

Examining the Moderating influence of Job Complexity on the Relationships between Empowering Leadership and Organizational Innovation

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Abstract

Organizations consider innovation to be a critical variable between life and death of the organization. Moreover, the goals of ambitious organizations can be achieved through innovation. In the 21st century, this is one of the main resources needed to achieve sustainability and economic growth. The main objective of the current study is to examine the impact of empowering leadership on organizational innovation, besides the examination of the moderating effect of the job complexity between empowering leadership and organizational innovation. The questionnaire was utilized in this study to collect data from the population of police sector in the United Arab Emirates (UAE) by using probability random sampling. Structural Equation Modeling-Variance Based (SEM-VB) was utilized to examine the research model in this research, by using the SmartPLS 3.0 software. The result from the analysis shed lights on the impact of empowering leadership on organizational innovation. The proposed research model explained 50.7% of the organizational innovation (OI). Empowering leadership had a positive direct effect on the OI within the police sector in the UAE. Moreover, job complexity moderates (dampens) the relation between empowering leadership and the innovation of organization. The results of the current study have the potential to give further insights into the innovation of organizations strategies.

Keywords: Empowering leadership; job complexity; organizational innovation; UAE.

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I. INTRODUCTION

Most organizations are working in a turbulent environment with rapid changes in information technology, market uncertainties, shortened product life cycles and competition [1]. Innovation is a fundamental requirement for survival and growth in these environments [2]. Organizations consider innovation to be a critical variable between life and death of the organization [3]. Moreover, Cooper (2011) [4] views that the goals of ambitious organizations can be achieved through innovation. In the 21st century, this is one of the main resources needed to achieve sustainability and

economic growth [5]. Various global indicators will help in understanding the position of UAE according to a set of measures that are recognized internationally [6]. Governments, organizations, and Individuals should pay the greatest attention to the planning and implementation of information technology in all its aspects of business,

especially in the age of digitalization. In the age of digitalization, which has been commonly referred to Industry 4.0 or fourth industrial revolution [7].

The field of organizational behaviour has seen an expanding enthusiasm for understanding elements that advance employee creativity; the development of new and valuable thoughts concerning items, administrations, procedures, and systems in associations [8]. In most contemporary organizations, adopting technology is not only uses ICT to fill up some forms and records but rather it is also a tool that performs the process of identification, accumulation, analysis, measurement, preparation, interpretation and communication of the information used by management to plan. It is used in evaluating and controlling within an organization and to assure appropriate use and accountability for their resources [9].

In spite of the fact that various studies have researched the effect of pioneers on creativity, these studies have to a great extent concentrated on issues of leader support and

leader-member exchange [9]. Moreover, specialists have started exploring more extensive hypotheses of lead leadership behaviour, for example, transformational leadership hypothesis, with blended outcomes [9]. Observably absent from inquiring about consideration has been empowering leadership, regardless of proposals by creativity analysts that researchers concentrate more noteworthy exertion on leadership approaches that can address the essential underpinnings of creativity [10]. Since empowering leadership includes imparting capacity to a view toward upgrading employees' motivation and interest in their work [11], there are real reasons (point by point underneath) to anticipate that empowering leadership will positively affect creativity [8, 11]. Subsequently, a major purpose of this study was to build and test the theory that addresses the connection between empowering leadership and creativity, including several important intervening variables.

On the other hand, Zhang & Bartol (2010) [12] argued that job complexity can manage the relationship between empowering leadership and employee creativity. In another study, Job complexity provides employees the work environment which develops their intrinsic motivation to enhance their creativity, which means that the employees with complex jobs have the greater intrinsic motivation than those work with the simple jobs, accordingly the employees in complex jobs have better opportunities to generate innovative behaviors than those working in simple jobs [13]. Furthermore, when the employees have complex jobs, they perceived that their job is meaningful and important as well as they oversee organizational performance and outcomes. On the other hand, routine and simple jobs increase the feeling among their employees that their work is easy and anyone can do it as well as the routine jobs don't require new ideas [14]. The current trend of automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing [13].

In conclusion, according to the researcher knowledge there is no studies has investigated the variables of empowering leadership, job complexity and employee innovative behavior in one model in UAE or other areas in the world. Furthermore, it is one of the first studies that tries to test the moderating role of job complexity between empowering leadership and organizational innovation in the UAE.

