researcher has discussed the history of innovation then, the diffusion of innovation theory in particular in public sector followed by the public sector organization theory. Through determining the variable conceptualization and hypotheses development, the results have shown how most above variables interact with each other positively in order to lead for innovative behavior.

This perspective provides a better understanding of the logic behind the two theories for greater innovation implementation. This research proposes that leadership for innovation, culture, happiness, workplace for innovation have an important impact on the innovation behavior, thus contributing to theory by identifying the degree of the innovation acceptance that influence innovation implementation in public sector organization.

The research has also contributed in identifying the positive relationship between leadership for innovation with ambidextrous culture and with workplace happiness in turn with workplace innovation. Moreover, it has contributed in identifying the relationship between workplace innovation and career satisfaction with workplace happiness in turn with innovation behavior through the job stress and co-worker support as mediators. This research shows that the leadership has delivered the appropriate culture direction for the entire public sector organization leading to the creation of the right environment and culture required for innovation across the employees. Besides, it highlights the importance of conducting further inn depth research on the impact of job stress on innovation

Public sector organization can adequately deploy the findings of this research, the proposed model can enable a public sector organization to achieve a greater level of innovation behavior.

This model can effectively and efficiently influence the innovation process to achieve optimal integrated value. Managerially, this research has demonstrated how diffusion innovation theory and public sector innovation theory can provide an ideal framework to highlight the importance of the intrinsic factors and specifically the research variables in a public sector organization and how their finetuning and optimization can drive innovation. In this regard, this research extends the research by Osborne and Brown (2011). They suggested that future research should evaluate the institutional and organizational qualities that undermine innovation and its diffusion within the public sector.

This research findings can be generalized to the public sector organizations in the UAE. This research provides a basis for public sector organizations that are focusing on

implementing innovation practices and projects. In terms of policymaking, this research also investigated the role of policies on the innovations in public sector. The findings indicate that internal policies influence the behavioral innovation in terms of procedures and plans. These findings can help policy makers in understanding how different policies influence public sector organization in terms of innovation. This will help them in the development of new policies. Furthermore, the availability of policies that support innovation encourages an organization to adopt innovation approaches.

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