II. LITERATURE REVIEW

A. Organizational Innovation (OI)

There exists a various range of innovation definitions. First, a considerable number of researches have debated that creative thing means innovation. For instance, Rogers (1995) [15] indicates that innovation is creating a new object, practice, or idea according to the assessment of an individual or another unit of adoption. Moreover, another concept was discussed by Rogers (1995) [15], known as innovation diffusion which, focuses on the spread, over

time, through different channels of innovation among the members of a social system. It is clear that the UAE is trying to become a leading technology centre based on the innovation strategy of the 4th Industrial Revolution [16].

On the other hand, according to Amabile (1983) [8], innovation is different from creativity which is the only thing that could be defined as the production of new ideas. Furthermore, Trott (2005) [17] suggests that Innovation generates and implements new processes, products, and ideas. Consequently, creativity is a component of innovation. Even though services and goods have unique different characteristics ds, numerous studies such as de Vries (2006) [18] revealed that, in the service context and according to the adaptation approach, the theories and notions of innovation used in the manufacturing sector were easily transportable to the service sector. With the purpose of investigating innovation in the service sectors, Droege et al. (2009) [19] stated that these studies used the same models as in the manufacturing sector, without affecting the characteristics of innovation in service. Thus, there is a need to inspect the constructs of the study that affects the innovation of the organization.

B. Empowering Leadership (EL)

Empowering leadership has been characterized as the procedure by which pioneers share control with employees by giving extra obligation and basic leadership specialist overwork and assets and the help expected to deal with the extra duty successfully [20]. Empowering leadership is identified with the idea of appointment yet varies in that assignment by and large alludes to employee responsibility for undertakings, though empowering leadership infers a progressing theory of sharing more extensive obligations. Considerable research highlighted the critical and significant role of empowering leaders in motivating their subordinates to show high performance [21] and creative and innovative behavior [22]. Numerous studies had investigated the impact of leadership behavior on employee creativity or employee innovative behavior [23], however, empowering leadership has special influence on employee creativity, as is consistent with the trend toward providing high autonomy and empowerment to employees [24]. Given the predominant job of empowering leadership in the work environment [12] one key situational factor that may have significant effect on creativity is leadership [12, 25]. Consequently, the following hypotheses are proposed:

H1: Empowering Leadership has a positive effect on Organizational Innovation.

C. Job Complexity (JC)

Based on Job Characteristics Model, Job complexity is a kind of jobs which is wealthy of work autonomy and significance [26]. Significance refers to what extent an employee perceived that his/her work is important for and can contribute to the organization success and competitive

advantage, while autonomy refers to the freedom that an employee has to accomplish his/her tasks and duties [27]. Job complexity is considered an important and virtual factor in employee innovative behaviour [27]. More particularly, when individuals have complex job (e.g., varied and challenging tasks) which are characterized by identity, feedback, significance, high autonomy, and skill variety, these employees are likely to present higher intrinsic motivation to develop innovative behaviour in the workplace than those accomplish routine and simple jobs [28].

Scott & Bruce (1994) [29] highlighted that job complexity can moderate the relationship between innovative behaviour and its predictors. Based on Scott & Bruce (1994) [29] work, the researcher suggests that it is significant to investigate the moderating role of job complexity in the relationship between empowering leadership and employee innovative behaviour relationship. Finally, Wang, Tsai, & Tsai (2014) [30] confirmed that job complexity can play a moderating mechanism between leadership and employee creativity. Consequently, the following hypotheses are proposed:

H2: Job Complexity strengthens the positive effect of the Empowering Leadership on Employee Innovation within the police sector in UAE.

III. RESEARCH METHOD

A. Overview of the Proposed Conceptual Framework

Drawing on intrinsic motivation theory, an employee tries to the best to do a task for its own sake which encourages the employee to be involved in the task which fosters him/her to generate innovative behaviours [31], this study built the main relationship between empowering leadership and organizational innovation. In respect of empowering leadership, Zhang & Bartol (2010) [12] and Zhang & Zhou (2014) [25] found that this kind of leadership style influences positively the innovation. Figure 1 depicts the conceptual model that was built on the review on the literature review.

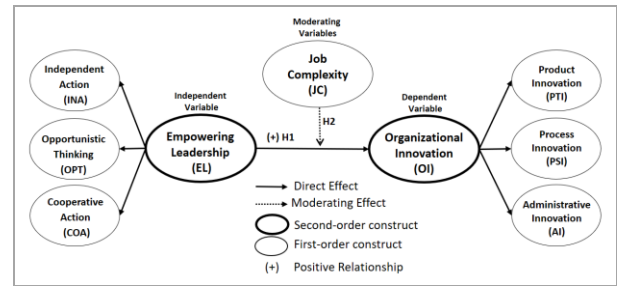


Fig 1: The proposed conceptual framework

B. A Job Creating and Environmentally Friendly Mini Factory

A questionnaire specially designed to measure all the main constructs of the research model was used to collect data for this study, it contained close-ended questions that were tested and translated into the Arabic language since the respondents would be from the UAE. The study selected the sample from the population of Dubai police department by using probability random sampling. This is when every element in the population have an equal chance of being selected as a subject [32]. Probability random sampling gives the researchers the chance to choose equally from the sample frame.

IV. DATA ANALYSIS AND RESULTS

PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling-Variance Based) was employed to assess the research model by utilizing the software SmartPLS 3.0. A two-phase analytical technique consisting of (i) measurement model analysis (reliability and validity) and (ii) structural model analysis (examining the conceptualized relationships) was employed after performing the descriptive assessment.

A. Measurement Model Assessment

The individual Cronbach's alpha, the composite reliability (CR), The average variance extracted (AVE), and the factor loadings exceeded the suggested value as illustrated in Table 1.

Table 1: Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Independent Action (INA)	INA1	0.956	3.21 7	1.173	0.950	0.967	0.908
	INA2	0.951					
	INA3	0.953					
Opportunistic Thinking (OPT)	OPT1	0.912	3.28 7	1.076	0.926	0.953	0.871
	OPT2	0.947					
	OPT3	0.940					
Cooperative Action (COA)	COA1	0.922	3.18 5	1.109	0.915	0.946	0.854
	COA2	0.931					
	COA3	0.920					
Job Complexity (JC)	JC1	0.885	3.16 8	0.770	0.909	0.931	0.730
	JC2	0.886					
	JC3	0.906					
	JC4	0.773					
	JC5	Deleted					
	JC6	0.817					

Product Innovation (PTI)	PTI1	0.981	3.459	1.207	0.975	0.983	0.952
	PTI2	0.980					
	PTI3	0.966					
Process Innovation (PSI)	PSI1	0.955	3.425	1.165	0.946	0.965	0.903
	PSI2	0.945					
	PSI3	0.951					
Administrative Innovation (AI)	AI1	0.943	3.418	0.929	0.927	0.949	0.822
	AI2	0.924					
	AI3	0.937					
	AI4	Deleted					
	AI5	0.816					

Note: M=Mean; SD=Standard Deviation, α =Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.

Key: INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, JC: Job Complexity, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation

The degree to which the articles distinguish among concepts or measure different constructs is demonstrated by discriminant validity. Fornell-Larcker was employed to analyze the measurement model's discriminant validity. Table 2 shows the outcomes for discriminant validity by employing the Fornell-Larcker condition. It was discovered that the AVEs' square root on the diagonals (displayed in bold) is bigger than the correlations among constructs

(corresponding row as well as column values), suggesting a strong association between the concepts and their respective markers in comparison to the other concepts in the model. This indicates good discriminant validity. Furthermore, exogenous constructs have a correlation of less than 0.85. Therefore, all constructs had their discriminant validity fulfilled satisfactorily.

Table 2: Fornell-Larcker criterion

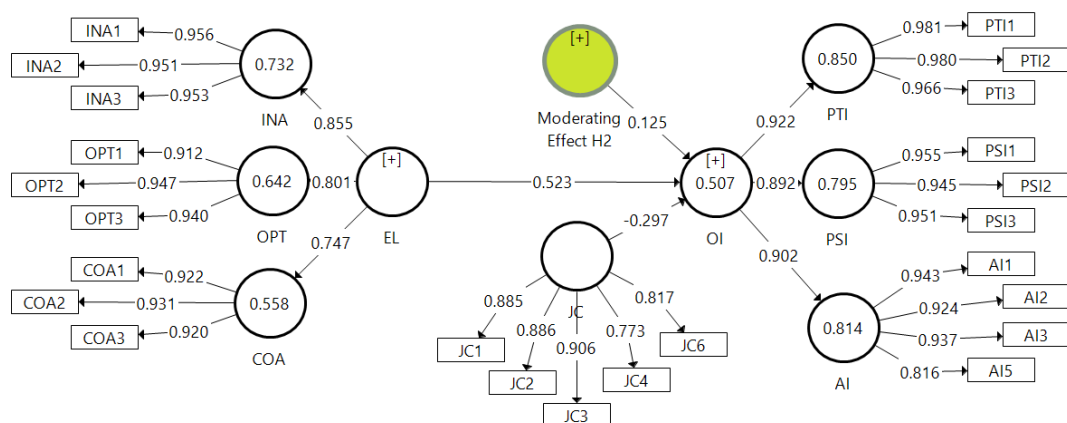
	AI	COA	INA	JC	OPT	PSI	PTI
AI	0.907						
COA	0.511	0.924					
INA	0.427	0.456	0.953				
JC	-0.420	-0.265	-0.281	0.855			
OPT	0.406	0.377	0.558	-0.183	0.933		
PSI	0.681	0.530	0.561	-0.436	0.342	0.950	
PTI	0.741	0.523	0.485	-0.416	0.412	0.769	0.976

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

Key: INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, JC: Job Complexity, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation.

B. Structural Model Assessment

The structural model can be tested by computing beta (β), R^2 , and the corresponding t-values via a bootstrapping procedure with a resample of 5,000.



Key: EI: Empowering Leadership, INA: Independent Action, OPT: Opportunistic Thinking, COA: Cooperative Action, OI: Organizational Innovation, PTI: Product Innovation, PSI: Process Innovation, AI: Administrative Innovation

Fig 2: PLS algorithm results

a. Direct Effect Hypotheses

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Empowering leadership positively influence organizational innovation. Hence, H1 is accepted with

($\beta = 0.523, t = 12.577, p < 0.001$). Empowering leadership explains Fifty-one percent of the variance in organizational innovation. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model.

Table 3: Result of Direct Effect Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²
H1	EL→OI	0.523	0.042	12.577	0.000	Supported	0.51

Key: EL: Empowering Leadership, OI: Organizational Innovation

b. Moderating Effect Hypotheses

This study focuses on how the relationship between Empowering Leadership (predictors) and Creative Self-Efficacy (outcome) changes as a function of Job Complexity (moderator). As shown in Table 4, three sub-hypotheses were tested for the main hypothesis namely:
(1) Testing the causal effect of the predictor on the outcome.
(2) Testing the causal effect of moderating on the outcome.
(3) Testing the causal effect of interaction

(predictor*Moderating) on the outcome. The moderation assessment of this study was tested through hypotheses H2. A bootstrapping procedure with a resample of 5,000 was also performed to assess the interaction effect. The results in Table 4 show that Job Complexity moderates (strengthens) the impact of Empowering Leadership on the Creative Self-Efficacy ($\beta = 0.125, t = 2.928, p < 0.01$), so, H2 is accepted.

Table 4: Result of Moderating effects Hypotheses

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision
H2.a	EL→OI	0.523	0.042	12.577	0.000	Supported
H2.b	JC→OI	-0.297	0.043	6.905	0.000	
H2.c	CSE*JC→OI	0.125	0.043	2.928	0.003	

Note: EL: Empowering Leadership, JC: Job Complexity, OI: Organizational Innovation.

V. DISCUSSION

This first hypotheses which derived from the past studies and literature that suggested the relationship and direct influence of empowering leadership on the innovation of the organizations [24]. This hypothesis was supported with ($\beta = 0.523, t = 12.577, p < 0.001$) which indicates significant effect of empowering leadership on organizational performance. The findings imply that empowering leadership is influencing the organizational innovation of police sector in the UAE. Thus, H1 is achieved. This suggests that police sector may want to pay more attention to empowering leadership to improve their innovation of the organization.

Moreover, second hypothesis is that there is a moderating effect of job complexity on the relationship between empowering leadership and organizational innovation within police sector in the UAE. Results of this study showed that, relationship between empowering leadership and organizational innovation is moderated (dampened) by the job complexity. This is explained by the fact that the more complexity in jobs; the less impact of empowering leadership on the innovation of organization in the police sector in the UAE In complex jobs, employees have higher opportunities to have growth need strength and a supportive context (to have the ability to face serious challenges) that who work in simple/routine jobs. At the end, the sixth specific objective was achieved. The findings indicate that there is a moderating effect of the job complexity on the

relation between empowering leadership and organizational innovation. Thus, H2 was supported.

VI. IMPLICATIONS

Earlier studies have tested these relationships of empowering leadership. In order to enrich this area, the research is considered a natural extension of the previous studies of empowering leadership as it contributes to the theory through adding to the components of empowering leadership. It has further tested these interactions in a service-based context which was the police sector. The research results have demonstrated that these positive cooperative interactions, these actors explained 50.7% of the variety in organizational innovation; could create a suitable atmosphere to achieving an organization innovation with the moderating effect of the job complexity. Hence, this study benefits innovation researchers through providing an inclusive understanding of these relationships in the public sector in the UAE.

Regarding the implications for practitioners, this study has provided many benefits for police sector managers and public sector in general to view empowering as a catalyst for the different types of innovations. This study has resulted in several recommendations. Police sector should maintain and promote empowering leadership and creative self-efficacy to support innovation of the organizations.

VII. CONCLUSION

This research attempted to expand the knowledge in the area of empowering leadership, job complexity and organizational innovation in the United Arab of Emirates. By examining the effect of empowering leadership (independent action, opportunistic thinking, and cooperative action) to the innovation of the organizations in the UAE, this study added valuable knowledge to the area of

public sector as well as academic research. Moreover, this study added to the understanding on the importance of the moderating effect of job complexity in the public organizations in the UAE. This article has shed some light on the organization innovation in the public sector in the UAE and the importance of empowering leadership in that regard and proved that empowering leadership plays a role helping the organizations to improve their innovation and compete to stay alive.

APPENDIX

Appendix A Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Independent Action (INA)	INA1: leaders in the organization encourage me to find solutions to my problems without his/her direct input. INA2: leaders in the organization urge me to assume responsibilities on my own. INA3: leaders in the organization advise me to solve problems when they pop up without always getting a stamp of approval.	
Opportunistic Thinking (OPT)	OPT1: leaders in the organization urge me to think of problems as opportunities rather than obstacles. OPT2: leaders in the organization advise me to look for the opportunities in the problems I face. OPT3: leaders in the organization encourage me to view unsuccessful performance as a chance to learn.	[33]
Cooperative Action (COA)	COA1: leaders in the organization urge me to work as a team with the other employees who work at the organization. COA2: leaders in the organization encourage me to work together with other employees who work at the organization. COA3: leaders in the organization advise me to coordinate my efforts with the other employees who work at the organization.	
Job Complexity (JC)	JC1: This job gives me the opportunity to do many different things. JC2: I perform different tasks during a typical workday. JC3: This job requires me to use a number of skills and talents. JC4: In this job, I can see the entire piece of work. JC5: I have many opportunities to take initiative in this job. JC6: My work significantly affects the lives and well-being of other people.	[34]
Product Innovation (PTI)	PTI1: Our organization always develop new product and services. PTI2: Our organization try to introduce and diversify our product to suit customer needs PTI3: Our organization always try applying a new idea/technology at our organization.	
Process Innovation (PSI)	PSI1: In our organization, new technology is adapted for improving the work processes (Computers, wireless networking, etc.). PSI2: In our organization, we try new methods for improving processes (Paperless environment, online learning, etc.). PSI3: Our organization is quick to respond to the changing needs of its customer.	[35]
Administrative Innovation (AI)	AI1: In our organization, administrative support is always there for employees. AI2: In our organization, the employees' compensation system is linked to performance. AI3: Our organization has a new and improved performance evaluation system. AI4: In our organization, we believe in the open communication environment. AI5: In our organization, employees are hired on their creativity.	

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